



**WEST LOTHIAN COUNCIL**

**CORPORATE ASSET MANAGEMENT STRATEGY AND GENERAL SERVICES TEN YEAR CAPITAL INVESTMENT STRATEGY 2018/19 TO 2027/28**

**REPORT BY HEAD OF FINANCE AND PROPERTY SERVICES**

**A. PURPOSE OF REPORT**

This report sets out a Corporate Asset Management Strategy and a ten year Capital Investment Strategy for 2018/19 to 2027/28 for consideration by Council.

**B. RECOMMENDATIONS**

It is recommended that the Council:

1. Notes the requirements of the updated CIPFA Prudential Code, as set out in section D.2;
2. Approves the Corporate Asset Management Strategy as set out in Appendix 1;
3. Approves the projected resources for the period 2018/19 to 2027/28 as set out in section D.5 and in Appendix 2;
4. Approves the proposed general services ten year capital investment strategy for 2018/19 to 2027/28, as set out in Appendix 3;
5. Approves the projects identified as potential bids for Schools for the Future Funding, as set out in section D.6 and notes that if, the funding is not made available, the council's contributions will be used for planned improvements within the relevant schools;
6. Approves the use of West Lothian Community Choices for capital investment, as set out in section D.9;
7. Approves the proposed governance arrangements, as set out in section D.10;
8. Notes the outcome of Equality Relevance Assessment set out in Appendix 4, which identifies projects where an Equality Impact Assessment will be reported to Council Executive for consideration prior to project implementation.

**C. SUMMARY OF IMPLICATIONS**

**I. Council Values**

Focusing on customers' needs, being honest, open and accountable, making best use of our resources, working in partnership.

**II. Policy and Legal (including Strategic Environmental Assessment, Equality Issues, Health or Risk Assessment)**

The council's General Services capital programme is managed within the stringent requirements set out in the updated Prudential Code.

The integrated approach to asset management and capital planning complies with the provisions of the Prudential Code and with Best Value requirements in the 2003 Local Government (Scotland) Act.

Risks in relation to the capital programme will be identified and managed in accordance with the council's corporate approach to risk.

An Equality Relevance Assessment has been undertaken and is provided in Appendix 4.

Strategic Environmental Assessments will be carried out for individual projects as required.

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|--|---|
| <b>III. Implications for Scheme of Delegations to Officers</b> | None.   |
| <b>IV. Impact on performance and performance indicators</b>    | Effective capital implementation and asset management is vital to supporting corporate and service performance.   |
| <b>V. Relevance to Single Outcome Agreement</b>                | Effective prioritisation of resources will be essential to achieve key outcomes over the coming ten years.  |
| <b>VI. Resources (Financial, Staffing and Property)</b>        | An assessment of potential resources indicates that a prudent, affordable and sustainable capital investment programme for 2018/19 to 2027/28 is estimated to be £388.7 million.  |
| <b>VII. Consideration at PDSP</b>                              | The approach to asset management and the ten year capital programme was presented to the Partnership and Resources PDSP on 19 January 2018. There was consensus on the approach undertaken to develop the asset management and capital investment strategy for 2018/19 to 2027/28.  |
| <b>VIII. Other consultations</b>                               | Preparation of the 2018/19 to 2027/28 capital investment strategy has involved consultation with Depute Chief Executives, Heads of Service, asset lead officers, capital project managers and the council's equality and diversity officer. Relevant feedback from the Transforming Your Council consultation has also been considered. |

## **D. TERMS OF REPORT**

### **D.1 Background**

Council agreed in February 2017 that officers should develop a new ten year capital investment programme and an updated Corporate Asset Management Strategy. It was agreed that the approach should focus on the delivery of both local and national outcomes, that there should be improved efficiency and effectiveness of the deployment of resources and that capital requirements should support service modernisation.

The development of the medium term capital investment strategy has followed the established and successful approach, which is based on an assessment of the capital resources available, development of Strategic Outline Business Cases (SOBCs) and a robust options appraisal process.

This report sets out the proposed ten year General Services Capital Investment Strategy for 2018/19 to 2027/28 and the proposed Corporate Asset Management Strategy. The strategies will allow the council to maintain and develop best value provision of services through asset management planning.

### **D.2 The Updated Prudential Code 2017**

The CIPFA Prudential Code for Capital Finance in Local Authorities (the Prudential Code) controls capital spending in a system based on self-regulation by authorities. The key objectives of the Prudential Code are to ensure that capital expenditure plans are affordable, external borrowing is prudent and sustainable, and that treasury management decisions to fund capital expenditure plans are taken in accordance with professional good practice.

In December 2017, CIPFA issued a revised Treasury Management Code of Practice and a revised Prudential Code. The revisions have particularly focused on non-treasury investments and especially on major purchases of property with a view to generating substantial increases in income. These changes in the revised codes are particularly relevant to the activities of English authorities, as all non-treasury investments, financial guarantees and loans are already required to be listed as part of the Treasury Management Plan for Scottish authorities. However, the new codes require greater explanation for the investment in non-financial assets in such areas as their objectives, how they have been appraised, how they have been financed, and what powers were used to undertake them.

Under the revised codes, all local authorities will be required to prepare an additional report from 2019/20, a Capital Strategy report, which is intended to provide the following:-

- a high-level overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of services
- an overview of how the associated risk is managed
- the implications for future financial sustainability

The aim of this report will be to ensure that all elected members on the full council fully understand the overall strategy, governance procedures and risk appetite entailed by the capital strategy. The capital strategy will include capital expenditure, investments and liabilities and treasury management in sufficient detail to allow all members to understand how stewardship, value for money, prudence, sustainability and affordability will be secured.

The revised codes also set out an extension of the specific role of the Section 95 Officer in respect of the capital strategy and investment in non-financial assets. This includes preparing a capital strategy within a long term timeframe; ensuring that the capital strategy is prudent, sustainable, affordable and prudent in the long term; ensuring that due diligence has been carried out on all treasury and non-financial investments and is in accordance with the risk appetite of the authority; ensuring that the authority has appropriate legal powers to undertake expenditure on non-financial assets and their financing; ensuring that the authority has adequate expertise, either in house or externally provided, to carry out the above; and creation of Treasury Management Practices which specifically deal with how non treasury investments will be carried out and managed.

CIPFA have recognised that the issue of revised codes at this late stage in the financial year means that most local authorities will be unable to implement the revised guidance in 2018/19. Accordingly, full implementation is not required until 2019/20 across all authorities. Officers will consider the requirements of the revised codes during 2018/19 and will ensure that any action required to comply with the guidance is reported to elected members as part of the capital budget report for 2019/20.

## **D.3 Corporate Asset Management Strategy**

### **3.1 Asset Categories**

Continuing with established practice, the corporate asset management strategy has been grouped into six asset categories:

- Property
- Roads and Related Assets
- Open Space
- Information and Communication Technology (ICT)
- Housing
- Fleet

The housing asset category is covered by the housing capital and revenue programmes. Officers have reviewed best practice for procuring vehicles and have determined that leasing continues to represent best value for the procurement of vehicles. As such, procurement of fleet has not been considered as part of the general services capital programme.

### 3.2 Overall Vision

The vision of the corporate asset management strategy is:

***“Managing assets efficiently and effectively to support the achievement of corporate priorities and to ensure that resources deployed in their management have maximum benefit.”***

To achieve this, it is proposed that each asset category will continue to have its own asset management plan. The asset management plans will be reported to PDSPs for consideration following agreement on the overall asset strategy and capital investment strategy for the period 2018/19 to 2027/28.

Asset management provides appropriate structures and governance arrangements to ensure the council's assets are effectively and efficiently utilised to support service delivery. Due to constrained financial resources it is important that these resources are prioritised to ensure investment has the most positive impact for the local community. The Corporate Asset Management Strategy helps to demonstrate best value, continuous improvement, good performance management, partnership working and sustainable development.

### 3.3 Asset Management Strategic Outcomes

To demonstrate efficient and effective asset management, there are seven asset management strategic outcomes which are:

- Compliance
- Condition
- Suitability
- Sufficiency
- Utilisation
- Accessibility
- Sustainability

The Corporate Asset Management Strategy is attached in Appendix 1 of this report.

## D.4 Approach to Capital Strategy

### 4.1 Asset Categories

As noted above, the General Services capital investment strategy will group investment into four asset categories:

- Property
- Roads and Related Assets
- Open Space
- Information and Communication Technology (ICT)

#### **Property Assets**

Property assets are essential to supporting the services delivered by the council. Managing these assets is a structured process which seeks to ensure best value for money and improved performance in meeting strategic needs.

West Lothian Council currently has a property portfolio of 816 properties. This consists of two distinct types of property:

- Operational Properties – properties which directly support council service delivery, for example schools, service centres and partnership centres, including properties operated by West Lothian Leisure. There are 258 operational properties.

- Non Operational Properties – properties which are used to stimulate economic development and provide the council with a stable income stream. There are 558 non operational properties.

The property capital programme covers a wide range of capital works, including essential statutory and health and safety requirements as well as focussing on the maintenance of front line buildings such as schools, partnership centres and care homes. It aims to make the use of the council's property assets more efficient and effective.

### **Roads and Related Assets**

The road and footpath network is the council's largest and most visible asset. The network includes roads, footpaths, street lighting, bridges, flood prevention and road casualty reduction schemes. As it is a highly visible part of the council's asset portfolio, adequate maintenance is essential to ensuring the existing infrastructure continues to support West Lothian.

As there are limited resources, maintenance is being prioritised to restrict any decline in road condition. The aim of the roads capital programme is to provide a quality, safe, maintained and sustainable network, helping to generate and promote growth in business, leisure and everyday living in West Lothian.

### **Open Space Assets**

West Lothian's urban settlements and villages contain a full range of open space provision including country parks, public parks, formal sports provision, amenity green space, play areas, green corridors and semi-natural spaces. Open space assets maintained by the council include:

- Three country parks
- 2,600 hectares of open space and countryside land
- 111 parks and open spaces
- 33 cemeteries and churchyards
- 18 war memorials
- 280 play areas
- 100 hectares of woodland
- Seven sites of special scientific interest

The aim of this element of the capital programme is to provide fit for purpose open spaces that support high quality service delivery and meet the needs of our communities, whilst minimising costs and future liabilities.

### **Information and Communication Technology (ICT) Assets**

West Lothian owns and uses a significant range of ICT assets. These include:

- Data centre facilities
- Communication lines and network equipment
- 249 physical servers supporting 1,100 virtual guest servers
- 26,741 access devices, including PCs, laptops, handheld devices, printers, scanners and telephones
- 38,000 user and email accounts
- 200 Tera-Byte of data storage
- IT network infrastructure in 180 council/partnership properties

The ICT capital programme aims to make efficient, effective, economical and ethical use of the council's ICT assets to support the council's strategies, service delivery and modernisation.

## **4.2 Prioritisation Process**

The agreed approach to asset management and capital investment is as follows:

- Estimate overall available resources
- Prepare SOBCs for potential capital investment
- Consider all potential investment
- Scoring of the SOBCs to undertake a prioritisation exercise using the agreed methodology, based on the following four categories –
  - Non-financial considerations
  - Service delivery
  - Corporate priorities
  - Financial assessment
- Use of the above information to help prepare a recommended capital programme for consideration by elected members

## **4.3 Strategic Outline Business Cases**

The utilisation of business cases is an essential element of effective capital planning in West Lothian. The format of SOBCs has been reviewed as required over the years, for example to reflect recommendations by the Audit, Risk and Counter Fraud Unit on best practice. Equality relevance assessments are completed as part of this process and equality impact assessments carried out if deemed necessary.

As capital resources are constrained, investment proposals must be assessed, planned and programmed to deliver key corporate priorities and outcomes. SOBCs will continue to be an essential tool in ensuring information is available to support all investment proposals. Each SOBC includes sections on strategic context, investment options, financial and supporting information and contribution to council priorities and the outcome agreement.

SOBCs are required for all capital investment including existing projects, asset maintenance, prudential investment and potential new projects.

## **4.4 Option Appraisal Framework**

The previously agreed and successful approach to option appraisal has been utilised, incorporating current circumstances. This will ensure that capital investment supports delivery of council services and improving outcomes. The option appraisal framework includes consideration of the type of investment, the non-financial benefits, the impact on service delivery and relevant financial details.

Prudential investment proposals are self-financing and are funded via revenue savings or developer contributions. Due to the investment being self-financing, prudential investment can be considered as and when proposals are developed and officers will continue to explore options on an ongoing basis. Examples of prudential investment include energy savings proposals or self-funded investment proposed by West Lothian Leisure.

## **4.5 Summary of Approach**

The approach undertaken to develop the new capital investment proposals followed the approach that had been adopted in preparation of the current capital programme. Work has been carried out to determine the level of potential capital resources available for the new ten year investment strategy, and SOBCs were prepared for each asset category following consultation with appropriate service areas for potential capital investment for 2018/19 to 2027/28. Asset Lead Officers reviewed and scored the proposals for investment for their respective asset categories and they then reviewed the SOBCs and prioritised the proposed list of investment for the new capital investment strategy.

As noted above officers prepared SOBCs in consultation with service areas; and SOBCs were drafted for each asset category. Asset Lead Officers undertook scoring of the SOBCs to allow prioritisation of the bids for capital investment. The scoring of the SOBCs was based on the following categories:

- Non-Financial Considerations (statutory and regulatory compliance, core asset management performance, demographic need for investment, sustainability and the environment).
- Service Delivery (service effect, community demographics and achievability).
- Corporate Priorities.
- Financial Assessment (revenue consequences, whole life costs, prudential borrowing / affordability risk).

It is recognised that this process is an aid to decision making for officers and elected members rather than a definitive and absolute method of arriving at ranking for investment decisions.

## **D.5 Projected Capital Resources for 2018/19 to 2027/28**

Projected capital resources over the next ten years are constrained, with available resources being substantially less than previous years. This is due to various factors including the reducing availability of capital receipts, reduced capital grant funding from the Scottish Government and reduced revenue resources to support the cost of prudential borrowing.

The funding sources for capital investment are as follows:

- General Capital Grant – this is the capital grant distributed by the Scottish Government.
- Other Capital Grants – this includes grants that are for a specific purpose, for example Cycling, Walking and Safer Streets and other ring-fenced capital grants. The council has always been successful in leveraging additional grant funding to support capital investment, especially within areas such as transportation and open space and for specific property projects. Asset lead officers are committed to continuing to investigate opportunities for additional grant funding.
- Capital Receipts – this is income received from the sale of surplus land and property assets.
- Core Borrowing and Prudential Borrowing – core borrowing is the underlying need to borrow for capital expenditure (capital financing requirement) net of receipts, grant income, capital funded from current revenue (CFCR) and other sources of income such as developer contributions. Prudential Borrowing is borrowing which is financed via revenue savings, for example capital investment in energy saving schemes which are funded via the revenue savings achieved from more energy efficient assets.
- Developer Contributions – this is investment that will be funded by developers via the Supplementary Planning Guidance (SPG).
- Capital Fund - the level of treasury management costs in any given year will be influenced by a variety of factors and is likely to fluctuate. For sustainability of capital and treasury activity, the council created the capital fund in 2004/05 which provides a reserve to meet future needs and cover budget fluctuations. The entire capital fund is committed to supporting the ten year capital programme. The use of the fund has been scheduled to allow borrowing to be maximised in the early years of the programme when rates are anticipated to be substantially lower.

A review has also been completed to consider all potential funding sources. The aim of the review was to determine if any other potential sources of funding could be utilised to maximise the level of funding available to deliver the new capital programme. The review incorporated the following:

- Third party funding from organisations
- Tax Incremental Financing (TIF)

- City Deal Payment by Results (PbR)
- Pension Fund Loans
- Borrowing from the European Investment Bank (EIB)
- Local income generation opportunities to fund prudential investment
- Local asset backed vehicles
- Local Authority Bonds

The capital funding resources were reported to the Partnership and Resources PDSP on 19 January 2018 and, as noted in that report, the above sources of funding are not being recommended for utilisation at this time, mainly due to the low level of new borrowing being used to support the ten year investment programme. This position in regard to these, and any other potential sources of funding, will be kept under review.

Officers have carried out an analysis that suggests that the value of a prudent, affordable and sustainable core investment programme for 2018/19 to 2027/28 is approximately £238.3 million. This level of core funding can be supplemented through external sources of funding for specific property, roads and open space projects of approximately £150.4 million. Where received, external funding can only be used for specific projects and therefore cannot be used to support delivery of the overall capital programme.

Based on the factors outlined above, projected total resources over the ten year period, including income from specific capital grants, prudential borrowing funded from revenue savings and developer contributions are summarised as follows:

| <b>Projected Resources</b>                      | <b>£'m</b>   |
|---|--------------|
| Scottish Government Grants                      | 181.2        |
| Capital Receipts                                | 25.0         |
| Capital Fund                                    | 49.0         |
| New Borrowing                                   | 10.0         |
| Other Funding Including Developer Contributions | 123.5        |
| <b>Total Projected Resources</b>                | <b>388.7</b> |
|   |              |
| <b>Allocated for Investment:</b>                |              |
| Resources Available for Core Investment         | 238.3        |
| External Funding for Specific Projects          | 150.4        |
|   | <b>388.7</b> |

The phasing of the resources over the ten year investment period is set out in Appendix 2 of the report.

It is advised that the proposed resource assumptions are achievable, although there are various risks that will require careful management. These risks include:

- Ability to deliver an ambitious asset disposal programme due to uncertainties regarding the timing of disposals, school capacity constraints and the potential transfer of sites at nil value through community asset transfer provisions.
- Assumed increases in Scottish Government grant do not materialise, for example if the Scottish Government's additional capital funding for specific initiatives, such as superfast broadband and delivery of early learning and childcare, is at the expense of core funding.
- Substantial delays in the receipt of developer contributions creating cash flow implications for the council.
- Interest rates for borrowing are greater than forecast meaning that the proposed borrowing becomes unaffordable within the revenue budget.

Considering these factors, it would not be prudent to increase resource assumptions or to significantly alter the phasing of the application of resources. Officers have undertaken an assessment of the impact of the level of borrowing and use of the capital fund, with initial



estimates showing that the programme is assessed as prudent, affordable and sustainable within the parameters of the council's treasury management plan and the updated Prudential Code for Capital Finance. The treasury forecasts are at the absolute maximum levels of affordability, with additional revenue resources potentially required in the latter years of the programme to ensure ongoing affordability. Officers will refine treasury planning assumptions based on the proposed capital resources and will liaise with the council's treasury advisors to review assumptions.

Resources will continue to be reviewed and phased to reflect both investment requirements and effective treasury management practices. This should minimise the risk of the programme becoming unaffordable, unsustainable or imprudent and will help to make sure that use of capital resources and treasury management activities represent best value for the council.

Due to the financial position faced, material changes to proposed resources will not be able to be accommodated by additional borrowing, as has been possible in recent years. Any material change will therefore result in the projected capital programme becoming unaffordable, meaning reductions to the programme would be required.

## **D.6 General Services Capital Investment Strategy 2018/19 to 2027/28**

### **D.6.1 Overall Capital Investment**

Based on the agreed approach to asset management and capital investment, total proposed investment for the ten year period 2018/19 to 2027/28 is £388.7 million. This is split between core funded investment of £238 million and externally funded investment of £150 million. The proposed investment by asset category is as follows:

| <b>Category</b>                    | <b>Proposed Budget<br/>£'million</b> |
|------------------------------------|--------------------------------------|
| <b>Property</b>                    | <b>265.833</b>                       |
| Core Investment                    | 129.869                              |
| Externally Funded                  | 135.964                              |
| <b>Roads and Related Assets</b>    | <b>72.068</b>                        |
| Core Investment                    | 58.686                               |
| Externally Funded                  | 13.382                               |
| <b>Open Space</b>                  | <b>17.562</b>                        |
| Core Investment                    | 16.467                               |
| Externally Funded                  | 1.095                                |
| <b>ICT</b>                         | <b>33.240</b>                        |
| Core Investment                    | 33.240                               |
| Externally Funded                  | 0                                    |
| <b>Total Indicative Investment</b> | <b>388.703</b>                       |

The General Services capital investment strategy of £388.7 million will contribute substantially to West Lothian's local community via the employment of council staff engaged in supporting the delivery of the capital investment, as well as providing opportunities to local businesses to deliver capital works.

Capital investment consist of three categories – projects, block budgets and strategic block budgets.

- **Projects**

This investment category includes large scale or specific projects to build, extend or substantially improve named assets out with planned maintenance or strategic budgets. Examples include the extensions to primary schools, partnership centres, multi-use games areas (MUGAs), synthetic turf pitches and LED replacement projects. Projects are phased for each individual year up to 2027/28.

- Block Budgets  
Block budgets such as planned improvements and cyclical investment are detailed and identified to individual project level and phased accordingly for the period 2018/19 to 2020/21. Block budgets are then shown as phased, but not shown as individual projects, for 2021/22 and 2022/23.

The allocation of block budgets to individual projects for financial years 2018/19 to 2020/21 has been undertaken by asset lead officers on a needs basis to ensure that the council has appropriate assets for service delivery and attainment purposes.

The summary level allocations have been based on asset condition information incorporating officer knowledge and experience of the asset areas.

- Strategic Block Budgets  
Strategic block budgets take into account the unpredictable nature of some types of work carried out within the capital programme. The relevant asset lead officer will allocate these budgets on a needs basis providing flexibility to manage ongoing maintenance activities and smaller value condition works. These budgets are phased for each year up to 2027/28.

Examples of the strategic block budgets are:

- Property – statutory compliance works
- Roads – road traffic signals, road casualty reduction schemes
- Open Space - cemeteries

Due to resources being substantially less than previous years, it is emphasised that the budgets will be reviewed on an annual basis as part of the financial year end processes, and may be subject to change as officers deliver the best value for the programme. Asset lead officers will be required to manage the overall block budgets, not just the identified projects, and any variation to costs compared to the budget will be managed within the overall programme with any material changes anticipated to actual proposed works, as opposed to minor budget variations, being subject to approval by the Council Executive before the change is implemented.

The proposed capital programme is set out in Appendix 3, which sets out the programme by asset category. Further information on the proposed investment for each asset category is provided below.

## **D.6.2 Property Investment**

The proposed investment in property assets of £265.8 million covers a wide range of capital works, including essential statutory and health and safety requirements as well as focussing on the maintenance of front line buildings such as schools, partnership centres and care homes.

The proposed investment in property assets covers the following:

- Statutory Compliance – asbestos management, fire safety risk assessment, control of legionella and accessibility.
- Planned Improvements – mechanical and engineering works in schools, communal areas as well as kitchen and bathroom improvements at Social Policy properties, roof works and paintwork and renders.
- Projects – corporate property modernisation, Additional Support Needs review and Social Policy properties.
- Externally Funded Projects – school extensions, new schools, capital investment to deliver revenue savings.

### Statutory Compliance

£20 million is proposed to be allocated to the statutory compliance category. The council is committed to ensuring that its properties are safe, secure and accessible environments so that staff and our customers can access services. These essential areas of expenditure will ensure that the council has in place effective investment that can be directed pro-actively to the main property compliance risk areas of asbestos management, fire safety precautions and risk management, the control of legionella, emergency lighting and accessibility works. The effective management of matters such as asbestos, fire safety and legionella requires cyclical on-site reviews and the undertaking of any precautionary or pro-active works to ensure that risks to our staff and customers are mitigated. Investment in accessibility works supports equalities requirements and provides investment to pro-actively improve access arrangements to our properties thereby improving service delivery and availability.

### School Investment

Investment in schools of £200 million is proposed within the property asset category over the ten year programme. Of this, £28 million is for planned improvements and preventative maintenance to nursery, primary, secondary and special schools with budgets allocated on an asset management and needs basis in line with asset management principles. Further proposed investment includes several major projects at Winchburgh, within the Additional Support Needs area and in Early Learning and Childcare provision, with investment being wholly or partly funded by developer contributions and specific government grants. More information on the externally funded projects is set out later in this report.

### Additional Support Needs

Proposed investment of £18.5 million in the councils Additional Support Needs schools will deliver the following projects:

- £4 million – Beatlie Primary School, it is proposed that a new school is built utilising a bid for Schools for the Future additional funding. Replacing the existing school will provide the community of West Lothian with a new purpose built specialist profound support needs school and specialist nursery to support the education of our most vulnerable children. The new school will encompass the latest design features to support the learning of our children who require significant additional support and learning needs.
- £1 million – Skills Centre Burnhouse Campus, this will involve an extension and reconfiguration of teaching space to incorporate vocational training facilities as well as planned improvements. The proposed improvements will result in the school providing an Early Interventions Hub for young people with social, emotional and behavioural needs and enable the council to provide focused and flexible vocational training tailored to suit pupil requirements. Such provision is currently limited and this investment will have a positive impact on our pupils who experience social, emotional and behavioural needs.
- £4 million – Pinewood School, will include a reconfiguration and extension which will consist of a new physical education hall, classrooms and a general practice room as well as revised parking and drop off facilities. This investment forms the final phase of a programme of improvements to the school that has enabled increased capacity, improved suitability and enhanced condition. In addition the investment will enable greater flexibility in the accommodation to support wider learning opportunities to be delivered for our pupils with secure and complex needs.
- £3.5 million – Ogilvie School, will involve reconfiguration and extension to effectively deliver the secondary curriculum (health and food technology, craft and design technology and science), improved physical education facilities and revised drop off facilities. This investment will increase the capacity of the school and provide specialist accommodation which will provide greater focus of learning whilst also providing flexible teaching spaces to enable an enhanced learning experience for our pupils with severe and complex needs.

- £6 million – New Cedarbank School, this is for the provision of a new Cedarbank School which will be located in a secondary school campus to facilitate access to specialist facilities. This will be a defined school with a separate entrance, enabling the school to publicly maintain its identity while enhancing the supported approach required for vulnerable pupils to access their school day. Through this focused investment, pupils of Cedarbank will be able to access full secondary curriculum facilities including physical education, science, and craft and design technology. The accommodation provided will enable a wider and more comprehensive learning experience.

The investment outlined above will increase specialist provision and future proof buildings, which will maintain the equality of opportunity for the forecasted numbers of children and young people who will require this level of supported provision. The above proposed projects will be subject to the required statutory consultations being carried out.

#### Schools for the Future

The Scottish Government's Schools for the Future Programme is to upgrade and develop schools which are fit for purpose and provide an environment which inspires learning, this programme is managed by the Scottish Futures Trust and there is potential capital funding available to local authorities. The council is undertaking a review of the school estate in partnership with the Scottish Futures Trust and has identified five potential projects which will be developed into a bid for Schools for the Future Funding. The proposed projects are:

- East Calder Primary School
- Eastertoun Primary School
- Deans Primary School
- St Joseph's Primary School, Whitburn
- Beatlie Primary School

It is anticipated that the funding available for Schools for the Future will be announced at some point in 2018. The contribution that will be required to be made by the council is set out as part of the ten year capital plan, however if the bids are unsuccessful the budget will be used for planned improvements at the schools identified above. The outcome of the Schools for the Future funding will be reported to Council Executive following future funding announcements and the results of the bidding process. The projects identified above will be subject to the necessary statutory consultation.

#### Community Property Modernisation – Modernisation, Integration and Asset Transfer

The proposed budget of £1 million will be utilised to enable communities to take responsibility for community properties allowing them to support the activities they consider valuable to their communities. The proposed funding will be used to help support communities to secure additional third party funding, via funding streams that are not available to the council but are available to communities.

#### Social Policy Property Projects

##### Children and Families Support Unit

This project will ensure that looked after children and young people have access to high quality, responsive services that meet their needs and deliver positive outcomes for them. This development will see more children being looked after in family based community settings such as foster care or kinship care and fewer placed in residential care, particularly external residential school placements, which are costly and do not always improve the life chances of young people placed there. Where this is not possible it is preferable to accommodate the children in smaller more homely settings.

Recent evidence has shown that small, locally based, residential units for up to two children can have a positive impact on preventing the escalation of children and young people to costly external residential placements. Based on this evidence, £1 million has been included in the programme to provide for the development of up to four smaller residential units in West Lothian, the eventual configuration of which will be determined by undertaking a change

management project focusing on redesigning the whole system of care and education for this group of vulnerable children and young people. It is anticipated that the development of smaller accommodation units will enable services to be more flexible and responsive in supporting children and young people who require residential care to remain in West Lothian. The provision of smaller residential units will provide a flexible model of accommodation for some of the most vulnerable and challenging children and young people whose needs are not best met in larger group living settings, in particular:

- Primary aged children with complex and challenging behaviour
- Young people in crisis
- Young people, particularly girls who may be at risk of sexual exploitation
- Trafficked young people
- Young people involved in high risk offending.

#### Learning Disability Housing with Integrated Support

Housing with care provision for people with learning disabilities and complex care needs does not currently exist in West Lothian, which has resulted in high revenue costs being incurred for placements out with West Lothian. The project is estimated to cost £3 million, and the proposal is to build a new 16 person facility which will enable opportunities for an ordinary life, living locally in good quality housing in receipt of support appropriate to their needs.

West Lothian Health and Social Care Partnership (HSCP) is working closely with NHS Lothian on a redesign and modernisation programme for adults with learning disabilities which will see a significant shift in the balance of care from hospital to community settings by 2020. The programme focuses on people (including those with highly complex needs associated with challenging behaviour) receiving care, support and treatment within the community where possible.

In circumstances where people are cared for by their family or in less appropriate settings, positive outcomes for individuals and their families can be limited. There is substantial evidence that people with complex needs associated with learning disabilities can, however, live well in their local communities where appropriate therapeutic environments and supports exist. The proposed project seeks to develop high quality housing with integrated support within West Lothian to improve both the availability and quality of support offered to West Lothian residents with complex care needs. The project will enable people with a learning disability to remain in West Lothian and live in high quality accommodation with support tailored to their needs. It will also enable smoother transition for young people who might otherwise have required to be cared for out with West Lothian.

#### Whitdale House – Older People Residential Care

The proposed investment will renovate the existing wing at Whitdale House to provide six ensuite bedrooms, thereby increasing the capacity from 32 to 38 places. The project is estimated to cost £500,000. The increase in capacity will result in fewer older people having delayed discharges due to a lack of supported care bed provision in West Lothian. This will mean less unnecessary moves for vulnerable people and the potential for additional anxiety for their families, together with mitigating increased revenue costs that would be incurred from the use of private sector packages.

#### Reconfiguration of Ability Centre

As agreed by Council Executive on 6 February 2018, proposed revenue budget savings measures are based on retaining the Ability Centre. It is therefore proposed that a redevelopment of the Ability Centre is progressed to ensure the property is utilised as effectively and efficiently as possible. The proposal will retain the existing functions of the Ability Centre, but will also enable the relocation of the existing Carmondean Connected and Library facility through the reconfiguration and use of currently under-utilised accommodation. This integration through the modernisation of accommodation from two properties into a single service delivery location will enable service co-location and provide opportunities for improved service collaboration, partnership working and community access. The

accommodation will consist of modernised Ability Centre accommodation which will now also be available for community use when not required for service delivery, new library accommodation which will also incorporate public access PC's and Café area together with administrative offices to support the service delivery (including worksmart).

### Partnership Centres

The programme contains proposed investment of £6 million for partnership centres, such as final costs for East Calder Partnership Centre as well as partnership centres in Armadale and Whitburn. These projects will support the modernisation of council services as well as improving the customer experiences and facilities available for communities.

### Externally Funded

Property projects totalling £136 million funded from external resources have been identified, this includes projects that will be funded via prudential borrowing, specific grants or from developer contribution funding.

Two projects have been identified as being funded via prudential borrowing for school boiler replacements, £1 million, and the installation of LED lighting in primary schools, £1.2 million. These projects will improve the condition of the school estate while delivering revenue savings through reduced energy costs.

Major investment in increasing the capacity within the school estate is planned over the ten year period, this includes a number of significant projects:

- A new non-denominational secondary school in Winchburgh is planned for £22 million.
- A new denominational secondary school in Winchburgh for £26 million.
- Early Learning and Childcare expansion to meet the 1,140 hours requirements, investing in both expanded and new nursery provision is estimated to cost £15.4 million.
- New primary schools in Broxburn, Bangour, Calderwood and Gavieside.
- School capacity extensions to primary schools, including Pumpherston and Uphall Primary School, St Paul's Primary School, Eastertoun Primary School, Southdale Primary School, St Joseph's Primary School Whitburn, St Anthony's Primary School and St Mary's Primary School Polbeth.

Officers have undertaken an initial assessment of education capacity requirements based on planned housing developments. The school capacity projects which are developer funded will be subject to review, due to the nature of planning applications and developments. This could result in new projects being identified, projects being re-phased or projects being removed from the programme depending on the progress made by developers on the planned housing sites. Officers from Planning, Property services and Financial Management Unit will monitor the developer funded projects to ensure that the education capacity requirements are planned and phased accordingly.

### Supporting Delivery of the Corporate Plan

The property asset category assists in the achievement of the following West Lothian Council priorities:

- Priority 1 – Improving attainment and positive destinations. Through investment in improving, upgrading and increasing capacity within nursery, primary, secondary and special schools across the school estate.
- Priority 2 – Delivering positive outcomes and early interventions for early years. From investment in nursery schools, including investment to expand nursery and childcare provision.
- Priority 3 – Minimising poverty, the cycle of deprivation and promoting equality. Via investment to improve and reconfigure ability centre and investment in homelessness accommodation.

- Priority 4 – Improving the quality of life for older people. Investment in upgrading communal areas in care facilities and increasing the capacity of residential care places will support the delivery of priority 4.

### **D.6.3 Roads and Related Assets**

Proposed roads and related assets investment is aimed at key infrastructure assets such as roads, street lighting, bridges, footways, flood prevention, traffic signals and road casualty reduction schemes. The total investment in roads and related assets is £72 million for the period 2018/19 to 2027/28.

#### Roads and Footways

The proposed investment of £26.5 million over the ten year period will be invested to maintain the condition and to control any deterioration of condition of the council's roads and footways. The road network is the council's largest and most visible community asset, and it is therefore essential that the network is adequately maintained. The road network requires a planned, long-term programme of investment. The previous capital investment undertaken provided a high quality road network, however at a time of reduced resources the proposed funding will be used to ensure the network does not deteriorate disproportionately and will be used to prioritise and maintain the roads assets. This will ensure that the council meets its duty set out under the Roads Scotland Act 1984 to maintain a safe road network.

#### Flood Prevention and Drainage

Investment of £5 million will be used to complete the delivery of reservoir safety works and to implement flood management mechanisms at Liggat Skye in Broxburn. This investment will ensure that the council's flood prevention infrastructure meets the statutory and asset management obligations.

#### Road Lighting

Road lighting encompasses all roads and pedestrian crossing lighting, assisting traffic and public safety. Road lighting also has a wider social role in helping to reduce crime and can contribute to the commercial and social use of town centres. Proposed investment of £26.5 million over the ten year period 2018/19 to 2027/28 will allow the replacement of poor condition street lighting and improve traffic signals at junctions and pedestrian crossings.

#### Structures and Transportation

Proposed investment of £13.9 million over the ten year investment period will be used to maintain the condition of West Lothian's bridges and ensure compliance with legislation. Investment of £5 million on road safety will include improvement of the road casualty reduction schemes, maintaining disabled person's parking and the conversion of part time 20mph signage to full time 20mph zones improving road safety.

It is proposed that the council retains a commitment in principle to provide capital programme funding of the Avon Gorge bridge crossing if funding from the Scottish Government and other relevant partners becomes available. Officers will continue to discuss funding for this project with the relevant organisations and partners.

#### Externally Funded Investment

The council is committed to modernising services while delivering efficiencies and it is proposed that an effective way of achieving this is through the continued investment in LED street lighting. The proposed programme of £8.859 million investment in the replacement of old street lighting with LED will be prudentially funded, allowing a capital investment to be delivered while realising revenue savings through reduced energy consumption.

Grant funding will be received for cycling, walking and safer streets (CWSS) projects, the grant funding is anticipated to be £2.5 million over the ten year investment period. In addition grant funding will be received for the Almond Barriers project and Bathgate Watercourse Restoration totalling £873,000 and £1.150 million.

### Supporting Delivery of the Corporate Plan

The roads and related assets category assists in the achievement of the following West Lothian Council priorities:

- Priority 7 – Reducing crime and improving community safety. Through investment in road casualty reduction schemes and projects related to cycling, walking and safer streets.
- Priority 8 – Protecting the built and natural environment. Investment in roads and footpaths, bridges and flood prevention will assist in the delivery of priority 8.

#### **D.6.4 Open Space Assets**

An essential part of West Lothian's heritage and infrastructure is open spaces, creating the landscaping character of the villages and towns as well as assets which encourage and facilitate health and wellbeing. Proposed investment in open spaces is £17.6 million which will ensure statutory compliance and sustain asset condition.

The proposed programme includes the management and regeneration of the council's woodlands, management of landscaped areas, synthetic turf pitch replacements, play areas and the maintenance of multi-use games areas (MUGAs), kick pitches and skate parks.

#### Open Space and Sport Facility Projects and Planned Improvements

Investment of £12.9 million is proposed for open space and sport facility projects and planned improvements. This investment will help maintain the quality of the open spaces, providing high quality, appealing and functional open spaces, with projects being prioritised on an asset management needs basis, in line with the council's Open Space Strategy.

#### Children's Play Areas

Proposed investment of £2.6 million is for the replacement and renewal of children's play areas. An opportunity to participate in play activities is essential to the healthy mental, physical, social, educational and emotional development of children. The purpose of the proposed investment is to ensure that children continue to have accessible, fun, safe and inclusive play environments.

#### Cemeteries

Investment of £830,000 over the period 2018/19 to 2027/28 is proposed. This will be used to maintain the existing cemetery provision, this includes planned extension works, annual headstone safety works and foundation strips.

#### Externally Funded

The council receives developer contributions via section 75 planning agreements to provide children's play areas and the installation of public art. External funding of £1.095 million is allocated to the following:

- £277,000 for the provision of children's play areas.
- £792,000 for public art projects.
- £26,000 to upgrade the water feature and the wildlife within the pond at Polkemmet as well as improving access.

### Supporting Delivery of the Corporate Plan

The open space asset category assists in the achievement of the following West Lothian Council priorities:

- Priority 6 – Delivering positive outcomes on health. Investment in the following areas of open space capital investment will assist in improving the health of West Lothian communities:
  - Multi-Use Games Areas, Kick Pitches and Skate Parks
  - Childrens Play Areas
  - Synthetic Turf Pitches
  - Open Space Planned Improvements



- Priority 8 - Protecting the built and natural environment. Via the maintenance of West Lothian's country parks.

## **D.6.5 ICT Assets**

The proposed ICT investment will contribute to statutory compliance, sustain asset condition and sustain and improve capability. The use of innovative technology will be developed to drive service modernisation. However it should be noted that due to the pace of technological advances there is a risk that IT that is currently considered modern will quickly become obsolete.

Investment of £33.2 million is proposed for ICT assets. A number of ICT contracts are with companies who operate in US Dollars and therefore there is a risk to the proposed budget from fluctuations in the exchange rates, considering the potential impact on the UK£/US\$ exchange rate from Brexit. The potential impact of the change to exchange rates will be kept under review and monitored as part of the council's quarterly Horizon Scan Report to Partnership and Resources PDSP.

### Client Access Devices

This includes all IT devices and locally installed software. The proposed investment is £8.6 million over the ten year investment period, this relates to the replacement of desktop devices, upgrade from the Windows 7 platform and the refresh of Microsoft Office. A flexible replacement model will be used to enable the introduction and maintenance of equipment beyond desktop and laptop computers, with the desktop replacements being co-ordinated corporately maintaining previous efficiencies achieved.

### Connectivity

The connectivity category is for investment in communication networks and connections. Investment of £10.4 million is proposed, including a refresh of wireless connectivity in schools which is essential for modern approaches to education.

### Infrastructure

Storage, servers and specialised software is categorised as IT infrastructure. The proposed investment is £5.2 million which includes the maintenance and refresh of the central hardware servers and an upgrade to the email system.

### Security

There have been several high profile cases of breaches to cyber security in the last few years and this has resulted in a national focus on cyber security. Therefore investment of £2.4 million is proposed, which will be used for antivirus/malware software, email filtering and encryption software and a refresh to the central firewall.

### Other Investment

Service specific systems and the library book fund have been grouped together under the other investment category. Investment of £6.6 million has been identified, including £950,000 proposed investment in library books. The service specific systems for investment have been identified as being key to maintaining and modernising services, utilising technology to implement efficient processes.

### Supporting Delivery of the Corporate Plan

The ICT asset category assists in the achievement of the following West Lothian Council priorities:

- Priority 1 – Improving attainment and positive destinations. Through ICT investment in schools, including replacing IT equipment and upgrading servers.
- Priority 4 – Improving the quality of life for older people. ICT projects as part of technology enabled care will help older people to remain in their own homes and communities.

## **D.7 Equality Relevance Assessment**

The purpose of equality impact assessment (EQIA) for proposed capital spending is to consider whether capital works are likely to assist, reduce or increase equality of opportunity, through consideration of who is likely to most benefit from any works taken forward. All of the proposals within the programme were considered for their impact on equality by Heads of Service and asset lead officers in conjunction with the council's Equality and Diversity Officer. The detailed relevance assessment is set out in Appendix 4 of the report.

## **D.8 Other Factors**

The updated Prudential Code, as summarised earlier in this report within section D.2, requires the council to take into account a number of factors when agreeing capital expenditure plans.

### Affordability, Prudence and Sustainability

In overall terms, I would assess that the ten year capital programme for 2018/19 to 2027/28 is affordable. The revenue implications are incorporated within agreed revenue budgets and loan charge projections continue to indicate the capital programme is prudent and sustainable. All aspects of the programme are geared to securing best value however it may be necessary, on occasion, to re-phase budgets for operational reasons or to ensure best value.

### Best Value

The council has continued to build a resilient culture of effective planning and governance, with strong evidence to demonstrate how the council meets the defined best value characteristics. The council's Best Value Framework, approved in June 2014, ensures that the council complies with the provisions contained within the Local Government in Scotland Act 2003. The 2003 Act requires the council to:

- secure best value in the performance of its functions;
- balance the quality and cost of the performance of its function and the cost of council services to service users;
- have regard to efficiency, effectiveness, economy and the need to meet equal opportunity requirements in maintaining that balance;
- fully discharge its duty to secure best value in a way which contributes to the achievements of sustainable development.

The delivery of the capital programme will be undertaken in compliance with the agreed Best Value Framework.

The methodology adopted by the council to integrate capital planning with asset management ensures best value is at the forefront of the development process when the programme is being developed. In addition, all aspects of the delivery of the ten year capital investment and asset management strategy will be geared to securing best value. The key objective to the integrated approach is to ensure the deployment of fit for purpose assets that support service delivery and targets capital investment where benefits can be maximised. The asset management and capital programme will ensure that resources are appropriately allocated to priorities.

### Risk Management and Uncertainties

Officers will continue to coordinate work on capital planning and asset management, managing risks and uncertainties through ongoing monitoring and control arrangements. This approach ensures that the focus is on delivery of the capital programme within approved budgets and timescales.

## **D.9 West Lothian Community Choices**

A report was presented to the Partnership and Resources PDSP on 19 February 2018 setting out the council's proposed approach to West Lothian Community Choices.

Participatory Budgeting (PB) is usually referred to as "Community Choices" in Scotland, and is a democratic process which empowers communities to have a say on how resources in their area are used.

The Scottish Government and COSLA have developed a framework to assist local authorities in the operation of achieving a target of having at least 1% of council budgets being subject to community choices.

Officers have undertaken a review of the general services capital programme to identify budgets which could be suitable for allocation via community choices and it is proposed that Open Space – Public Art projects are included in the Community Choices programme. These projects already involve community engagement and it is considered that this budget would be suitable for enhanced community engagement and empowerment via community choices.

It is proposed that the development of these projects is reviewed and presented to Council Executive during 2018/19.

## **D.10 Governance of the Corporate Asset Management Strategy and Capital Investment Strategy**

The corporate asset management strategy and capital programme provides a strategic framework for securing best value in the use of the council's capital resources and asset infrastructure. To ensure that the strategy is translated into ongoing delivery at operational level, the following governance arrangements are proposed:

- Officers will complete a monthly risk based exercise to monitor progress on asset management and the capital programme.
- Quarterly monitoring reports will be presented to the Council Executive outlining progress on the asset strategy and capital programme.
- Officers will report to Local Area Committees annually on progress on capital investment in each ward.
- Officers will report to the relevant PDSP on asset management plans for each of the six asset categories before the summer recess in 2018.
- Reports of asset performance for each of the six asset categories will be presented to the appropriate PDSP on an annual basis.

## **E. CONCLUSION**

This report sets out for consideration a proposed ten year strategy for asset management and capital investment for the period 2018/19 to 2027/28. Council is asked to approve the proposed Corporate Asset Management Strategy, the projected resources and the general services Capital Investment Strategy for 2018/19 to 2027/28. The asset strategy and the capital investment strategy will make a major contribution in facilitating the delivery of the council's priorities.

## **F. BACKGROUND REFERENCES**

General Services Capital Programme 2017/18 – Report by Head of Finance and Property Services to Council 20 February 2017

General Services Capital Programme 2017/18 – Report by Head of Finance and Property Services to Council Executive 20 June 2017

Appendices/Attachments: Appendix 1 – Corporate Asset Management Strategy 2018/19 – 2027/28  
Appendix 2 – Projected Capital Resources for 2018/19 to 2027/28  
Appendix 3 – General Services Capital Investment Strategy 2018/19 to 2027/28  
Appendix 4 – Equality Relevance Assessment

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**Donald Forrest**  
**Head of Finance and Property Services**  
**13 February 2018**

**West Lothian  
Council**

**Corporate Asset  
Management  
Strategy**

**2018/19 to  
2027/28**

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# 1 Overview

## 1.1 Foreword

West Lothian Council has been at the forefront of asset management for several years. This Corporate Asset Management Strategy builds upon this success and looks to the future confident that achievement of the council's priorities will be supported positively through our vision of "managing assets efficiently and effectively to support the achievement of corporate priorities and to ensure that resources deployed in their management have maximum benefit".

This strategy builds upon the comprehensive framework already in place to ensure achievement of this vision and will help to demonstrate best value, continuous improvement, robust performance management, partnership working and sustainable development. It also summarises the priorities and outcomes for all council assets to ensure that they are managed consistently as corporate resources.

As with all public services, West Lothian Council is currently facing severe financial pressures. In this context, it is important that the services provided have the greatest positive impact on the people, families and communities of West Lothian. The Corporate Asset Management Strategy provides a clear and consistent framework to ensure that investment in our assets support essential services to meet the council's priorities.

This strategy advocates the positive role that effective asset management governance has in supporting and enabling the council to continue to deliver quality services. It also provides the framework for prioritising investments in essential asset provision.



**Councillor Lawrence  
Fitzpatrick –**

**Leader of the Council**



**Graham Hope –**

**Chief Executive**

## 1.2 Context

Following employee costs, spending associated with the maintenance and ongoing provision of assets represents the second highest element of revenue expenditure in local government. In addition, the majority of capital investment is focused on delivering and maintaining council assets. This places a great emphasis on ensuring that resources are appropriately allocated to priorities through robust asset management principles.

Audit Scotland, the Chartered Institute of Public Finance and Accountancy (CIPFA) and other professional bodies all recommend that local authorities have robust asset management planning processes and medium to long term investment strategies. This is to ensure that assets are properly managed and monitored, and provide a structured framework to support effective investment decision making.

West Lothian Council adopted a corporate approach to asset management planning in 2007 with the Corporate Asset Management Strategy for 2013/14 to 2017/18 taking this further. This strategy for 2018/19 to 2027/28 is the next evolution in improving the management of assets. By being at the forefront of effective and efficient asset management the council already has in place a robust investment options appraisal framework and business case process which has successfully supported the prioritisation of capital investment plans directly linked to strategic priorities. All asset investment decisions are considered within an overall systematic appraisal system that uses strategic outline business cases (SOBCs) to ensure decisions align with strategic priorities, outcome and performance requirements, fiscal responsibility and asset management best practice.

The current financial conditions faced by all local authorities in Scotland are very challenging and along with ongoing budget restrictions, and the projected increase in costs due to West Lothian's growing population, there will be significant pressures on what the council can afford to spend on assets and local services. To ensure that West Lothian continues to be a great place to live, work, visit and do business, eight council priorities have been identified to ensure that investment in service delivery has the biggest and most positive impact on our communities.

The council's assets are critical to supporting service delivery in our communities, and underpin all of the council's corporate priorities. An integrated Corporate Asset Management Strategy and capital planning framework are therefore essential ensuring we achieve our priorities.



### **1.3 Strategy Development**

The priorities within the Corporate Asset Management Strategy have been identified following consideration of the West Lothian Community Planning Partnership Single Outcome Agreement (The WLCPP SOA) which has been adopted by all community planning partners and endorsed by the Scottish Government.

A number of the priorities identified in the WLCPP SOA require the provision of good quality assets to support their achievement. This strategy has therefore been designed to support the achievement of the outcomes identified in the WLCPP SOA.

At corporate level, the council's Corporate Plan (2018/19 to 2022/23), in addition to recognising the WLCPP SOA also acknowledges the views expressed by other stakeholders (including businesses) as part of the modernisation consultations that have occurred in recent years.

The emerging Local Development Plan, which outlines the future planning framework and growth proposals for the West Lothian area, has also been considered in the development of the strategy and in particular the long term growth that is proposed which will impact on communities and therefore service demand for assets.

The strategy and the subsidiary plans for each asset category reflects best practice guidance for asset management in public organisations, whilst also recognising the role assets play in achieving council priorities and supporting service delivery.

As part of the prioritisation process for the ten year capital programme, and this strategy service users have been consulted to identify their priorities.

The approach adopted ensures that the Corporate Asset Management Strategy and the individual asset category management plans will provide a robust and transparent framework for asset planning, governance, decision making, performance management and effective resource deployment in relation to all the council's assets.

## 1.4 Ownership and Scope of the Strategy

The Head of Finance and Property Services is the owner of the Corporate Asset Management Strategy and is responsible for ensuring effective and efficient asset management at a corporate level. The Head of Finance and Property Services has other key responsibilities in relation to asset management are as follows:

- Chair of the Capital and Asset Management Board which is a corporate officer forum to oversee the operational management of the councils General Services Capital Programme and the management of each asset category and make decisions and recommendations to the Executive and Corporate Management Teams. The Board includes all Asset Lead Officers and representatives from a range of council services.
- Ensuring asset management planning occurs across all service areas and is compliant with associated statutory requirements, including the need to demonstrate best value.

In support of the Head of Finance and Property Services role, each asset category has an Asset Lead Officer with the following areas of responsibility:

- Preparing asset management plans
- Coordinating business cases for investment
- Performance monitoring and management
- Monitoring resource deployment

Asset Lead Officers are either Heads of Service or directly report to a Head of Service to ensure that day to day management responsibilities are clear and that delegated decision making is undertaken at the appropriate level. The Asset Lead Officers are as follows:

| Asset Lead Officers      |   |
|--------------------------|---|
| Asset Category           | Responsible Officer                             |
| Property                 | Corporate Estates Manager                       |
| Roads and Related Assets | Roads and Transportation Manager                |
| Open Space               | NETS, Land and Countryside Manager              |
| ICT                      | IT Manager                                      |
| Fleet                    | Fleet and Community Transport Manager           |
| Housing                  | Head of Housing, Customer and Building Services |

The Corporate Asset Management Strategy incorporates all physical assets owned and leased by the council, including significant land based assets such as roads, open space, housing and property, together with all equipment, plant and vehicles. This means that the council invests significant revenue and capital resources in ensuring assets are available to support service delivery. The council's revenue and capital budgets provide resources to support asset management activities and detailed

funding information for each asset category is included within the individual asset management plans.

Due to the large and diverse nature of the council's asset portfolio, nearly every citizen, visitor, employee and organisation in West Lothian will have access to the council's assets, whether that be schools, roads and bridges or the council's website. Therefore, further information on target customer groups will be provided in the individual asset management plans.

Governance of the Corporate Asset Management Strategy is summarised as follows:

| Governance                                       |   |                     |
|--|---|---------------------|
| Group  | Governance/Scrutiny Role  | Reporting Frequency |
| The Capital Programme and Asset Management Board | <ul style="list-style-type: none"> <li>Responsibility for the direction and scope of the Corporate Asset Management Strategy and the six individual asset management plans.</li> <li>Corporate monitoring of general services capital programme and consideration of variances.</li> <li>Evaluation of emerging investment requirements and strategic outline business cases (SOBCs).</li> <li>Oversee the coordination of corporate asset management projects and initiatives.</li> </ul>  | Quarterly           |
| Corporate Property Asset Management Group        | <ul style="list-style-type: none"> <li>Management and monitoring of the property general services capital programme including identifying emerging investment needs.</li> <li>Overseeing project management arrangements are employed to ensure the successful delivery of property projects, including the identification and management of risks.</li> <li>Facilitate service liaison on specific property asset projects and general operational property management issues</li> <li>Oversee and consider performance management reporting in relation to property assets.</li> </ul>  | Monthly             |
| Roads and Transportation Capital Working Group   | <ul style="list-style-type: none"> <li>Responsibility for the direction and scope of the Roads and Related Assets Asset Management Plan.</li> <li>Evaluation and prioritisation of the annual works programme to align with asset management priorities.</li> <li>Monitoring performance and progress on initiatives relating to the Roads and Other Assets Asset Management Plan.</li> <li>Initial evaluation of emerging investment requirements and SOBCs.</li> <li>Ensuring adequate project management is employed for the successful delivery of projects, including the identification and management of risks.</li> </ul> | Monthly             |

| Governance                                    |   |                           |
|---|---|---------------------------|
| Group   | Governance/Scrutiny Role  | Reporting Frequency       |
| Open Space Working Group                      | <ul style="list-style-type: none"> <li>Responsibility for the direction and scope of the Open Space Asset Management Plan.</li> <li>Monitoring performance and progress on initiatives relating to the Open Space Asset Management Plan.</li> <li>Initial evaluation of emerging investment requirements and SOBCs.</li> <li>Ensuring adequate project management is employed for the successful delivery of projects, including the identification and management of risks.</li> </ul> | Monthly                   |
| ICT Programme Board                           | <ul style="list-style-type: none"> <li>Responsibility for the direction and scope of the ICT Asset Management Plan.</li> <li>Initial evaluation of emerging investment requirements and SOBCs.</li> <li>Responsibility for prioritising investment and ICT projects.</li> <li>Monitoring performance and progress on initiatives relating to the ICT Asset Management Plan.</li> <li>Monitoring achievement of benefits from ICT projects to project closure.</li> </ul>                | 6 weekly                  |
| Information Management Working Group          | <ul style="list-style-type: none"> <li>Coordinate action to ensure compliance with legislative requirements of freedom of information, data protection, records management and information security.</li> <li>Monitoring the council's performance in dealing with Freedom of Information (FOI) and data protection requests.</li> </ul>  | 6 weekly                  |
| Vehicle/Fleet Users Group                     | <ul style="list-style-type: none"> <li>Responsibility for the direction and scope of the Fleet Asset Management Plan.</li> <li>Responsibility for identifying and prioritising investment</li> <li>Undertaking internal transport reviews and implementing outcomes.</li> </ul>   | Quarterly                 |
| Housing Capital Programme Management Group    | <ul style="list-style-type: none"> <li>Management and monitoring of the Housing Capital Programme, including identifying and prioritising investment</li> <li>Overseeing the coordination of housing projects</li> </ul>  | Monthly                   |
| Partnership and Resources PDSP                | <ul style="list-style-type: none"> <li>Consideration of corporate asset management performance reports and individual asset management plan performance reports.</li> <li>Consideration of asset management and General Services capital programme reports that require decisions by elected members.</li> </ul>  | Annually/<br>As Required  |
| Council Executive or Council (as appropriate) | <ul style="list-style-type: none"> <li>Approval of Corporate Asset Management Strategy, five year General Services capital programme and individual asset management plans.</li> <li>Approval of General Services capital programme monitoring reports.</li> <li>Approval of asset management and General Services capital programme reports that require decisions by elected members.</li> </ul>  | Quarterly/<br>As Required |

## 2 Council Priorities

The council has set eight priorities in the current Corporate Plan (2018/19 to 2022/23) in consultation with the local community, partners, stakeholders and our staff. These priorities, along with the three enabler themes, represent all the vital activities that the council will undertake in order to achieve better outcomes for West Lothian.

Figure 1 illustrates where the Corporate Asset Management Strategy will directly contribute or support the delivery of a council priority or enabler.

| <b>Council Priorities</b>   | <b>Corporate Asset Management Strategy</b> |
|---|--|
| 1. Improving attainment and positive destinations                       | ✓  |
| 2. Delivering positive outcomes and early interventions for early years | ✓  |
| 3. Minimising poverty, the cycle of deprivation and promoting equality  | ✓  |
| 4. Improving the quality of life for older people                       | ✓  |
| 5. Improving the employment position in West Lothian                    | ✓  |
| 6. Delivering positive outcomes on health                               | ✓  |
| 7. Reducing crime and improving community safety                        | ✓  |
| 8. Protecting the built and natural environment                         | ✓  |
| <b>Enablers</b>   |  |
| Financial planning  | ✓  |
| Corporate governance and risk   | ✓  |
| Modernisation and improvement   | ✓  |

As corporate asset management underpins all service delivery throughout the council, it is evident that the eight priorities and enabling activities will be supported by effective and efficient asset management in the following ways:

| Council Priority   | Supporting Asset Categories   |
|--|---|
| 1. Improving attainment and positive destinations                      | <p><b>Property</b> – council investment in the condition and suitability of the school estate helps to maintain an effective learning environment.</p> <p><b>Roads and Related Assets</b> – investment in this area ensures safe routes to schools and the maintenance of school playgrounds.</p> <p><b>Open Space</b> – open space investment ensures our school playing fields are maintained and improved where necessary to support play and education provision.</p> <p><b>ICT</b> – ICT investment plays a significant role in supporting education across all learning environments, including schools. Technology skills gained through use of ICT equipment is crucial to enabling positive future destinations.</p>   |
| 2. Delivering positive outcomes and early intervention for early years | <p><b>Property and ICT</b> – through the development of early years provision, partnership centres and modernising community properties and ICT assets, the council has an infrastructure in place that facilitates the delivery of services aimed at supporting younger children.</p>  |
| 3. Minimising poverty, the cycle of deprivation and promoting equality | <p><b>Property</b> – property assets that support service delivery are accessible to customers and provide accommodation for services that support those living in poverty.</p> <p><b>Open Spaces and Roads and Related Assets</b> – assets within this category are accessible to those with disabilities. The improvement of open spaces and public areas has a direct link with residents' perceptions of West Lothian and provides diversionary activities for young people.</p> <p><b>Fleet</b> – within this asset category, vehicles are provided to transport clients who have accessibility limitations.</p> <p><b>Housing</b> – the council's housing stock includes houses that are fully accessible for those with disabilities, as well as providing good quality affordable housing for those on lower incomes.</p> |
| 4. Improving the quality of life for older people                      | <p><b>Property, ICT and Housing</b> – the council's operational property and housing assets include care homes, housing for the elderly, sheltered housing and community facilities that are used by older people. Ensuring these facilities are fit for purpose, and investing in new facilities, supports the delivery of services aimed at improving the quality of life for older people.</p>   |
| 5. Improving the employment position in West Lothian                   | <p><b>All Asset Categories</b> – the council's capital investment programme represents a significant level of expenditure in the local economy. This investment therefore supports job creation and retention in our communities.</p>   |
| 6. Delivering positive outcomes on health                              | <p><b>All Asset Categories</b> – the provision of partnership centres in conjunction with NHS Lothian and other community health partners supports the delivery of services aimed at improving the health of local communities. Community assets, such as sports pavilions, advocate physical activity and the provision of good quality open spaces encourages exercise and active recreation.</p>   |

| Council Priority                                 | Supporting Asset Categories   |
|--|---|
| 7. Reducing crime and improving community safety | <b>All Asset Categories</b> – council investment will sustain and improve community safety through projects such as improved street lighting, CCTV, road safety improvements and provision of youth facilities to reduce anti-social behaviour.           |
| 8. Protecting the built and natural environment  | <b>All Asset Categories</b> – investment in the council's assets will contribute positively to the built and natural environment of local communities, by continuing to provide valued property, housing, roads and related assets and open space assets. |

### 3 Strategy Outcomes

The council's vision for corporate asset management is to manage assets efficiently and effectively to support the achievement of corporate priorities and outcomes. In the current financial climate, it is also important that resources are prioritised to ensure investment has the biggest and most positive impact for the local community.

The approach to asset management adopted provides appropriate structures and governance arrangements to ensure assets are utilised appropriately in support of service delivery.

To ensure effectiveness of corporate asset management, management frameworks have long been established for each asset category. These frameworks include robust decision making processes, clearly defined responsibilities and clear priorities for investment which reflect the council's corporate and asset management priorities. In addition, there will be a number of effectiveness measures, which demonstrate how resources are deployed in relation to asset management.

For efficiency, management frameworks and resource plans will highlight the investment allocated to supporting the council's priorities and asset management activities. This will also ensure that resources are utilised to generate the greatest impact in achieving desired outcomes. Efficiency indicators will analyse the relationship between the level of revenue and capital resources invested in asset management activities and the impact on asset and service performance and how these contribute to the delivery of corporate priorities.

To demonstrate that assets are being managed efficiently and effectively, a number of performance measures are monitored for each asset category. Specific performance indicators have been developed and are already reported for individual asset management plans with a number of strategic outcomes embedded for all asset types. These strategic performance outcomes demonstrate the effective implementation of the corporate asset management strategy and they can be summarised as follows:

- **Compliance** – ensuring assets comply with statutory and regulatory requirements.
- **Condition** – maintaining assets to a satisfactory condition to support service delivery.
- **Suitability** – ensuring assets are fit for purpose.
- **Sufficiency** – ensuring available assets meet current and expected service demands.
- **Utilisation** – ensuring assets are used to maximum benefit.
- **Accessibility** – ensuring assets are as accessible as possible to all service users.
- **Sustainability** – maintaining assets to ensure maximum operational life and minimising the potential negative impact on the environment.



## Outcome 1: Compliance

### Purpose

To ensure assets are safe for use, and support service delivery, assets must comply with statutory and regulatory requirements, as well as meeting appropriate best practice standards.

### Activities

The main activities that will be undertaken between 2018/19 to 2027/28 are:

- Property assets will be regularly inspected and compliance logs retained.
- Roads and related assets will be inspected to ensure compliance with the Roads (Scotland) Act 1984 and maintain a safe public road network.
- Work will be undertaken to ensure open spaces are compliant with all relevant health and safety and environmental regulations.
- ICT assets will be maintained to comply with Public Sector Network (PSN) regulations, Public Records Scotland, Freedom of Information and Data Protection Acts. All assets will comply with European safety regulations and disposal will meet the Waste Electrical and Electronic Equipment Directive.
- Fleet vehicles will comply with all vehicle safety and environmental regulations.
- Housing assets will be statutorily and regulatory compliant, ensuring they are safe for habitation.

### Performance

Performance indicators will monitor progress for the life span of the strategy, and will be reported and monitored within the appropriate asset management plans. Examples of the indicators relating to compliance are:

| Performance – Outcome 1 Compliance |   |
|------------------------------------|---|
| Asset Category                     | Example Performance Indicator   |
| Property                           | <ul style="list-style-type: none"> <li>• Percentage of buildings with responsible person identified</li> <li>• Percentage of buildings with up to date compliance log books</li> <li>• Number of notifiable Health and Safety incidents relating to property asset performance failure</li> <li>• Percentage of Properties with a Fire Safety Risk Assessment updated within the last 5 years.</li> <li>• Percentage of Properties with Gas Servicing undertaken annually.</li> <li>• Percentage of Properties with Legionella Risk Assessments less than 30 months old.</li> <li>• Percentage of Properties with an Asbestos Register and Management Plan in place.</li> </ul> |
| Roads and Related Assets           | <ul style="list-style-type: none"> <li>• Percentage of road network that is not considered for immediate maintenance treatment</li> </ul>   |
| Open Space                         | <ul style="list-style-type: none"> <li>• Percentage of open spaces that do not comply with health and safety legislation</li> </ul>   |

| Performance – Outcome 1 Compliance |   |
|------------------------------------|---|
| Asset Category                     | Example Performance Indicator   |
| ICT                                | <ul style="list-style-type: none"> <li>• Annual compliance check approved to maintain connectivity to PSN</li> <li>• Percentage of ICT assets that comply with EU safety regulations</li> </ul>   |
| Fleet                              | <ul style="list-style-type: none"> <li>• Percentage of vehicles passing their MOT test first time</li> </ul>  |
| Housing                            | <ul style="list-style-type: none"> <li>• Percentage of houses meeting all Scottish Housing Quality Standards</li> <li>• Number of houses meeting free from serious disrepair standard</li> <li>• Percentage of gas services completed within 12 months of previous service</li> </ul> |

## Outcome 2: Condition

### Purpose

Assets must be maintained to ensure that they are in a satisfactory or better condition to support service delivery and achievement of corporate priorities.

### Activities

The main activities that will be undertaken between 2018/19 to 2027/28 are:

- All operational properties will be maintained, monitored and works prioritised to ensure they remain fit for purpose.
- Roads and related assets condition will be regularly monitored and works prioritised to ensure they remain fit for purpose.
- All open space assets will be maintained to a satisfactory or better condition to fulfil the needs of local communities.
- ICT assets will be maintained in a satisfactory condition through the application of software updates and the monitoring of hardware performance.
- Vehicles will be maintained to ensure they are roadworthy and meet legislative requirements, as well as complying with Operators License terms and conditions.
- Housing stock will be upgraded (so far as financially and practically possible within the timeline) to continue to meet the Energy Efficiency Standard for Social Housing by 2020 to achieve the Scottish Housing Quality Standard.

### Performance

Performance indicators will monitor progress for the life span of the strategy, and will be reported and monitored within the appropriate asset management plans. Examples of the indicators relating to condition are:

| Performance – Outcome 2 Condition |   |
|-----------------------------------|---|
| Asset Category                    | Example Performance Indicator   |
| Property                          | <ul style="list-style-type: none"> <li>• Percentage of properties in satisfactory or better condition (statutory performance indicator)</li> <li>• Percentage of gross internal floor area in satisfactory or better condition</li> </ul> |
| Roads and Related Assets          | <ul style="list-style-type: none"> <li>• Percentage of the road network which should be considered for maintenance treatment</li> </ul>   |
| Open Space                        | <ul style="list-style-type: none"> <li>• Percentage of open spaces that are rated as satisfactory or better</li> </ul>  |
| ICT                               | <ul style="list-style-type: none"> <li>• Percentage of ICT faults that relate to hardware failure</li> <li>• Percentage of ICT equipment in use after end of lifespan</li> </ul>  |
| Fleet                             | <ul style="list-style-type: none"> <li>• Number of vehicles maintained monthly as per schedule</li> <li>• Average annual maintenance cost per pool car vehicle</li> </ul>   |
| Housing                           | <ul style="list-style-type: none"> <li>• Percentage of tenants who are satisfied with house condition</li> <li>• Percentage of stock in Scottish Housing Quality Standard tolerable standard</li> </ul>                                   |

## Outcome 3: Suitability

### Purpose

Assets that are fit for purpose for current and future service delivery will be more effective in delivering the council's priorities. Suitability is wider than asset condition as it also considers how well the asset is matched to current and planned service delivery.

### Activities

The main activities that will be undertaken between 2018/19 to 2027/28 are:

- All operational properties will be evaluated and monitored to ensure they are suitable for use.
- The council will continue to ensure that roads and related assets are suitable for use and fit for purpose.
- All open spaces will be suitable for their intended use.
- The performance of ICT will be monitored to ensure they are suitable for their assigned purpose. New projects will be assessed to ensure they do not adversely affect the suitability of existing ICT assets.
- Vehicles will be provided that support council activities.
- Housing stock will continue to meet the Scottish Housing Quality Standard (SHQS) and go so far as possible to meet the Energy Efficiency Standard of Social Housing by 2020 to ensure all houses are suitable for occupation and as energy efficient as practically possible.

### Performance

Performance indicators will monitor progress for the life span of the strategy, and will be reported and monitored within the appropriate asset management plans. Examples of the indicators relating to suitability are:

| Performance – Outcome 3 Suitability |  |
|-------------------------------------|--|
| Asset Category                      | Example Performance Indicator  |
| Property                            | <ul style="list-style-type: none"> <li>• Percentage of properties that are considered satisfactory or better in terms of suitability (statutory performance indicator)</li> </ul>  |
| Roads and Related Assets            | <ul style="list-style-type: none"> <li>• Percentage of lighting columns over 30 years old</li> <li>• Percentage of bridges failing 40 tonnes loads</li> <li>• Number of people killed or seriously injured on the road network</li> </ul>            |
| Open Space                          | <ul style="list-style-type: none"> <li>• Percentage of residents that feel their local open space is suitable for their needs</li> </ul>   |
| ICT                                 | <ul style="list-style-type: none"> <li>• Percentage of active network accounts</li> </ul>  |
| Fleet                               | <ul style="list-style-type: none"> <li>• There are no specific performance indicators applicable to measure suitability as bespoke vehicles are ordered on an individual basis to reflect service demands.</li> </ul>                                |
| Housing                             | <ul style="list-style-type: none"> <li>• Scottish Housing Quality Standard modern facilities and services – percentage of stock</li> <li>• Scottish Housing Quality Standard healthy, safe and secure – number of houses meeting standard</li> </ul> |

## Outcome 4: Sufficiency

### Purpose

Council assets have to be sufficient for existing and future use, with capacity reflecting demand and user requirements. This element of asset management allows the council to create plans to support service development, as well as identify assets that are underutilised.

### Activities

The main activities that will be undertaken between 2018/19 to 2027/28 are:

- Property assets utilisation will match capacity, with assets not sufficient for user requirements or under capacity being reviewed.
- Roads and related assets will continue to reflect the growing population.
- Wherever reasonably practicable and relevant, there will be sufficient provision of open space assets in all communities.
- ICT assets supporting critical business activities will have contingency arrangements to ensure ongoing sufficiency. Methods to ensure maximisation of server processing capacity will be applied.
- The number of fleet vehicles will be sufficient to support effective service delivery.
- Houses will be utilised to the maximum of their capacity within the constraints of tenants' rights.

### Performance

Performance indicators will monitor progress for the life span of the strategy, and will be reported and monitored within the appropriate asset management plans. Examples of the indicators relating to sufficiency are:

| Performance – Outcome 4 Sufficiency |   |
|-------------------------------------|---|
| Asset Category                      | Example Performance Indicator   |
| Property                            | <ul style="list-style-type: none"> <li>• Percentage of properties that are considered satisfactory or better in terms of sufficiency</li> </ul>   |
| Roads and Related Assets            | <ul style="list-style-type: none"> <li>• There are no performance indicators applicable to measure sufficiency of the road network. Through the Local Development Plan process, the council will identify the need for transport infrastructure improvements to ensure the continued sufficiency of the network.</li> </ul> |
| Open Space                          | <ul style="list-style-type: none"> <li>• The number of identified communities where there is inadequate open space provision</li> </ul>   |
| ICT                                 | <ul style="list-style-type: none"> <li>• Percentage utilisation of ICT servers</li> <li>• Annual percentage of planned business continuity tests completed</li> </ul>   |
| Fleet                               | <ul style="list-style-type: none"> <li>• There are no specific performance indicators applicable as service requirements for vehicles are continually changing.</li> </ul>  |
| Housing                             | <ul style="list-style-type: none"> <li>• Percentage of vacant mainstream housing properties</li> </ul>  |

## Outcome 5: Utilisation

### Purpose

To identify that assets are utilised to their maximum potential in support of the delivery of services. In some asset areas an objective may be to reduce utilisation for alternative service delivery models.

### Activities

The main activities that will be undertaken between 2018/19 to 2027/28 are:

- Property assets usage hours will be increased to improve utilisation and support service modernisation.
- The road network will be managed to minimise deterioration although it is anticipated that deterioration will be faster than with historic funding levels. In terms of street lighting significant improvement will be achieved through the conversion to LED.
- Open space assets will be utilised more to focus on maintaining the facility in a “fit for purpose” condition before any improvements are made improving community engagement to ensure a continuation of Open Space development.
- ICT assets utilisation will increase by prolonging the lifetime expectancy of all hardware assets, whilst continuing to review and rationalise technology through digital transformation programme.
- The fleet utilisation and fleet numbers will be monitored and rationalised in line with changes to service delivery.
- Council houses - New council houses are built to reduce demand and increase rent, and to deliver a range of facilities to meet tenant’s requirements. Existing stock is upgraded to modernise both exterior and interior to maintain both safety and services

### Performance

Performance indicators will monitor progress for the life span of the strategy, and will be reported and monitored within the appropriate asset management plans. Examples of the indicators relating to accessibility are:

| Performance – Outcome 5: Utilisation |  |
|--------------------------------------|--|
| Asset Category                       | Example Performance Indicator  |
| Property                             | <ul style="list-style-type: none"> <li>• Percentage of property utilisation</li> </ul>   |
| Roads and Related Assets             | <ul style="list-style-type: none"> <li>• Roads performance will generally be managed in line with SCOTS / APSE indicators. Existing performance indicators out with the APSE / SCOTS grouping will be reviewed as part of service redesign.</li> </ul> |

| Performance – Outcome 5: Utilisation |   |
|--------------------------------------|---|
| Asset Category                       | Example Performance Indicator   |
| Open Space                           | <ul style="list-style-type: none"> <li>Percentage of open spaces that are being utilised satisfactorily by members of the public (new performance indicators to be developed)</li> </ul>          |
| ICT                                  | <ul style="list-style-type: none"> <li>Percentage of services where technology performance meets demand (New performance indicators to be developed)</li> </ul>                                   |
| Fleet                                | <ul style="list-style-type: none"> <li>Fleet utilisation percentage (new performance indicator to be developed)</li> </ul>  |
| Housing                              | <ul style="list-style-type: none"> <li>Houses will be maintained or upgraded to ensure their use is safe and secure and meets the needs of individual tenants to maximise utilisation.</li> </ul> |

## Outcome 6: Accessibility

### Purpose

To deliver services effectively to all members of the community, assets need to be accessible to everyone, especially those with physical and learning disabilities.

### Activities

The main activities that will be undertaken between 2018/19 to 2027/28 are:

- Property assets will be made as accessible as possible within existing constraints, to ensure that all members of the community can access services.
- The road network, as far as practically possible, will be maintained to ensure it is safe and operational for all users.
- Open space assets will be made accessible, wherever practical, to all members of the community. The council will ensure that all West Lothian residents can access open space within a reasonable travelling distance.
- Continued availability of ICT assets, including different forms of digital media, which can enhance accessibility. ICT assets will also support alternative forms of communication, including text phone, email telephony and adaptive web sites.
- The fleet maintenance facility will be accessible to all services 24 hours per day Monday to Friday and every Saturday morning, with standby cover on Sundays.
- Council houses will be provided which are accessible and suitable to those with varying needs.

### Performance

Performance indicators will monitor progress for the life span of the strategy, and will be reported and monitored within the appropriate asset management plans. Examples of the indicators relating to accessibility are:

| Performance – Outcome 5 Accessibility |  |
|---------------------------------------|--|
| Asset Category                        | Example Performance Indicator  |
| Property                              | <ul style="list-style-type: none"> <li>• Percentage of properties that are considered accessible</li> </ul>  |
| Roads and Related Assets              | <ul style="list-style-type: none"> <li>• Number of abnormal loads processed</li> </ul>   |
| Open Space                            | <ul style="list-style-type: none"> <li>• Percentage of open spaces that are not classified as openly accessible to all members of the public</li> </ul>  |
| ICT                                   | <ul style="list-style-type: none"> <li>• Percentage of Service Desk calls answered within 20 seconds</li> <li>• Number of ICT Service Desk telephone calls</li> </ul>  |
| Fleet                                 | <ul style="list-style-type: none"> <li>• Percentage of Community Transport customers who rated the overall quality of service as good or excellent</li> </ul>  |
| Housing                               | <ul style="list-style-type: none"> <li>• All houses will be upgraded to meet the accessibility requirement of the tenants, and all paths and steps will be maintained to a high and safe standard</li> </ul> |



## Outcome 7: Sustainability

### Purpose

The council's assets will be managed to ensure that their useful operational life meets expected life expectancy, as well as minimising the potential adverse impact on the environment. Sustainability should make sure that council assets are available to support ongoing service delivery in the long term.

### Activities

The main activities that will be undertaken between 2018/19 to 2027/28 to achieve continued sustainability of assets are:

- All assets will be managed and maintained to ensure they achieve or exceed their original designed life expectancy.
- Property assets will limit the potential impact on the environment through the introduction of more energy efficient construction methods, renewable energy installations and energy efficiency measures.
- To reduce the impact on the environment, roads waste materials from maintenance works will be recycled and low energy equipment will be installed for electrical replacement programmes.
- The impact of ICT technology on the environment will be minimised by the procurement of energy efficient devices. Assets at the end of their lifecycle will be processed in accordance with the Waste Electrical and Electronic Equipment Directive. In addition, assets will be operated in line with power management policies to minimise energy consumption.
- The fleet replacement cycle will continue to be five years, however further consideration will be given to use of sustainable modes of transport (e.g. electric vehicles).

### Performance

Performance indicators will monitor progress for the life span of the strategy, and will be reported and monitored within the appropriate asset management plans. Examples of the indicators relating to sustainability are:

| Performance – Outcome 6 Sustainability |   |
|--|---|
| Asset Category                         | Example Performance Indicator   |
| All Asset Categories                   | <ul style="list-style-type: none"> <li>• Corporate Carbon Footprint – total carbon emissions (CO2 tonnes)</li> </ul>  |
| Property                               | <ul style="list-style-type: none"> <li>• Number of properties with renewable energy generation installation</li> <li>• Kilowatt hours (KWh) generated from renewable energy installation</li> <li>• Average life expectancy of all property assets</li> </ul> |
| Roads and Related Assets               | <ul style="list-style-type: none"> <li>• Street lighting energy consumption (KWh)</li> </ul>  |

| Performance – Outcome 6 Sustainability |  |
|--|--|
| Asset Category                         | Example Performance Indicator  |
| Open Space                             | <ul style="list-style-type: none"> <li>The number of open space projects delivered in the past 12 months to replace equipment or features that did not meet the expected lifespan</li> </ul>   |
| ICT                                    | <ul style="list-style-type: none"> <li>Percentage of IT desktop equipment with power management policies</li> </ul>  |
| Fleet                                  | <ul style="list-style-type: none"> <li>Total annual CO2 emissions from transport</li> </ul>  |
| Housing                                | <ul style="list-style-type: none"> <li>Scottish Housing Quality Standard energy efficiency – number of houses meeting these standards. The future investment will increase the energy efficiency and sustainability of the stock.</li> </ul> |

## 4 Activity Themes

A number of activity themes have been identified to support the delivery of more effective and efficient management of the assets these are:

### Asset Management Efficiency and Effectiveness

Improving the effectiveness and efficiency of management for the assets owned and occupied by the council whilst continually supporting the delivery of services and enabling service modernisation is critical to support the council's people, revenue and capital budgetary frameworks going forward.

Only assets that contribute to the effective delivery of services or support service modernisation should be retained and considered for investment. This will also support the efficient use of our assets. In pursuit of this activities will include:

| Activity Theme – Asset Efficiency and Effectiveness |   |
|---|---|
| Asset Category                                      | Example Workstream  |
| All Asset Categories                                | <ul style="list-style-type: none"> <li>All resources deployed in the management of all asset categories will be regularly reviewed with proposals to improve effectiveness and efficiency.</li> </ul>   |
| Property  | <ul style="list-style-type: none"> <li>Resources deployed in the management of assets management will be optimum required to sustain and where appropriate improve performance. Investment evaluations involving options appraisals will be pre-requisite for any significant expenditure.</li> </ul>   |
| Roads and Related Assets                            | <ul style="list-style-type: none"> <li>Resources deployed in the delivery of roads will be focused on key activities.</li> <li>Efficiency and effectiveness will be monitored through APSE/SCOTS performance indicators and benchmarking groups.</li> </ul>   |
| Open Space  | <ul style="list-style-type: none"> <li>Quality assessment score for open spaces will show continuous improvement of the asset.</li> <li>Costs of parks and open spaces per 1000 population will show effective management of the assets.</li> </ul>   |
| ICT   | <ul style="list-style-type: none"> <li>Through the use of ICT management software, IT Services will monitor the use of client devices to ensure maximum utilisation of assets.</li> <li>Continual review of the use of virtualisation technology allows for the reduction of individual server hardware, thus improving the efficiency within the data centre.</li> </ul> |
| Fleet   | <ul style="list-style-type: none"> <li>Implementation of a new bespoke Fleet Management System which will improve all aspects of fleet asset management including procurement, maintenance, asset planning and utilisation and compliance.</li> </ul>   |
| Housing   | <ul style="list-style-type: none"> <li>Resources deployed in the management of Assets Management will be optimally required to sustain the condition and performance of the stock, and where appropriate, improve performance. Investment evaluations involving options appraisals will be pre-requisite for any significant expenditure</li> </ul>                       |

## Project Management

Improving the effectiveness and efficiency of the resources deployed in the development, and management of projects associated with our assets is also critical to support the councils people, revenue and capital budgetary frameworks. In pursuit of this a number of workstreams are being progressed which will positively impact project management, these include:

| Activity Theme – Asset Project Efficiency |   |
|---|---|
| Asset Category                            | Example Workstream  |
| All Asset Categories                      | <ul style="list-style-type: none"> <li>Investment across all asset categories will be prioritised based on corporate and asset management priorities (i.e. compliance, condition, suitability etc) and the supporting of service modernisation initiatives. This will align investment with priorities.</li> </ul>  |
| Property                                  | <ul style="list-style-type: none"> <li>Resources deployed in the delivery of property projects will be set at optimum levels required to sustain and where appropriate improve performance. Investment evaluations involving options appraisals will be pre-requisite for any significant expenditure and form part of detailed full business cases which will be required prior to commitment to progress projects.</li> <li>All projects must have identifiable performance measure impacts</li> <li>Robust and clear project governance and management processes will be adopted for all projects</li> </ul> |
| Roads and Related Assets                  | <ul style="list-style-type: none"> <li>Investment across all assets will be prioritised to ensure all assets remain in “a fit for purpose” condition. This will align with investment priorities. Deterioration of the road network is anticipated with reduced capital and revenue funding.</li> <li>Robust and clear project governance and management processes will be adopted for all projects</li> </ul>  |
| Open Space                                | <ul style="list-style-type: none"> <li>Investment across all assets will be prioritised to ensure all assets remain in “a fit for purpose” condition. This will align with investment priorities.</li> <li>Robust and clear project governance and management processes will be adopted for all projects</li> </ul>   |
| ICT                                       | <ul style="list-style-type: none"> <li>Investment across all assets will be prioritised to ensure all assets remain in “a fit for purpose” condition. This will align with investment priorities.</li> <li>Robust and clear project governance and management processes will be adopted for all projects</li> </ul>   |
| Fleet                                     | <ul style="list-style-type: none"> <li>Asset management projects will align which changes in service delivery to ensure fleet assets match requirements</li> <li>Robust and clear project governance and management processes will be adopted for all projects</li> </ul>   |
| Housing                                   | <ul style="list-style-type: none"> <li>Investment across all Housing assets will be prioritised to ensure all assets remain in “a fit for purpose” condition, providing a safe and efficient environment for tenants. This will align with investment priorities.</li> <li>Robust and clear project governance and management processes will be adopted for all projects</li> </ul>   |

## Delivery Models

In the long term challenging financial environment that the council will face over the coming years it is essential that all models for service delivery are considered and where appropriate changes are made that will positively impact or sustain at lower cost the assets owned and used by the council.

| Activity Theme – Delivery Models |   |
|----------------------------------|---|
| Asset Category                   | Example Workstream  |
| All Asset Categories             | All category leads and services to review the methods and delivery models deployed to provide assets.   |
| Property                         | <ul style="list-style-type: none"> <li>• Methods of procuring and managing projects to be evaluated and considered for all new and emerging projects with a critical evaluation on key criteria of timescales, cost and quality.</li> <li>• Alternative models of investment and delivery of assets to be considered.</li> </ul>                    |
| Roads and Related Assets         | <ul style="list-style-type: none"> <li>• Methods of procuring and managing projects to be evaluated and considered for all new and emerging projects with a critical evaluation on key criteria of timescales, cost and quality.</li> <li>• Alternative models of investment and delivery of assets to be considered.</li> </ul>                    |
| Open Space                       | <ul style="list-style-type: none"> <li>• Methods of procuring and managing projects to be evaluated and considered for all new and emerging projects with a critical evaluation on key criteria of timescales, cost and quality.</li> <li>• Alternative models of investment and delivery of assets to be considered.</li> </ul>                    |
| ICT                              | <ul style="list-style-type: none"> <li>• Methods of procuring and managing projects to be evaluated and considered for all new and emerging projects with a critical evaluation on key criteria of timescales, cost and quality.</li> <li>• Alternative models of investment and delivery of assets to be considered.</li> </ul>                    |
| Fleet                            | <ul style="list-style-type: none"> <li>• Methods of procuring and managing projects to be evaluated and considered for all new and emerging projects with a critical evaluation on key criteria of timescales, cost and quality.</li> <li>• Alternative models of investment and delivery of assets to be considered.</li> </ul>                    |
| Housing                          | <ul style="list-style-type: none"> <li>• Methods of procuring and managing Housing Investment projects to be evaluated and considered for all new and emerging projects with a critical evaluation on key criteria of timescales, cost and quality.</li> <li>• Alternative models of investment and delivery of assets to be considered.</li> </ul> |

## Partnership Working and Community Empowerment

Working collaboratively and jointly with partners and communities to deliver services and manage assets is essential to ensuring successful outcomes. Our partners and communities will be engaged and empowered to support the management of our assets to modernise service delivery reflecting reduced public sector resources. In pursuit of this a number of activities related to partnership working and community empowerment have been developed, these include:

| Activity Theme – Partnership Working |  |
|--------------------------------------|--|
| Asset Category                       | Example Workstream   |
| Property                             | <ul style="list-style-type: none"> <li>• Development of a partnership property asset management plan to align all community planning partners property investment and service delivery accommodation requirements.</li> <li>• Supporting the transfer of assets to be managed and owned by communities.</li> </ul>                                     |
| Roads and Related Assets             | <ul style="list-style-type: none"> <li>• SEStran</li> <li>• Edinburgh, Lothian, Borders &amp; Fife Shadow Joint Committee</li> <li>• SUSTRANS</li> </ul>   |
| Open Space                           | <ul style="list-style-type: none"> <li>• Development of an Open Space Strategy to align with corporate objectives aligning with all community and partner organisations to maximise external investment in projects and ensure service delivery meets community needs.</li> </ul>  |
| ICT                                  | <ul style="list-style-type: none"> <li>• In partnership with the Digital Office and Scottish Government, West Lothian Council are participating and leading on developing the implementation around public sector cyber resilliance. This also involves WLC becoming an early adopter of the cyber essentials plus certification programme.</li> </ul> |
| Fleet                                | <ul style="list-style-type: none"> <li>• Working closely with internal partners to ensure effective planning of fleet asset replacement and maintenance.</li> <li>• Partnership working with internal and external partners to support local transport initiatives</li> </ul>  |
| Housing                              | <ul style="list-style-type: none"> <li>• Working with the Tenant's Groups, to develop and agree, the housing stock asset management plan has a coordinated approach to property investment and service delivery accommodation requirements.</li> </ul>   |

# **West Lothian Council**

## **Corporate Asset Management Strategy 2018/19 to 2027/28**

**Donald Forrest**  
**Head of Finance and Property Services**

**February 2018**

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**PROJECTED CAPITAL RESOURCES FOR 2018/19 TO 2027/28**

|                                   | 2018/19     | 2019/20     | 2020/21     | 2021/22     | 2022/23     | 2023/24     | 2024/25     | 2025/26     | 2026/27     | 2027/28     | Ten<br>Year<br>Total |
|-----------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|----------------------|
|                                   | £'m         | £'m         | £'m         | £'m         | £'m         | £'m         | £'m         | £'m         | £'m         | £'m         | £'m                  |
| <b>Scottish Government Grants</b> | 16.8        | 23.1        | 24.2        | 16.0        | 15.5        | 17.1        | 17.2        | 17.1        | 17.1        | 17.1        | <b>181.2</b>         |
| <b>Borrowing</b>                  | 1.9         | 0.4         | 2.0         | 2.0         | 1.8         | 1.8         | 0.1         | 0.0         | 0.0         | 0.0         | <b>10.0</b>          |
| <b>Capital Fund</b>               | 6.8         | 19.9        | 13.2        | 6.0         | 1.3         | 0.0         | 0.3         | 0.5         | 0.5         | 0.5         | <b>49.0</b>          |
| <b>Capital Receipts</b>           | 4.0         | 4.0         | 10.8        | 3.2         | 0.5         | 0.5         | 0.5         | 0.5         | 0.5         | 0.5         | <b>25.0</b>          |
| <b>Other Funding</b>              | 5.8         | 6.8         | 35.6        | 30.3        | 9.0         | 2.2         | 2.5         | 2.5         | 7.7         | 21.1        | <b>123.5</b>         |
| <b>Total</b>                      | <b>35.3</b> | <b>54.2</b> | <b>85.8</b> | <b>57.5</b> | <b>28.1</b> | <b>21.6</b> | <b>20.6</b> | <b>20.6</b> | <b>25.8</b> | <b>39.2</b> | <b>388.7</b>         |



**GENERAL SERVICES CAPITAL INVESTMENT STRATEGY - 2018/19 TO 2027/28**

|   | Budget        | Budget        | Budget        | Budget        | Budget        | Budget        | Budget        | Budget        | Budget        | Budget        | Budget | Total Budget         |
|---|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|--------|----------------------|
|   | 2018/19       | 2019/20       | 2020/21       | 2021/22       | 2022/23       | 2023/24       | 2024/25       | 2025/26       | 2026/27       | 2027/28       |        | 2018/19 -<br>2027/28 |
|   | £'000         | £'000         | £'000         | £'000         | £'000         | £'000         | £'000         | £'000         | £'000         | £'000         |        | £'000                |
| <b>Asset Type</b>   |               |               |               |               |               |               |               |               |               |               |        |                      |
| <b><u>Property Assets</u></b>                                       |               |               |               |               |               |               |               |               |               |               |        |                      |
| Planned Improvements and Statutory Compliance                       | 5,635         | 8,415         | 7,549         | 5,618         | 5,328         | 5,212         | 6,919         | 6,168         | 6,765         | 6,621         |        | 64,230               |
| Property Projects   | 9,320         | 33,455        | 65,797        | 40,227        | 12,757        | 3,355         | 3,325         | 3,190         | 8,410         | 21,767        |        | 201,603              |
| <b>Property Assets - Total</b>                                      | <b>14,955</b> | <b>41,870</b> | <b>73,346</b> | <b>45,845</b> | <b>18,085</b> | <b>8,567</b>  | <b>10,244</b> | <b>9,358</b>  | <b>15,175</b> | <b>28,388</b> |        | <b>265,833</b>       |
| <b><u>Roads and Related Assets</u></b>                              |               |               |               |               |               |               |               |               |               |               |        |                      |
| Roads and Footways  | 2,907         | 2,536         | 2,530         | 2,558         | 2,551         | 2,504         | 2,683         | 2,664         | 2,771         | 2,825         |        | 26,529               |
| Flood Prevention and Drainage                                       | 3,777         | 416           | 433           | 450           | 0             | 0             | 0             | 0             | 0             | 0             |        | 5,076                |
| Road Lighting   | 2,965         | 3,007         | 3,050         | 3,015         | 3,051         | 3,113         | 1,928         | 2,078         | 2,177         | 2,138         |        | 26,522               |
| Structures and Transportation                                       | 3,607         | 1,095         | 1,025         | 900           | 900           | 900           | 1,392         | 1,292         | 1,392         | 1,438         |        | 13,941               |
| <b>Roads, Structures, Lighting and Water Related Assets - Total</b> | <b>13,256</b> | <b>7,054</b>  | <b>7,038</b>  | <b>6,923</b>  | <b>6,502</b>  | <b>6,517</b>  | <b>6,003</b>  | <b>6,034</b>  | <b>6,340</b>  | <b>6,401</b>  |        | <b>72,068</b>        |
| <b><u>Open Space Assets</u></b>                                     |               |               |               |               |               |               |               |               |               |               |        |                      |
| Open Space and Sports Facility Projects                             | 960           | 710           | 716           | 707           | 812           | 801           | 896           | 960           | 1,005         | 1,111         |        | 8,678                |
| Open Space and Sports Facility Planned Improvements                 | 410           | 425           | 441           | 359           | 377           | 350           | 415           | 436           | 458           | 526           |        | 4,197                |
| Children's Play Areas   | 205           | 215           | 226           | 225           | 225           | 200           | 274           | 318           | 337           | 350           |        | 2,575                |
| Synthetic Turf Pitches  | 158           | 165           | 174           | 0             | 0             | 182           | 191           | 201           | 211           | 0             |        | 1,282                |
| Cemeteries  | 149           | 62            | 65            | 68            | 71            | 75            | 79            | 83            | 87            | 91            |        | 830                  |
| <b>Open Space Assets - Total</b>                                    | <b>1,882</b>  | <b>1,577</b>  | <b>1,622</b>  | <b>1,359</b>  | <b>1,485</b>  | <b>1,608</b>  | <b>1,855</b>  | <b>1,998</b>  | <b>2,098</b>  | <b>2,078</b>  |        | <b>17,562</b>        |
| <b><u>ICT Assets</u></b>  |               |               |               |               |               |               |               |               |               |               |        |                      |
| Corporate and Modernisation   | 4,051         | 2,745         | 1,620         | 1,788         | 1,246         | 3,924         | 1,667         | 1,066         | 687           | 1,598         |        | 20,392               |
| School Investment   | 1,134         | 944           | 2,144         | 1,573         | 818           | 1,011         | 797           | 2,144         | 1,516         | 767           |        | 12,848               |
| <b>ICT Assets - Total</b>   | <b>5,185</b>  | <b>3,689</b>  | <b>3,764</b>  | <b>3,361</b>  | <b>2,064</b>  | <b>4,935</b>  | <b>2,464</b>  | <b>3,210</b>  | <b>2,203</b>  | <b>2,365</b>  |        | <b>33,240</b>        |
| <b>CAPITAL INVESTMENT STRATEGY - TOTAL</b>                          | <b>35,278</b> | <b>54,190</b> | <b>85,770</b> | <b>57,488</b> | <b>28,136</b> | <b>21,627</b> | <b>20,566</b> | <b>20,600</b> | <b>25,816</b> | <b>39,232</b> |        | <b>388,703</b>       |

**PROPERTY ASSETS - CAPITAL INVESTMENT STRATEGY 2018/19 TO 2027/28**

|  | Budget<br>2018/19<br>£'000 | Budget<br>2019/20<br>£'000 | Budget<br>2020/21<br>£'000 | Budget<br>2021/22<br>£'000 | Budget<br>2022/23<br>£'000 | Budget<br>2023/24<br>£'000 | Budget<br>2024/25<br>£'000 | Budget<br>2025/26<br>£'000 | Budget<br>2026/27<br>£'000 | Budget<br>2027/28<br>£'000 | Total<br>Budget<br>£'000 |
|--|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|--------------------------|
| <b>Planned Improvements &amp; Statutory Compliance</b> |                            |                            |                            |                            |                            |                            |                            |                            |                            |                            |                          |
| <b>Schools Planned Improvements</b>                    |                            |                            |                            |                            |                            |                            |                            |                            |                            |                            |                          |
| <b>Nursery Schools</b>                                 |                            |                            |                            |                            |                            |                            |                            |                            |                            |                            |                          |
| Nursery Schools Mechanical & Electrical                | 0                          | 0                          | 0                          | 70                         | 70                         | 70                         | 55                         | 50                         | 50                         | 50                         | 415                      |
| Addiewell Nursery - New Heaters                        | 15                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 15                       |
| Eastertoun Nursery - Ventilation                       | 10                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 10                       |
| Inveralmond Early Years Centre - Rewire                | 0                          | 30                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 30                       |
| Woodlands Nursery - Rewire                             | 0                          | 0                          | 30                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 30                       |
| <b>Nursery Schools - Total</b>                         | <b>25</b>                  | <b>30</b>                  | <b>30</b>                  | <b>70</b>                  | <b>70</b>                  | <b>70</b>                  | <b>55</b>                  | <b>50</b>                  | <b>50</b>                  | <b>50</b>                  | <b>500</b>               |
| <b>Primary Schools</b>                                 |                            |                            |                            |                            |                            |                            |                            |                            |                            |                            |                          |
| Primary Schools Mechanical & Electrical                | 0                          | 0                          | 0                          | 550                        | 550                        | 550                        | 1000                       | 700                        | 925                        | 775                        | 5,050                    |
| Armadale PS - Calorifier & Pumps                       | 20                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 20                       |
| Balbardie PS - Zone Controls & Pressurisation Units    | 30                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 30                       |
| Cold Water Storage Tanks - Access Upgrades             | 20                         | 20                         | 20                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 60                       |
| Croftmalloch PS - Pipework Upgrade                     | 20                         | 20                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 40                       |
| Deans PS - Planned Improvements Feasibility            | 30                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 30                       |
| Dedridge PS - Planned Improvements Feasibility         | 54                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 54                       |
| East Calder PS - Planned Improvements Feasibility      | 20                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 20                       |
| East Calder PS - Mechanical & Electrical Upgrade       | 0                          | 500                        | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 500                      |
| Electrical Switch Room Upgrades                        | 0                          | 30                         | 30                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 60                       |
| Harrysmuir PS - Heating Upgrade                        | 0                          | 70                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 70                       |
| Howden St Andrews PS - Lift Upgrades                   | 25                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 25                       |
| Kirkhill PS - Lift Upgrades                            | 35                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 35                       |
| Kirkhill PS - Electrical Upgrade                       | 0                          | 260                        | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 260                      |
| Meldrum PS - Ventilation Upgrade                       | 0                          | 20                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 20                       |
| Our Lady of Lourdes PS - Electrical Upgrade            | 0                          | 200                        | 200                        | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 400                      |
| Parkhead PS - Heating Pipework                         | 0                          | 0                          | 150                        | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 150                      |
| Peel PS - Planned Improvements Feasibility             | 40                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 40                       |
| Peel PS - Electrical Upgrade                           | 0                          | 0                          | 150                        | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 150                      |
| Presurisation Unit Upgrades                            | 10                         | 10                         | 10                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 30                       |
| Pump Replacement Programme                             | 20                         | 20                         | 20                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 60                       |
| Riverside PS - Mechanical & Electrical Upgrade         | 0                          | 0                          | 350                        | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 350                      |
| Server Room Upgrades                                   | 50                         | 50                         | 50                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 150                      |
| Surge Protection to Alarms                             | 30                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 30                       |
| Zoning Controls Upgrades                               | 20                         | 20                         | 20                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 60                       |
| <b>Primary Schools - Total</b>                         | <b>424</b>                 | <b>1,220</b>               | <b>1,000</b>               | <b>550</b>                 | <b>550</b>                 | <b>550</b>                 | <b>1,000</b>               | <b>700</b>                 | <b>925</b>                 | <b>775</b>                 | <b>7,694</b>             |

**PROPERTY ASSETS - CAPITAL INVESTMENT STRATEGY 2018/19 TO 2027/28**

|   | Budget<br>2018/19<br>£'000 | Budget<br>2019/20<br>£'000 | Budget<br>2020/21<br>£'000 | Budget<br>2021/22<br>£'000 | Budget<br>2022/23<br>£'000 | Budget<br>2023/24<br>£'000 | Budget<br>2024/25<br>£'000 | Budget<br>2025/26<br>£'000 | Budget<br>2026/27<br>£'000 | Budget<br>2027/28<br>£'000 | Total<br>Budget<br>£'000 |
|---|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|--------------------------|
| <b>Secondary Schools</b>  |                            |                            |                            |                            |                            |                            |                            |                            |                            |                            |                          |
| Secondary Schools Mechanical & Electrical                       | 0                          | 0                          | 0                          | 500                        | 500                        | 500                        | 510                        | 550                        | 560                        | 510                        | 3,630                    |
| A/C Upgrade & Replacement Programme                             | 70                         | 70                         | 70                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 210                      |
| Inveralmond CHS - Pre Heat Upgrades                             | 75                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 75                       |
| James Young High School - Electrical Upgrade                    | 0                          | 200                        | 100                        | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 300                      |
| James Young High School - Radiator Valves                       | 20                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 20                       |
| Lift Phone Line Replacement & Upgrades                          | 20                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 20                       |
| Linlithgow Academy - Electrical Upgrade                         | 20                         | 250                        | 250                        | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 520                      |
| Linlithgow Academy - Heating Upgrade                            | 0                          | 0                          | 100                        | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 100                      |
| Linlithgow Academy - Science Labs Upgrade                       | 200                        | 300                        | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 500                      |
| Pump Replacement Programme                                      | 20                         | 20                         | 20                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 60                       |
| St Kentigerns Academy - Pre Heat Upgrades                       | 75                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 75                       |
| St Margarets Academy - Electrical Upgrades                      | 50                         | 250                        | 50                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 350                      |
| St Margarets Academy - Pool Seals                               | 0                          | 30                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 30                       |
| Surge Protection to Alarms                                      | 30                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 30                       |
| <b>Secondary Schools - Total</b>                                | <b>580</b>                 | <b>1,120</b>               | <b>590</b>                 | <b>500</b>                 | <b>500</b>                 | <b>500</b>                 | <b>510</b>                 | <b>550</b>                 | <b>560</b>                 | <b>510</b>                 | <b>5,920</b>             |
| <b>Special Schools</b>  |                            |                            |                            |                            |                            |                            |                            |                            |                            |                            |                          |
| Special Schools - Mechanical & Electrical Replacement Programme | 20                         | 20                         | 20                         | 20                         | 20                         | 20                         | 20                         | 20                         | 20                         | 20                         | 200                      |
| <b>Special Schools - Total</b>                                  | <b>20</b>                  | <b>20</b>                  | <b>20</b>                  | <b>20</b>                  | <b>20</b>                  | <b>20</b>                  | <b>20</b>                  | <b>20</b>                  | <b>20</b>                  | <b>20</b>                  | <b>200</b>               |
| <b>School General Planned Improvements</b>                      |                            |                            |                            |                            |                            |                            |                            |                            |                            |                            |                          |
| School Kitchen Refurbishment/Modernisation                      | 0                          | 0                          | 0                          | 150                        | 150                        | 150                        | 225                        | 200                        | 200                        | 215                        | 1,290                    |
| Heavy Catering Equipment Replacements                           | 90                         | 90                         | 90                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 270                      |
| Hobart Mixer Upgrades   | 20                         | 20                         | 20                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 60                       |
| Inveralmond CHS - Kitchen Upgrade                               | 0                          | 0                          | 150                        | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 150                      |
| St Columba's PS - Kitchen Upgrade                               | 30                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 30                       |
| St Kentigerns Academy - Dishwasher Replacement                  | 20                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 20                       |
| St Marys PS Bathgate - Kitchen Upgrade                          | 0                          | 60                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 60                       |
| Uphall PS - Kitchen Upgrade                                     | 0                          | 20                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 20                       |
| School Rainwater Goods & Drainage                               | 0                          | 0                          | 0                          | 130                        | 130                        | 130                        | 180                        | 160                        | 160                        | 160                        | 1,050                    |
| Drainage Replacment & Upgrades                                  | 20                         | 20                         | 20                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 60                       |
| Gutter & Gullies Cyclical Works Programme                       | 60                         | 60                         | 60                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 180                      |
| Harrismuir PS - Drainage Improvements                           | 5                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 5                        |
| Kirknewton PS - Facia/Rainwater Goods Replacement               | 0                          | 50                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 50                       |
| Peel PS - Drainage Improvements                                 | 50                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 50                       |
| Rainwater Goods Replacement & Upgrade Programme                 | 25                         | 30                         | 50                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 105                      |
| School Toilet Improvements                                      | 0                          | 0                          | 0                          | 175                        | 175                        | 175                        | 292                        | 217                        | 289                        | 392                        | 1,715                    |
| School Toilet Improvements - Balbardie PS (Infant)              | 0                          | 0                          | 70                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 70                       |

**PROPERTY ASSETS - CAPITAL INVESTMENT STRATEGY 2018/19 TO 2027/28**

|   | Budget<br>2018/19<br>£'000 | Budget<br>2019/20<br>£'000 | Budget<br>2020/21<br>£'000 | Budget<br>2021/22<br>£'000 | Budget<br>2022/23<br>£'000 | Budget<br>2023/24<br>£'000 | Budget<br>2024/25<br>£'000 | Budget<br>2025/26<br>£'000 | Budget<br>2026/27<br>£'000 | Budget<br>2027/28<br>£'000 | Total<br>Budget<br>£'000 |
|---|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|--------------------------|
| School Toilet Improvements - Carmondean Nursery                     | 0                          | 0                          | 30                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 30                       |
| School Toilet Improvements - Dechmont PS                            | 30                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 30                       |
| School Toilet Improvements - Inveralmond High School                | 0                          | 0                          | 50                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 50                       |
| School Toilet Improvements - Kirkhill PS                            | 0                          | 200                        | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 200                      |
| School Toilet Improvements - Our Lady of Lourdes PS                 | 120                        | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 120                      |
| School Toilet Improvements - Our Ladys PS Stoneyburn                | 0                          | 0                          | 70                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 70                       |
| School Toilet Improvements - Polkemmet PS                           | 0                          | 0                          | 50                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 50                       |
| School Toilet Improvements - Riverside PS                           | 0                          | 0                          | 45                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 45                       |
| School Toilet Improvements - Springfield PS                         | 0                          | 0                          | 220                        | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 220                      |
| School Toilet Improvements - St Anthony's PS                        | 80                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 80                       |
| School Toilet Improvements - St Margaret's Academy                  | 0                          | 0                          | 20                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 20                       |
| School Toilet Improvements - St Ninian's PS                         | 0                          | 150                        | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 150                      |
| School Toilet Improvements - Stoneyburn PS                          | 150                        | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 150                      |
| School Window Maintenance & Replacement                             | 0                          | 0                          | 0                          | 200                        | 200                        | 200                        | 420                        | 345                        | 320                        | 325                        | 2,010                    |
| Window Replacement - Bankton PS                                     | 0                          | 0                          | 100                        | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 100                      |
| Window Replacement - Croftmalloch PS                                | 0                          | 0                          | 100                        | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 100                      |
| Window Replacement - Bankton PS                                     | 0                          | 100                        | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 100                      |
| Window Replacement - Kirkhill PS                                    | 0                          | 100                        | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 100                      |
| Window Replacement - Our Lady's PS                                  | 0                          | 100                        | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 100                      |
| Window Replacement - Peel PS  | 150                        | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 150                      |
| Window Replacement - St Anthony's PS                                | 0                          | 0                          | 100                        | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 100                      |
| Window Cyclical Compliance programme                                | 40                         | 40                         | 40                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 120                      |
| <b>School General Planned Improvements - Total</b>                  | <b>890</b>                 | <b>1,040</b>               | <b>1,285</b>               | <b>655</b>                 | <b>655</b>                 | <b>655</b>                 | <b>1,117</b>               | <b>922</b>                 | <b>969</b>                 | <b>1,092</b>               | <b>9,280</b>             |
| <b>Schools Planned Improvements - Total</b>                         | <b>1,939</b>               | <b>3,430</b>               | <b>2,925</b>               | <b>1,795</b>               | <b>1,795</b>               | <b>1,795</b>               | <b>2,702</b>               | <b>2,242</b>               | <b>2,524</b>               | <b>2,447</b>               | <b>23,594</b>            |
| <b>School Estate Wide Planned Improvements</b>                      |                            |                            |                            |                            |                            |                            |                            |                            |                            |                            |                          |
| Door Entry Systems Planned Improvements & Replacements              | 26                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 26                       |
| Repair & Replacement - Doors, Roller Shutters & Moveable Partitions | 85                         | 85                         | 85                         | 85                         | 85                         | 85                         | 85                         | 85                         | 85                         | 85                         | 850                      |
| Roofs   | 0                          | 0                          | 0                          | 600                        | 600                        | 600                        | 720                        | 539                        | 679                        | 722                        | 4,460                    |
| Addiewell PS - Roof Replacement                                     | 0                          | 300                        | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 300                      |
| Croftmalloch PS - Roof  | 0                          | 0                          | 25                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 25                       |
| Fallahill PS - Roof   | 0                          | 50                         | 50                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 100                      |
| Greenrigg PS - Roof Replacement                                     | 0                          | 150                        | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 150                      |
| Kirkhill PS - Roof Replacement                                      | 100                        | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 100                      |
| Mid Calder PS - Roof  | 30                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 30                       |
| Murrayfield PS - Roof   | 0                          | 30                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 30                       |
| Peel PS - Roof Replacement  | 0                          | 200                        | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 200                      |
| St John the Baptist RC PS   | 0                          | 0                          | 200                        | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 200                      |
| St Joseph's PS Linlithgow - Rooflights                              | 30                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 30                       |

**PROPERTY ASSETS - CAPITAL INVESTMENT STRATEGY 2018/19 TO 2027/28**

|   | Budget<br>2018/19<br>£'000 | Budget<br>2019/20<br>£'000 | Budget<br>2020/21<br>£'000 | Budget<br>2021/22<br>£'000 | Budget<br>2022/23<br>£'000 | Budget<br>2023/24<br>£'000 | Budget<br>2024/25<br>£'000 | Budget<br>2025/26<br>£'000 | Budget<br>2026/27<br>£'000 | Budget<br>2027/28<br>£'000 | Total<br>Budget<br>£'000 |
|---|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|--------------------------|
| St Kentigern's Academy - Roof Replacement                   | 100                        | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 100                      |
| St Ninian's PS - Roof Replacement                           | 150                        | 200                        | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 350                      |
| Toronto PS - Roof Replacement                               | 150                        | 100                        | 100                        | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 350                      |
| Uphall PS - Roof Replacement                                | 0                          | 0                          | 75                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 75                       |
| Whitdale PS - Roof Replacement                              | 0                          | 0                          | 200                        | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 200                      |
| Winchburgh PS - Roof Replacement                            | 0                          | 0                          | 200                        | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 200                      |
| Painterwork, Renders & External Décor                       | 0                          | 0                          | 0                          | 175                        | 175                        | 150                        | 200                        | 225                        | 205                        | 215                        | 1,345                    |
| Croftmalloch PS - Cladding Replacement                      | 0                          | 0                          | 100                        | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 100                      |
| External Painting Programme                                 | 40                         | 40                         | 40                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 120                      |
| External Render Programme                                   | 75                         | 75                         | 75                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 225                      |
| Greenrigg PS - Render Work                                  | 0                          | 90                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 90                       |
| Inveralmond CHS - Cladding Replacment                       | 0                          | 0                          | 200                        | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 200                      |
| Stoneyburn PS - Cladding Replacement                        | 0                          | 100                        | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 100                      |
| Internal Decor Fixtures & Fittings                          | 0                          | 0                          | 0                          | 100                        | 100                        | 100                        | 100                        | 100                        | 100                        | 100                        | 700                      |
| East Whitburn Community Centre - Chemical Damp Proof Course | 5                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 5                        |
| Harrysmuir - Gym Hall Flooring                              | 0                          | 12                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 12                       |
| James Young High School - Replacement Doors                 | 0                          | 0                          | 40                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 40                       |
| Linlithgow Academy - Assembly Hall Floor                    | 0                          | 30                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 30                       |
| Murrayfield PS - Chemical Damp Proof Course                 | 4                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 4                        |
| Peel PS - Gym Hall Flooring & Décor                         | 15                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 15                       |
| Communal & Education Areas Decoration, Fixtures & Fittings  | 60                         | 60                         | 56                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 176                      |
| Springfield PS - Decorate Gym/Dining Hall in Community Wing | 5                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 5                        |
| St Mary's RC PS - Balustrade Repairs                        | 10                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 10                       |
| Westfield PS - Replace Worktops /Sink in Breakout Areas     | 3                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 3                        |
| Ceilings  | 0                          | 0                          | 0                          | 175                        | 175                        | 175                        | 485                        | 380                        | 470                        | 410                        | 2,270                    |
| Howden St Andrew's PS - Ceiling Replacement                 | 75                         | 75                         | 75                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 225                      |
| Kirkhill PS - Ceiling Replacement                           | 0                          | 0                          | 100                        | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 100                      |
| Our Lady of Lourdes PS - Ceiling Replacement                | 0                          | 100                        | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 100                      |
| Toronto PS - Ceiling Replacement                            | 0                          | 225                        | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 225                      |
| <b>School Estate Wide Planned Improvements - Total</b>      | <b>963</b>                 | <b>1,922</b>               | <b>1,621</b>               | <b>1,135</b>               | <b>1,135</b>               | <b>1,110</b>               | <b>1,590</b>               | <b>1,329</b>               | <b>1,539</b>               | <b>1,532</b>               | <b>13,876</b>            |

**Operational Buildings Planned Improvements****Partnership Centres**

|  |     |     |     |     |     |     |     |     |     |     |       |
|--|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-------|
| Administrative & Partnership Centres             | 0   | 0   | 0   | 150 | 150 | 150 | 200 | 300 | 335 | 250 | 1,535 |
| Bathgate Partnership Centre - Minor Works        | 0   | 0   | 20  | 0   | 0   | 0   | 0   | 0   | 0   | 0   | 20    |
| Civic Centre - Civic Landscaping                 | 0   | 0   | 50  | 0   | 0   | 0   | 0   | 0   | 0   | 0   | 50    |
| Civic Centre Former Courthouse - Roof Replacment | 0   | 0   | 150 | 0   | 0   | 0   | 0   | 0   | 0   | 0   | 150   |
| Fauldhouse Partnership Centre - Monoblock        | 0   | 25  | 0   | 0   | 0   | 0   | 0   | 0   | 0   | 0   | 25    |
| Fauldhouse Partnership Centre - Roof Replacement | 100 | 100 | 0   | 0   | 0   | 0   | 0   | 0   | 0   | 0   | 200   |

**PROPERTY ASSETS - CAPITAL INVESTMENT STRATEGY 2018/19 TO 2027/28**

|  | Budget<br>2018/19<br>£'000 | Budget<br>2019/20<br>£'000 | Budget<br>2020/21<br>£'000 | Budget<br>2021/22<br>£'000 | Budget<br>2022/23<br>£'000 | Budget<br>2023/24<br>£'000 | Budget<br>2024/25<br>£'000 | Budget<br>2025/26<br>£'000 | Budget<br>2026/27<br>£'000 | Budget<br>2027/28<br>£'000 | Total<br>Budget<br>£'000 |
|--|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|--------------------------|
| Linlithgow Partnership Centre - Minor Works                            | 0                          | 0                          | 10                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 10                       |
| Partnership Centres - Reconfiguration & Optimisation Works             | 0                          | 0                          | 30                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 30                       |
| St David House - Window Replacement                                    | 0                          | 200                        | 50                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 250                      |
| Strathbrock Partnership Centre - Minor Works                           | 0                          | 0                          | 30                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 30                       |
| <b>Partnership Centres - Total</b>                                     | <b>100</b>                 | <b>325</b>                 | <b>340</b>                 | <b>150</b>                 | <b>150</b>                 | <b>150</b>                 | <b>200</b>                 | <b>300</b>                 | <b>335</b>                 | <b>250</b>                 | <b>2,300</b>             |
| <b>Social Policy</b>   |                            |                            |                            |                            |                            |                            |                            |                            |                            |                            |                          |
| Social Policy Communal Areas   | 0                          | 0                          | 0                          | 120                        | 135                        | 120                        | 120                        | 120                        | 120                        | 120                        | 855                      |
| Burngrange Care Home - Kitchen Flooring                                | 25                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 25                       |
| Craigmair - Internal Minor Works                                       | 10                         | 10                         | 10                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 30                       |
| Deans House - Internal Minor Works (including wet floors)              | 5                          | 45                         | 5                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 55                       |
| Letham Young Person Centre - Internal Minor Works                      | 10                         | 10                         | 10                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 30                       |
| Limecroft Care Home - Internal Minor Works                             | 10                         | 10                         | 10                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 30                       |
| Social Policy Kitchen & Bathroom Upgrades                              | 200                        | 200                        | 200                        | 200                        | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 800                      |
| Strathbrock Family Centre - Internal Minor Works                       | 5                          | 5                          | 5                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 15                       |
| Torcroft Young Person Centre - Internal Minor Works                    | 10                         | 10                         | 10                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 30                       |
| Whitdale Care Home - Internal Minor Works                              | 10                         | 10                         | 10                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 30                       |
| Whitdale Care Home - Staff Accomodation & Toilets                      | 0                          | 100                        | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 100                      |
| <b>Social Policy - Total</b>   | <b>285</b>                 | <b>400</b>                 | <b>260</b>                 | <b>320</b>                 | <b>135</b>                 | <b>120</b>                 | <b>120</b>                 | <b>120</b>                 | <b>120</b>                 | <b>120</b>                 | <b>2,000</b>             |
| <b>Operational Buildings Planned Improvements - Total</b>              | <b>1,348</b>               | <b>2,647</b>               | <b>2,221</b>               | <b>1,605</b>               | <b>1,420</b>               | <b>1,380</b>               | <b>1,910</b>               | <b>1,749</b>               | <b>1,994</b>               | <b>1,902</b>               | <b>18,176</b>            |
| <b>Tenanted Non Residential Properties (TNRP) Planned Maintenance</b>  |                            |                            |                            |                            |                            |                            |                            |                            |                            |                            |                          |
| TNRP Planned Improvements  | 0                          | 0                          | 0                          | 200                        | 200                        | 200                        | 200                        | 200                        | 200                        | 200                        | 1,400                    |
| Commercial Property External Works Programme                           | 10                         | 10                         | 10                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 30                       |
| Commercial Property Internal Works Programme                           | 20                         | 20                         | 20                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 60                       |
| Commercial Property Mechanical & Electrical Planned Improvements       | 50                         | 50                         | 50                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 150                      |
| Commercial Property Minor Works Programme                              | 10                         | 10                         | 10                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 30                       |
| Commercial Property Roof Planned Improvements & Replacement            | 50                         | 50                         | 50                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 150                      |
| Commercial Property Window & Doors Improvement & Replacement           | 50                         | 50                         | 50                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 150                      |
| TNRP (Non-Commercial Property) Minor Works Programme                   | 10                         | 10                         | 10                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 30                       |
| <b>Tenanted Non Residential Properties Planned Maintenance - Total</b> | <b>200</b>                 | <b>200</b>                 | <b>200</b>                 | <b>200</b>                 | <b>200</b>                 | <b>200</b>                 | <b>200</b>                 | <b>200</b>                 | <b>200</b>                 | <b>200</b>                 | <b>2,000</b>             |
| <b>Planned Improvements Total</b>                                      | <b>3,487</b>               | <b>6,277</b>               | <b>5,346</b>               | <b>3,600</b>               | <b>3,415</b>               | <b>3,375</b>               | <b>4,812</b>               | <b>4,191</b>               | <b>4,718</b>               | <b>4,549</b>               | <b>43,770</b>            |

**PROPERTY ASSETS - CAPITAL INVESTMENT STRATEGY 2018/19 TO 2027/28**

|   | Budget<br>2018/19<br>£'000 | Budget<br>2019/20<br>£'000 | Budget<br>2020/21<br>£'000 | Budget<br>2021/22<br>£'000 | Budget<br>2022/23<br>£'000 | Budget<br>2023/24<br>£'000 | Budget<br>2024/25<br>£'000 | Budget<br>2025/26<br>£'000 | Budget<br>2026/27<br>£'000 | Budget<br>2027/28<br>£'000 | Total<br>Budget<br>£'000 |
|---|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|--------------------------|
| <b>General Statutory Compliance</b>                           |                            |                            |                            |                            |                            |                            |                            |                            |                            |                            |                          |
| Accessibility Works – Corporate Budget                        | 185                        | 250                        | 250                        | 250                        | 250                        | 250                        | 250                        | 300                        | 265                        | 300                        | 2,550                    |
| Air Quality   | 125                        | 125                        | 115                        | 115                        | 100                        | 100                        | 100                        | 100                        | 110                        | 110                        | 1,100                    |
| Asbestos Management   | 350                        | 250                        | 250                        | 200                        | 100                        | 100                        | 150                        | 100                        | 150                        | 150                        | 1,800                    |
| Chimney & Lighting Conduction                                 | 25                         | 25                         | 25                         | 25                         | 25                         | 25                         | 25                         | 25                         | 25                         | 25                         | 250                      |
| Control of Legionella   | 100                        | 100                        | 100                        | 100                        | 100                        | 100                        | 100                        | 100                        | 100                        | 100                        | 1,000                    |
| Door Access Upgrades  | 30                         | 30                         | 30                         | 30                         | 30                         | 20                         | 20                         | 20                         | 20                         | 20                         | 250                      |
| Electricity at Work   | 100                        | 100                        | 100                        | 100                        | 100                        | 100                        | 100                        | 100                        | 100                        | 100                        | 1,000                    |
| Emergency Lighting  | 280                        | 280                        | 280                        | 280                        | 280                        | 260                        | 260                        | 260                        | 260                        | 260                        | 2,700                    |
| Energy Legislation Compliance & Energy Management System      | 30                         | 10                         | 30                         | 20                         | 30                         | 20                         | 40                         | 10                         | 30                         | 20                         | 240                      |
| Fire Alarm Upgrades   | 100                        | 100                        | 100                        | 100                        | 100                        | 100                        | 100                        | 100                        | 100                        | 100                        | 1,000                    |
| Fire Safety Risk Assessment Programme & Precautions - General | 350                        | 295                        | 350                        | 250                        | 250                        | 250                        | 550                        | 450                        | 500                        | 500                        | 3,745                    |
| Gas Pipelines Safety – WLC Responsibility                     | 15                         | 15                         | 15                         | 15                         | 15                         | 15                         | 15                         | 15                         | 15                         | 15                         | 150                      |
| Hazardous Substances Detection                                | 13                         | 13                         | 13                         | 13                         | 13                         | 12                         | 12                         | 12                         | 12                         | 12                         | 125                      |
| Intruder Alarm Upgrades                                       | 50                         | 50                         | 50                         | 50                         | 50                         | 50                         | 50                         | 50                         | 25                         | 25                         | 450                      |
| Lath & Plaster Ceiling Replacement Programme                  | 75                         | 75                         | 75                         | 50                         | 50                         | 25                         | 25                         | 25                         | 25                         | 25                         | 450                      |
| Lift Upgrade Programme  | 20                         | 20                         | 20                         | 20                         | 20                         | 20                         | 20                         | 20                         | 20                         | 20                         | 200                      |
| Pressure Vessels  | 40                         | 40                         | 40                         | 40                         | 40                         | 30                         | 30                         | 30                         | 30                         | 30                         | 350                      |
| Roof Void Access –Statutory Compliance                        | 10                         | 10                         | 10                         | 10                         | 10                         | 10                         | 10                         | 10                         | 10                         | 10                         | 100                      |
| Secondary CDT, Science, PE & Home Economics Departments       | 40                         | 40                         | 40                         | 40                         | 40                         | 40                         | 40                         | 40                         | 40                         | 40                         | 400                      |
| Surplus Property Demolitions                                  | 0                          | 100                        | 100                        | 100                        | 100                        | 100                        | 0                          | 0                          | 0                          | 0                          | 500                      |
| Tenanted Non-Residential Property - Demolitions & Compliance  | 190                        | 190                        | 190                        | 190                        | 190                        | 190                        | 190                        | 190                        | 190                        | 190                        | 1,900                    |
| Water Quality & Hydrants                                      | 20                         | 20                         | 20                         | 20                         | 20                         | 20                         | 20                         | 20                         | 20                         | 20                         | 200                      |
| <b>General Statutory Compliance - Total</b>                   | <b>2,148</b>               | <b>2,138</b>               | <b>2,203</b>               | <b>2,018</b>               | <b>1,913</b>               | <b>1,837</b>               | <b>2,107</b>               | <b>1,977</b>               | <b>2,047</b>               | <b>2,072</b>               | <b>20,460</b>            |
| <b>Planned Improvements &amp; Statutory Compliance Total</b>  | <b>5,635</b>               | <b>8,415</b>               | <b>7,549</b>               | <b>5,618</b>               | <b>5,328</b>               | <b>5,212</b>               | <b>6,919</b>               | <b>6,168</b>               | <b>6,765</b>               | <b>6,621</b>               | <b>64,230</b>            |

**PROPERTY ASSETS - CAPITAL INVESTMENT STRATEGY 2018/19 TO 2027/28**

|   | Budget<br>2018/19<br>£'000 | Budget<br>2019/20<br>£'000 | Budget<br>2020/21<br>£'000 | Budget<br>2021/22<br>£'000 | Budget<br>2022/23<br>£'000 | Budget<br>2023/24<br>£'000 | Budget<br>2024/25<br>£'000 | Budget<br>2025/26<br>£'000 | Budget<br>2026/27<br>£'000 | Budget<br>2027/28<br>£'000 | Total<br>Budget<br>£'000 |
|---|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|--------------------------|
| <b>Property Projects</b>  |                            |                            |                            |                            |                            |                            |                            |                            |                            |                            |                          |
| <b>Schools</b>  |                            |                            |                            |                            |                            |                            |                            |                            |                            |                            |                          |
| <b>Schools General Projects</b>                                 |                            |                            |                            |                            |                            |                            |                            |                            |                            |                            |                          |
| ASN Strategy - Beatlie Primary School                           | 50                         | 2,500                      | 1,450                      | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 4,000                    |
| ASN Strategy - Burnhouse Campus                                 | 20                         | 500                        | 480                        | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 1,000                    |
| ASN Strategy - New Cedarbank School                             | 50                         | 250                        | 1,700                      | 4,000                      | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 6,000                    |
| ASN Strategy - Ogilvie School                                   | 100                        | 2,500                      | 900                        | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 3,500                    |
| ASN Strategy - Pinewood School                                  | 25                         | 125                        | 1,850                      | 2,000                      | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 4,000                    |
| Early Learning & Childcare Expansion                            | 250                        | 5,500                      | 9,156                      | 500                        | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 15,406                   |
| Installation of LED Lighting in Primary Schools                 | 100                        | 170                        | 270                        | 270                        | 135                        | 135                        | 135                        | 0                          | 0                          | 0                          | 1,215                    |
| Blackridge PS - Sports pitch & Access                           | 20                         | 180                        | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 200                      |
| New Non-Denom Secondary in Winchburgh (WLC Contribution)        | 0                          | 0                          | 4,000                      | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 4,000                    |
| Potential Schools for the Future Bids – Deans PS                | 0                          | 100                        | 2,400                      | 1,000                      | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 3,500                    |
| Potential Schools for the Future Bids – Eastertoun PS           | 200                        | 550                        | 750                        | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 1,500                    |
| Potential Schools for the Future Bids – St Joseph's Whitburn PS | 0                          | 0                          | 100                        | 900                        | 2,500                      | 0                          | 0                          | 0                          | 0                          | 0                          | 3,500                    |
| Potential Schools for the Future Bids – East Calder PS          | 50                         | 2,500                      | 950                        | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 3,500                    |
| Riverside PS  | 0                          | 0                          | 50                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 50                       |
| School Estate Management Plan (SEMP) Feasibility Studies        | 10                         | 10                         | 10                         | 10                         | 10                         | 10                         | 10                         | 10                         | 10                         | 10                         | 100                      |
| School Feasibilities  | 140                        | 70                         | 70                         | 60                         | 60                         | 0                          | 0                          | 0                          | 0                          | 0                          | 400                      |
| Schools Boiler Replacement Programme                            | 114                        | 228                        | 228                        | 228                        | 113                        | 110                        | 0                          | 0                          | 0                          | 0                          | 1,021                    |
| West Calder High School   | 1,200                      | 100                        | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 1,300                    |
| <b>Schools General Projects - Total</b>                         | <b>2,329</b>               | <b>15,283</b>              | <b>24,364</b>              | <b>8,968</b>               | <b>2,818</b>               | <b>255</b>                 | <b>145</b>                 | <b>10</b>                  | <b>10</b>                  | <b>10</b>                  | <b>54,192</b>            |
| <b>Schools Projects - Developer Funded</b>                      |                            |                            |                            |                            |                            |                            |                            |                            |                            |                            |                          |
| Education Estate Suitability - General                          | 50                         | 100                        | 100                        | 100                        | 150                        | 100                        | 100                        | 100                        | 100                        | 100                        | 1,000                    |
| Armadale PS – Temporary Units                                   | 0                          | 36                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 36                       |
| East Calder PS – Capacity                                       | 0                          | 250                        | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 250                      |
| Eastertoun PS – Refurbishment, Extension & Access               | 20                         | 0                          | 0                          | 2,480                      | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 2,500                    |
| Howden St Andrew's PS – Extension to Increase Capacity          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 2,280                      | 0                          | 0                          | 0                          | 2,280                    |
| Livingston Village PS - Extension                               | 0                          | 0                          | 0                          | 0                          | 700                        | 0                          | 0                          | 0                          | 0                          | 0                          | 700                      |
| New Holy Family PS - New School                                 | 0                          | 1,500                      | 4,000                      | 2,000                      | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 7,500                    |
| New Non-Denom PS (Single Stream/Pre-School) - Bangour           | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 7,500                      | 0                          | 7,500                    |
| New Non-Denom PS (Single Stream/Pre-School) - Broxburn          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 7,500                      | 7,500                    |
| New Non-Denom PS (Single Stream/Pre-School) - Calderwood        | 100                        | 1,500                      | 5,000                      | 900                        | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 7,500                    |
| New Non-Denom PS (Single Stream/Pre-School) - Gavieside         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 7,500                      | 7,500                    |
| New Secondary in Winchburgh – Denominational                    | 500                        | 1,000                      | 6,500                      | 15,000                     | 3,000                      | 0                          | 0                          | 0                          | 0                          | 0                          | 26,000                   |
| New Secondary in Winchburgh (Non-Denom)                         | 1,000                      | 2,000                      | 15,000                     | 4,000                      | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 22,000                   |
| Parkhead PS - Capacity  | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 787                        | 787                      |
| Pumpherstoun & Uphall Station PS - Extensions Phases 1 & 2      | 0                          | 50                         | 2,500                      | 3,000                      | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 5,550                    |



**PROPERTY ASSETS - CAPITAL INVESTMENT STRATEGY 2018/19 TO 2027/28**

|  | Budget<br>2018/19<br>£'000 | Budget<br>2019/20<br>£'000 | Budget<br>2020/21<br>£'000 | Budget<br>2021/22<br>£'000 | Budget<br>2022/23<br>£'000 | Budget<br>2023/24<br>£'000 | Budget<br>2024/25<br>£'000 | Budget<br>2025/26<br>£'000 | Budget<br>2026/27<br>£'000 | Budget<br>2027/28<br>£'000 | Total<br>Budget<br>£'000 |
|--|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|--------------------------|
| Southdale PS, Armadale - Fit Out 2 Classes                       | 60                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 60                       |
| Southdale PS, Armadale - Phase 2 Extension                       | 0                          | 0                          | 0                          | 0                          | 3,000                      | 0                          | 0                          | 0                          | 0                          | 0                          | 3,000                    |
| St Anthony's PS, Armadale - Phase 2 Extension Hall & Classroom   | 90                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 90                       |
| St Anthony's PS, Armadale - Extension to Increase Capacity       | 0                          | 0                          | 0                          | 0                          | 1,545                      | 2,000                      | 0                          | 0                          | 0                          | 0                          | 3,545                    |
| St John the Baptist PS - Extension                               | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 340                        | 340                      |
| St Joseph's PS, Whitburn – Extension to Increase Capacity        | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 2,280                      | 0                          | 0                          | 2,280                    |
| St Mary's PS, Polbeth – Extension to Increase Capacity           | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 4,080                      | 4,080                    |
| St Paul's PS – Extension to Increase Capacity                    | 0                          | 100                        | 2,199                      | 2,500                      | 400                        | 0                          | 0                          | 0                          | 0                          | 0                          | 5,199                    |
| Whitburn Academy - Additional Capacity                           | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 750                        | 750                      |
| Winchburgh/Holy Family PS - Phase 4 Extension & Nursery          | 375                        | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 375                      |
| <b>Schools Projects - Developer Funded - Total</b>               | <b>2,195</b>               | <b>6,536</b>               | <b>35,299</b>              | <b>29,980</b>              | <b>8,795</b>               | <b>2,100</b>               | <b>2,380</b>               | <b>2,380</b>               | <b>7,600</b>               | <b>21,057</b>              | <b>118,322</b>           |
| <b>Schools Total</b>   | <b>4,524</b>               | <b>21,819</b>              | <b>59,663</b>              | <b>38,948</b>              | <b>11,613</b>              | <b>2,355</b>               | <b>2,525</b>               | <b>2,390</b>               | <b>7,610</b>               | <b>21,067</b>              | <b>172,514</b>           |
| <b>Operational Buildings &amp; Depot Modernisation</b>           |                            |                            |                            |                            |                            |                            |                            |                            |                            |                            |                          |
| Ability Centres – Partnership Centres Livingston                 | 100                        | 1,500                      | 400                        | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 2,000                    |
| Armadale Partnership Centre                                      | 950                        | 20                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 970                      |
| Children & Families Support Unit                                 | 0                          | 1,000                      | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 1,000                    |
| Community Property - Modernisation, Integration & Asset Transfer | 50                         | 200                        | 200                        | 200                        | 200                        | 150                        | 0                          | 0                          | 0                          | 0                          | 1,000                    |
| Corporate Property Modernisation Strategy                        | 50                         | 150                        | 200                        | 200                        | 100                        | 50                         | 0                          | 0                          | 0                          | 0                          | 750                      |
| Criminal Justice Relocation                                      | 175                        | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 175                      |
| East Calder Partnership Centre                                   | 300                        | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 300                      |
| Kirknewton Changing Pavillion                                    | 67                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 67                       |
| Maintenance for WLC Buildings operated by West Lothian Leisure   | 200                        | 200                        | 200                        | 200                        | 200                        | 200                        | 200                        | 200                        | 200                        | 100                        | 1,900                    |
| Single Person Homeless Accommodation                             | 100                        | 3,000                      | 900                        | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 4,000                    |
| Watson Park Armadale   | 25                         | 922                        | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 947                      |
| West Lothian Learning Disability Housing with Integrated Support | 100                        | 900                        | 2,000                      | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 3,000                    |
| Whitburn Partnership Centre                                      | 1,000                      | 2,945                      | 1,000                      | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 4,945                    |
| Whitdale – Older People Residential Care                         | 25                         | 75                         | 400                        | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 500                      |
| Whitehill Service Centre   | 1,000                      | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 1,000                    |
| <b>Operational Buildings Projects - Total</b>                    | <b>4,142</b>               | <b>10,912</b>              | <b>5,300</b>               | <b>600</b>                 | <b>500</b>                 | <b>400</b>                 | <b>200</b>                 | <b>200</b>                 | <b>200</b>                 | <b>100</b>                 | <b>22,554</b>            |
| <b>Miscellaneous Projects</b>                                    |                            |                            |                            |                            |                            |                            |                            |                            |                            |                            |                          |
| TNRP - Dilapidations Mill Centre                                 | 10                         | 80                         | 190                        | 35                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 315                      |
| Essential Professional Support                                   | 644                        | 644                        | 644                        | 644                        | 644                        | 600                        | 600                        | 600                        | 600                        | 600                        | 6,220                    |
| <b>Miscellaneous Projects - Total</b>                            | <b>654</b>                 | <b>724</b>                 | <b>834</b>                 | <b>679</b>                 | <b>644</b>                 | <b>600</b>                 | <b>600</b>                 | <b>600</b>                 | <b>600</b>                 | <b>600</b>                 | <b>6,535</b>             |
| <b>Property Projects - Total</b>                                 | <b>9,320</b>               | <b>33,455</b>              | <b>65,797</b>              | <b>40,227</b>              | <b>12,757</b>              | <b>3,355</b>               | <b>3,325</b>               | <b>3,190</b>               | <b>8,410</b>               | <b>21,767</b>              | <b>201,603</b>           |
| <b>TOTAL PROPERTY ALLOCATION</b>                                 | <b>14,955</b>              | <b>41,870</b>              | <b>73,346</b>              | <b>45,845</b>              | <b>18,085</b>              | <b>8,567</b>               | <b>10,244</b>              | <b>9,358</b>               | <b>15,175</b>              | <b>28,388</b>              | <b>265,833</b>           |

**ROADS AND RELATED ASSETS - CAPITAL INVESTMENT STRATEGY 2018/19 TO 2027/28**

|   | Budget<br>2018/19<br>£'000 | Budget<br>2019/20<br>£'000 | Budget<br>2020/21<br>£'000 | Budget<br>2021/22<br>£'000 | Budget<br>2022/23<br>£'000 | Budget<br>2023/24<br>£'000 | Budget<br>2024/25<br>£'000 | Budget<br>2025/26<br>£'000 | Budget<br>2026/27<br>£'000 | Budget<br>2027/28<br>£'000 | Total<br>Budget<br>£'000 |
|---|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|--------------------------|
| <b>Roads and Footways</b>                                       |                            |                            |                            |                            |                            |                            |                            |                            |                            |                            |                          |
| <b>A Class Roads - Backlog and Lifecycle Investment</b>         |                            |                            |                            |                            |                            |                            |                            |                            |                            |                            |                          |
| Maintenance of A Class Roads                                    | 0                          | 0                          | 0                          | 405                        | 400                        | 400                        | 409                        | 409                        | 414                        | 428                        | 2,865                    |
| A706 - Mile Straight  | 10                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 10                       |
| A706 - Roadhouse Roundabout                                     | 0                          | 85                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 85                       |
| A71 - Between B7015 and Wilkieston                              | 0                          | 33                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 33                       |
| A71 - From Lizzie Brice Roundabout to Oakbank Roundabout        | 0                          | 181                        | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 181                      |
| A71 - Newpark Rounabout   | 0                          | 0                          | 66                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 66                       |
| A779 - Starlaw East Roundabout, Carnegie Rd                     | 0                          | 95                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 95                       |
| A801 - Between J4 and Inchcross                                 | 10                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 10                       |
| A801 - Roundabout M8 J4   | 386                        | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 386                      |
| A803 - Springfield to Boundary                                  | 0                          | 0                          | 46                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 46                       |
| A89 - Between Dechmont and Kilpunt Roundabout                   | 0                          | 0                          | 313                        | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 313                      |
| <b>A Class Roads - Backlog and Lifecycle Investment - Total</b> | <b>406</b>                 | <b>394</b>                 | <b>425</b>                 | <b>405</b>                 | <b>400</b>                 | <b>400</b>                 | <b>409</b>                 | <b>409</b>                 | <b>414</b>                 | <b>428</b>                 | <b>4,090</b>             |
| <b>B Class Roads - Backlog and Lifecycle Investment</b>         |                            |                            |                            |                            |                            |                            |                            |                            |                            |                            |                          |
| Maintenance of B Class Roads                                    | 0                          | 0                          | 0                          | 200                        | 200                        | 200                        | 240                        | 240                        | 240                        | 270                        | 1,590                    |
| B708 - Lower Bathvile   | 0                          | 0                          | 178                        | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 178                      |
| B792 - Addiewell to Tennants March, West Calder                 | 0                          | 87                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 87                       |
| B792 - Slackend, Torphichen                                     | 0                          | 20                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 20                       |
| B8020 - Winchburgh to Motorway                                  | 394                        | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 394                      |
| <b>B Class Roads - Backlog and Lifecycle Investment - Total</b> | <b>394</b>                 | <b>107</b>                 | <b>178</b>                 | <b>200</b>                 | <b>200</b>                 | <b>200</b>                 | <b>240</b>                 | <b>240</b>                 | <b>240</b>                 | <b>270</b>                 | <b>2,269</b>             |
| <b>C Class Roads - Backlog and Lifecycle Investment</b>         |                            |                            |                            |                            |                            |                            |                            |                            |                            |                            |                          |
| Maintenance of C Class Roads                                    | 0                          | 0                          | 0                          | 315                        | 315                        | 315                        | 315                        | 315                        | 315                        | 315                        | 2,205                    |
| C10 - Bridghouse to Armadale                                    | 0                          | 0                          | 84                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 84                       |
| C12 - Knock to Byres  | 0                          | 0                          | 48                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 48                       |
| C14 - Nether Hillhouse  | 0                          | 0                          | 33                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 33                       |
| C18 - Cathlaw to Longmuir                                       | 0                          | 119                        | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 119                      |
| C19 - Faucheldean   | 0                          | 67                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 67                       |
| C19 - Ochiltree   | 0                          | 37                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 37                       |
| C25 - Overshiel to B7015 (both sections)                        | 0                          | 0                          | 35                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 35                       |
| C28 - Between A71 to Baadsmill                                  | 24                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 24                       |
| C28 - Between A71 to Baadsmill                                  | 59                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 59                       |
| C5 - A904 past Pardovan   | 0                          | 32                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 32                       |
| C5 - Philipstoun to B8090                                       | 0                          | 0                          | 42                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 42                       |
| C7 - Gowanbank to Armadale                                      | 0                          | 0                          | 84                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 84                       |
| C7 - Gowanbank  | 24                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 24                       |
| C8 - Heights Road to Gowanbank                                  | 129                        | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 129                      |
| C9 - Glenmavis to Cathlaw                                       | 0                          | 67                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 67                       |
| Deans Road (between Deans Roundabout and Barracks Roundabout)   | 79                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 79                       |
| <b>C Class Roads - Backlog and Lifecycle Investment - Total</b> | <b>315</b>                 | <b>322</b>                 | <b>326</b>                 | <b>315</b>                 | <b>315</b>                 | <b>315</b>                 | <b>315</b>                 | <b>315</b>                 | <b>315</b>                 | <b>315</b>                 | <b>3,168</b>             |

**ROADS AND RELATED ASSETS - CAPITAL INVESTMENT STRATEGY 2018/19 TO 2027/28**

|   | Budget<br>2018/19<br>£'000 | Budget<br>2019/20<br>£'000 | Budget<br>2020/21<br>£'000 | Budget<br>2021/22<br>£'000 | Budget<br>2022/23<br>£'000 | Budget<br>2023/24<br>£'000 | Budget<br>2024/25<br>£'000 | Budget<br>2025/26<br>£'000 | Budget<br>2026/27<br>£'000 | Budget<br>2027/28<br>£'000 | Total<br>Budget<br>£'000 |
|---|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|--------------------------|
| <b>U Class Roads - Backlog and Lifecycle Investment</b>             |                            |                            |                            |                            |                            |                            |                            |                            |                            |                            |                          |
| Maintenance of U Class Roads  | 0                          | 0                          | 0                          | 905                        | 905                        | 905                        | 984                        | 964                        | 1,064                      | 1,021                      | 6,748                    |
| Alderstone Rd (Eliburn North Roundabout to Newyearfield Roundabout) | 0                          | 0                          | 143                        | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 143                      |
| Aller Place - Eliburn   | 0                          | 0                          | 34                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 34                       |
| Almond Rd, Craigshill (from Howden East Road to Tay Walk)           | 0                          | 106                        | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 106                      |
| Almondvale South Road   | 0                          | 97                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 97                       |
| Balbardie Avenue, Bathgate (79 - 95)                                | 0                          | 27                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 27                       |
| Caputhall Road, Deans Industrial Estate                             | 79                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 79                       |
| Craigshill Road, Craigshill, Livingston                             | 0                          | 160                        | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 160                      |
| Edinburgh Road, Bathgate (Station to Guildiehaugh)                  | 211                        | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 211                      |
| Elizabeth Gardens, Stoneyburn                                       | 0                          | 38                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 38                       |
| Gleneagles Court, Whitburn  | 0                          | 0                          | 62                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 62                       |
| Howden East Rd (from Toronto Avenue to the A899)                    | 211                        | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 211                      |
| Huron Avenue  | 0                          | 0                          | 117                        | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 117                      |
| Knightsridge East Road  | 330                        | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 330                      |
| Ladywell East Road, Livingston                                      | 0                          | 90                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 90                       |
| Ladywell West Road, Livingston                                      | 0                          | 0                          | 59                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 59                       |
| Linlithgow High Street  | 0                          | 173                        | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 173                      |
| Longridge Road, Whitburn  | 0                          | 0                          | 94                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 94                       |
| Main Street, East Whitburn  | 42                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 42                       |
| Marjoribanks Street (Balbardie Road and Academy Street)             | 0                          | 14                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 14                       |
| Mayfield Drive, Armadale  | 0                          | 249                        | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 249                      |
| Primrose Place, Eliburn, Livingston                                 | 0                          | 0                          | 79                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 79                       |
| Station Road, Addiewell   | 181                        | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 181                      |
| U11 - Torphichen  | 0                          | 0                          | 54                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 54                       |
| U18 - Between Railway and B9080                                     | 0                          | 0                          | 225                        | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 225                      |
| <b>U Class Roads - Backlog and Lifecycle Investment - Total</b>     | <b>1,054</b>               | <b>954</b>                 | <b>867</b>                 | <b>905</b>                 | <b>905</b>                 | <b>905</b>                 | <b>984</b>                 | <b>964</b>                 | <b>1,064</b>               | <b>1,021</b>               | <b>9,623</b>             |
| <b>Non Adopted Roads and Footways</b>                               |                            |                            |                            |                            |                            |                            |                            |                            |                            |                            |                          |
| Maintenance of Non-Adopted Roads                                    | 40                         | 40                         | 40                         | 40                         | 40                         | 40                         | 40                         | 40                         | 40                         | 40                         | 400                      |
| Maintenance of Non-Adopted Footways and Footpaths                   | 40                         | 40                         | 40                         | 40                         | 40                         | 40                         | 40                         | 40                         | 40                         | 40                         | 400                      |
| <b>Non Adopted Roads and Footways - Total</b>                       | <b>80</b>                  | <b>80</b>                  | <b>80</b>                  | <b>80</b>                  | <b>80</b>                  | <b>80</b>                  | <b>80</b>                  | <b>80</b>                  | <b>80</b>                  | <b>80</b>                  | <b>800</b>               |

**ROADS AND RELATED ASSETS - CAPITAL INVESTMENT STRATEGY 2018/19 TO 2027/28**

|  | Budget<br>2018/19<br>£'000 | Budget<br>2019/20<br>£'000 | Budget<br>2020/21<br>£'000 | Budget<br>2021/22<br>£'000 | Budget<br>2022/23<br>£'000 | Budget<br>2023/24<br>£'000 | Budget<br>2024/25<br>£'000 | Budget<br>2025/26<br>£'000 | Budget<br>2026/27<br>£'000 | Budget<br>2027/28<br>£'000 | Total<br>Budget<br>£'000 |
|--|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|--------------------------|
| <b>Adopted Footways - Backlog and Lifecycle Investment</b>         |                            |                            |                            |                            |                            |                            |                            |                            |                            |                            |                          |
| Maintenance of Footways, Footpaths and Cycleways                   | 0                          | 0                          | 0                          | 148                        | 145                        | 145                        | 145                        | 145                        | 145                        | 146                        | 1,019                    |
| A705 Seafield to Toll Roundabout                                   | 0                          | 0                          | 63                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 63                       |
| A706 Bonnytounside, Linlithgow                                     | 0                          | 0                          | 7                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 7                        |
| Balmuir Road, Bathgate   | 0                          | 0                          | 7                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 7                        |
| Elmwood Park to Netherwood Park                                    | 0                          | 0                          | 10                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 10                       |
| Footpath Alderstone Path Rear                                      | 74                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 74                       |
| Gideon Street, Bathgate  | 12                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 12                       |
| Grange Rd, Houstoun Ind Estate Livingston                          | 49                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 49                       |
| Harrysmuir North/South/Terrace                                     | 0                          | 0                          | 8                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 8                        |
| Langton Road, East Calder  | 9                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 9                        |
| Path to South of Harrysmuir Primary                                | 0                          | 0                          | 30                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 30                       |
| Peel Path, Eliburn   | 12                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 12                       |
| Whitehill Industrial Estate  | 0                          | 151                        | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 151                      |
| <b>Adopted Footways - Backlog and Lifecycle Investment - Total</b> | <b>156</b>                 | <b>151</b>                 | <b>125</b>                 | <b>148</b>                 | <b>145</b>                 | <b>145</b>                 | <b>145</b>                 | <b>145</b>                 | <b>145</b>                 | <b>146</b>                 | <b>1,451</b>             |
| <b>Roads Projects</b>  |                            |                            |                            |                            |                            |                            |                            |                            |                            |                            |                          |
| Road Casualty Reduction Scheme                                     | 200                        | 200                        | 200                        | 200                        | 200                        | 150                        | 200                        | 200                        | 200                        | 250                        | 2,000                    |
| Disabled Person's Parking  | 25                         | 25                         | 25                         | 25                         | 25                         | 25                         | 25                         | 25                         | 25                         | 25                         | 250                      |
| Bus Passenger Infrastructure                                       | 26                         | 27                         | 28                         | 29                         | 30                         | 32                         | 33                         | 34                         | 36                         | 37                         | 312                      |
| Conversion of Part Time 20mph Signs to Full Time 20mph Zones       | 6                          | 6                          | 6                          | 6                          | 6                          | 7                          | 7                          | 7                          | 7                          | 8                          | 66                       |
| Cycling, Walking and Safer Streets                                 | 245                        | 270                        | 270                        | 245                        | 245                        | 245                        | 245                        | 245                        | 245                        | 245                        | 2,500                    |
| <b>Roads Projects - Total</b>                                      | <b>502</b>                 | <b>528</b>                 | <b>529</b>                 | <b>505</b>                 | <b>506</b>                 | <b>459</b>                 | <b>510</b>                 | <b>511</b>                 | <b>513</b>                 | <b>565</b>                 | <b>5,128</b>             |
| <b>Roads and Footways Total - Total</b>                            | <b>2,907</b>               | <b>2,536</b>               | <b>2,530</b>               | <b>2,558</b>               | <b>2,551</b>               | <b>2,504</b>               | <b>2,683</b>               | <b>2,664</b>               | <b>2,771</b>               | <b>2,825</b>               | <b>26,529</b>            |
| <b>Flood Prevention and Drainage</b>                               |                            |                            |                            |                            |                            |                            |                            |                            |                            |                            |                          |
| Almond Barriers  | 873                        | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 873                      |
| Bathgate Watercourse Restoration                                   | 1150                       | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 1,150                    |
| Beebraigs Reservoir Safety   | 170                        | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 170                      |
| Broxburn Flood Prevention Scheme                                   | 936                        | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 936                      |
| Local Flood Risk Management Plan – Liggat Syke Works               | 400                        | 416                        | 433                        | 450                        | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 1,699                    |
| Risk Management (Scotland) Act                                     | 248                        | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 248                      |
| <b>Flood Prevention and Drainage - Total</b>                       | <b>3,777</b>               | <b>416</b>                 | <b>433</b>                 | <b>450</b>                 | <b>0</b>                   | <b>0</b>                   | <b>0</b>                   | <b>0</b>                   | <b>0</b>                   | <b>0</b>                   | <b>5,076</b>             |

**ROADS AND RELATED ASSETS - CAPITAL INVESTMENT STRATEGY 2018/19 TO 2027/28**

|   | Budget<br>2018/19<br>£'000 | Budget<br>2019/20<br>£'000 | Budget<br>2020/21<br>£'000 | Budget<br>2021/22<br>£'000 | Budget<br>2022/23<br>£'000 | Budget<br>2023/24<br>£'000 | Budget<br>2024/25<br>£'000 | Budget<br>2025/26<br>£'000 | Budget<br>2026/27<br>£'000 | Budget<br>2027/28<br>£'000 | Total<br>Budget<br>£'000 |
|---|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|--------------------------|
| <b>Road Lighting</b>  |                            |                            |                            |                            |                            |                            |                            |                            |                            |                            |                          |
| Roads Lighting  | 0                          | 0                          | 0                          | 1,102                      | 1,111                      | 1,112                      | 1,528                      | 1,678                      | 1,777                      | 1,738                      | 10,046                   |
| A89 Dechmont  | 0                          | 0                          | 90                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 90                       |
| Baillielands - Linlithgow   | 0                          | 0                          | 150                        | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 150                      |
| Bishops Park - Mid Calder   | 0                          | 0                          | 75                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 75                       |
| Bridgecastle/Baird Road – Armadale/Bridgecastle                   | 0                          | 65                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 65                       |
| Brown Street, Hailstones Crescent - Armadale                      | 0                          | 0                          | 115                        | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 115                      |
| Carmondean Centre Road – Deans                                    | 75                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 75                       |
| Chapelton Area - Polbeth  | 0                          | 0                          | 150                        | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 150                      |
| Dedridge North Road - Dedridge                                    | 0                          | 0                          | 75                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 75                       |
| Durward Rise – Dedridge   | 110                        | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 110                      |
| Eastfield Road - Fauldhouse                                       | 25                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 25                       |
| Farquhar Square - Blackridge                                      | 40                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 40                       |
| High Street - Linlithgow  | 250                        | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 250                      |
| Kenilworth Rise & Mowbray Rise – Dedridge                         | 0                          | 465                        | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 465                      |
| Main Street - Mid Calder  | 0                          | 0                          | 80                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 80                       |
| Millfield/Burnfield - Livingston Village                          | 0                          | 115                        | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 115                      |
| Minor Works   | 77                         | 56                         | 79                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 212                      |
| Palmer Rise – Dedridge  | 0                          | 0                          | 250                        | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 250                      |
| Pevril Rise – Dedridge  | 150                        | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 150                      |
| Ravenswood Rise – Dedridge  | 160                        | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 160                      |
| Shotts Road - Fauldhouse  | 40                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 40                       |
| Staunton Rise – Dedridge  | 0                          | 190                        | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 190                      |
| Talisman Rise/Templar Rise – Dedridge                             | 0                          | 260                        | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 260                      |
| Tippetknowes Area - Winchburgh                                    | 160                        | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 160                      |
| Webster Court/Hall Road/Almondell Road Link Footpaths - Broxburn  | 65                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 65                       |
| Westhall Road/Alexander Park/Joseph Gardens/Linn Place - Broxburn | 65                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 65                       |
| Whitburn Road - Bathgate  | 0                          | 0                          | 130                        | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 130                      |
| Wyndford Avenue - Uphall  | 0                          | 55                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 55                       |
| Traffic Signal Improvements – Junctions                           | 200                        | 200                        | 200                        | 200                        | 200                        | 200                        | 200                        | 200                        | 200                        | 200                        | 2,000                    |
| Traffic Signal Upgrade – Pedestrian/Cycle Crossings               | 100                        | 100                        | 100                        | 100                        | 100                        | 100                        | 100                        | 100                        | 100                        | 100                        | 1,000                    |
| Road Traffic Signs – Lit and Unlit                                | 100                        | 100                        | 100                        | 100                        | 100                        | 100                        | 100                        | 100                        | 100                        | 100                        | 1,000                    |
| Energy Efficiency & Behaviour Change – LED Replacement            | 1348                       | 1401                       | 1456                       | 1513                       | 1540                       | 1601                       | 0                          | 0                          | 0                          | 0                          | 8,859                    |
| <b>Road Lighting - Total</b>                                      | <b>2,965</b>               | <b>3,007</b>               | <b>3,050</b>               | <b>3,015</b>               | <b>3,051</b>               | <b>3,113</b>               | <b>1,928</b>               | <b>2,078</b>               | <b>2,177</b>               | <b>2,138</b>               | <b>26,522</b>            |

**ROADS AND RELATED ASSETS - CAPITAL INVESTMENT STRATEGY 2018/19 TO 2027/28**

|  | Budget<br>2018/19<br>£'000 | Budget<br>2019/20<br>£'000 | Budget<br>2020/21<br>£'000 | Budget<br>2021/22<br>£'000 | Budget<br>2022/23<br>£'000 | Budget<br>2023/24<br>£'000 | Budget<br>2024/25<br>£'000 | Budget<br>2025/26<br>£'000 | Budget<br>2026/27<br>£'000 | Budget<br>2027/28<br>£'000 | Total<br>Budget<br>£'000 |
|--|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|--------------------------|
| <b>Structures</b>                          |                            |                            |                            |                            |                            |                            |                            |                            |                            |                            |                          |
| <b>Bridges</b>                             |                            |                            |                            |                            |                            |                            |                            |                            |                            |                            |                          |
| Bridges Maintenance                        | 0                          | 0                          | 0                          | 900                        | 900                        | 900                        | 1,392                      | 1,292                      | 1,392                      | 1,438                      | 8,214                    |
| Almond East Bridge                         | 0                          | 70                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 70                       |
| Almond Valley Bridge Joints Replacement    | 350                        | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 350                      |
| Anderson Culvert                           | 0                          | 0                          | 20                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 20                       |
| Annetscross Bridge                         | 0                          | 0                          | 25                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 25                       |
| Balderston Bridge                          | 0                          | 30                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 30                       |
| Bridge Deck Surfacing Repairs              | 50                         | 50                         | 50                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 150                      |
| Bridge Joint Replacements                  | 0                          | 0                          | 75                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 75                       |
| Castle Culvert                             | 80                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 80                       |
| Cauld Burn Bridge                          | 0                          | 80                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 80                       |
| Cauld Burn Footbridge                      | 20                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 20                       |
| Craighead Bridge                           | 0                          | 15                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 15                       |
| Craigs Conduit                             | 0                          | 0                          | 70                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 70                       |
| Craigs Lodge Culvert                       | 0                          | 30                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 30                       |
| Croftfoot Farm Railway Bridge              | 0                          | 15                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 15                       |
| Darmead Linn Bridge                        | 0                          | 0                          | 25                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 25                       |
| East Mains Bridge                          | 0                          | 20                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 20                       |
| Easter Inch Bridge Parapets                | 0                          | 130                        | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 130                      |
| Eliburn Road Bridge                        | 20                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 20                       |
| Footbridge Over Feeder at Aqueduct (North) | 35                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 35                       |
| Gatesidge-Philpstoun-Bridge                | 10                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 10                       |
| Greenburn Culvert                          | 20                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 20                       |
| Guildiehaugh Railway Bridge Waterproofing  | 150                        | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 150                      |
| Haugh Burn Bridge                          | 0                          | 20                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 20                       |
| Howden House Underpass Parapets            | 0                          | 0                          | 100                        | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 100                      |
| Kinnenhill Bridge                          | 202                        | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 202                      |
| Lochmill Bridge                            | 0                          | 0                          | 10                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 10                       |
| Lodge Bridge                               | 0                          | 0                          | 10                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 10                       |
| Longmuir Plantation Culvert                | 60                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 60                       |
| Mains Burn Bridge                          | 0                          | 35                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 35                       |
| Murieston Ford Footbridge                  | 0                          | 0                          | 40                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 40                       |
| Murray's Pool Bridge                       | 0                          | 0                          | 40                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 40                       |
| New Howden Footbridge                      | 0                          | 70                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 70                       |
| North Bridge Mid Calder                    | 0                          | 100                        | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 100                      |
| Old Limefield House Bridge                 | 0                          | 0                          | 40                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 40                       |
| Pond Brae Culvert                          | 0                          | 0                          | 10                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 10                       |
| Retaining walls                            | 60                         | 60                         | 60                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 180                      |
| Seafeld Tip Bridge                         | 0                          | 0                          | 20                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 20                       |
| Skollieburn Bridge                         | 2,300                      | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 2,300                    |

**ROADS AND RELATED ASSETS - CAPITAL INVESTMENT STRATEGY 2018/19 TO 2027/28**

|  | Budget<br>2018/19<br>£'000 | Budget<br>2019/20<br>£'000 | Budget<br>2020/21<br>£'000 | Budget<br>2021/22<br>£'000 | Budget<br>2022/23<br>£'000 | Budget<br>2023/24<br>£'000 | Budget<br>2024/25<br>£'000 | Budget<br>2025/26<br>£'000 | Budget<br>2026/27<br>£'000 | Budget<br>2027/28<br>£'000 | Total<br>Budget<br>£'000 |
|--|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|--------------------------|
| Slackend Armco Culvert                           | 0                          | 0                          | 40                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 40                       |
| Stepend Bridge                                   | 0                          | 0                          | 40                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 40                       |
| Underpass Refurbishments                         | 250                        | 250                        | 250                        | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 750                      |
| Underpass Revetment Repairs                      | 0                          | 100                        | 100                        | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 200                      |
| Woodend Bridge                                   | 0                          | 20                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 20                       |
| <b>Bridges - Total</b>                           | <b>3,607</b>               | <b>1,095</b>               | <b>1,025</b>               | <b>900</b>                 | <b>900</b>                 | <b>900</b>                 | <b>1,392</b>               | <b>1,292</b>               | <b>1,392</b>               | <b>1,438</b>               | <b>13,941</b>            |
| <b>Structures - Total</b>                        | <b>3,607</b>               | <b>1,095</b>               | <b>1,025</b>               | <b>900</b>                 | <b>900</b>                 | <b>900</b>                 | <b>1,392</b>               | <b>1,292</b>               | <b>1,392</b>               | <b>1,438</b>               | <b>13,941</b>            |
| <b>TOTAL ROADS AND RELATED ASSETS ALLOCATION</b> | <b>9,479</b>               | <b>4,421</b>               | <b>4,404</b>               | <b>4,393</b>               | <b>4,810</b>               | <b>4,810</b>               | <b>4,810</b>               | <b>4,810</b>               | <b>4,809</b>               | <b>4,805</b>               | <b>72,068</b>            |

**OPEN SPACE ASSETS - CAPITAL INVESTMENT STRATEGY 2018/19 TO 2027/28**

|  | Budget<br>2018/19<br>£'000 | Budget<br>2019/20<br>£'000 | Budget<br>2020/21<br>£'000 | Budget<br>2021/22<br>£'000 | Budget<br>2022/23<br>£'000 | Budget<br>2023/24<br>£'000 | Budget<br>2024/25<br>£'000 | Budget<br>2025/26<br>£'000 | Budget<br>2026/27<br>£'000 | Budget<br>2027/28<br>£'000 | Total<br>Budget<br>£'000 |
|--|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|--------------------------|
| <b>Open Space and Sports Facility Projects</b>         |                            |                            |                            |                            |                            |                            |                            |                            |                            |                            |                          |
| Adapting to Climate Change – Open Space                | 42                         | 44                         | 46                         | 49                         | 51                         | 54                         | 56                         | 59                         | 62                         | 65                         | 528                      |
| Country Parks  | 78                         | 82                         | 38                         | 11                         | 10                         | 9                          | 7                          | 18                         | 8                          | 8                          | 269                      |
| Management & Regeneration of Woodlands (Beecraigs)     | 138                        | 67                         | 82                         | 67                         | 124                        | 125                        | 133                        | 141                        | 149                        | 158                        | 1,184                    |
| Non-Adopted Hard Landscaping Areas                     | 14                         | 15                         | 17                         | 18                         | 22                         | 22                         | 24                         | 26                         | 29                         | 30                         | 217                      |
| Polkemmet Water Feature Upgrade                        | 26                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 26                       |
| Rural Paths  | 26                         | 28                         | 31                         | 34                         | 37                         | 40                         | 43                         | 47                         | 51                         | 51                         | 388                      |
| Tree Management and Safety                             | 35                         | 17                         | 20                         | 17                         | 30                         | 31                         | 33                         | 35                         | 37                         | 40                         | 295                      |
| Waste Containers – Cyclical Replacement                | 221                        | 236                        | 252                        | 269                        | 287                        | 290                        | 325                        | 345                        | 367                        | 408                        | 3,000                    |
| MUGAs, Kick Pitches and Skate Parks Maintenance        | 0                          | 0                          | 0                          | 0                          | 0                          | 150                        | 191                        | 200                        | 209                        | 253                        | 1,003                    |
| Portland Place Striker Goals, Fauldhouse               | 30                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 30                       |
| Addiewell School Ball Court, Addiewell                 | 0                          | 0                          | 0                          | 0                          | 35                         | 0                          | 0                          | 0                          | 0                          | 0                          | 35                       |
| Alexandra Drive Skatepark, Bathgate                    | 0                          | 38                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 38                       |
| Alexandra Drive Striker Goals, Bathgate                | 0                          | 39                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 39                       |
| Aller Place Basketball, Livingston                     | 30                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 30                       |
| Aller Place Goals, Livingston                          | 30                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 30                       |
| Blackridge PS Ball Court, Blackridge                   | 0                          | 39                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 39                       |
| Blaeberry Hill Ball Court, Whitburn                    | 30                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 30                       |
| Clement Rise Ball Court, Livingston                    | 30                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 30                       |
| Community Centre Ball Court, Polbeth                   | 0                          | 0                          | 0                          | 42                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 42                       |
| Community Centre Ball Court, Whitburn                  | 0                          | 0                          | 0                          | 0                          | 35                         | 0                          | 0                          | 0                          | 0                          | 0                          | 35                       |
| Craigton - Ball Court, Winchburgh                      | 0                          | 0                          | 41                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 41                       |
| Forestbank Ball Court, Livingston                      | 0                          | 39                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 39                       |
| Glebe Striker Goal, Uphall                             | 0                          | 0                          | 0                          | 43                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 43                       |
| KGV Ball Court, Whitburn                               | 0                          | 0                          | 40                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 40                       |
| Kirkhill PS Kick Pitch, Broxburn                       | 0                          | 0                          | 0                          | 0                          | 34                         | 0                          | 0                          | 0                          | 0                          | 0                          | 34                       |
| Letham Park Fitness Equipment, Livingston              | 0                          | 0                          | 0                          | 0                          | 35                         | 0                          | 0                          | 0                          | 0                          | 0                          | 35                       |
| Mosswood Multi-Use Games Area, Livingston              | 0                          | 0                          | 0                          | 42                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 42                       |
| Raeburn Rigg 143 Kick Pitch, Livingston                | 0                          | 0                          | 0                          | 42                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 42                       |
| St John the Baptist PS & Nursery, Fauldhouse           | 0                          | 0                          | 40                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 40                       |
| Sutherland Way Ball Court, Livingston                  | 0                          | 0                          | 0                          | 0                          | 35                         | 0                          | 0                          | 0                          | 0                          | 0                          | 35                       |
| Watson Park Ball Court, Armadale                       | 0                          | 0                          | 40                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 40                       |
| Externally Funded - Public Art Programme               | 63                         | 66                         | 69                         | 73                         | 77                         | 80                         | 84                         | 89                         | 93                         | 98                         | 792                      |
| General Open Space Feasibilities                       | 167                        | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 167                      |
| <b>Open Space and Sports Facility Projects - Total</b> | <b>960</b>                 | <b>710</b>                 | <b>716</b>                 | <b>707</b>                 | <b>812</b>                 | <b>801</b>                 | <b>896</b>                 | <b>960</b>                 | <b>1,005</b>               | <b>1,111</b>               | <b>8,678</b>             |



**OPEN SPACE ASSETS - CAPITAL INVESTMENT STRATEGY 2018/19 TO 2027/28**

|  | Budget<br>2018/19<br>£'000 | Budget<br>2019/20<br>£'000 | Budget<br>2020/21<br>£'000 | Budget<br>2021/22<br>£'000 | Budget<br>2022/23<br>£'000 | Budget<br>2023/24<br>£'000 | Budget<br>2024/25<br>£'000 | Budget<br>2025/26<br>£'000 | Budget<br>2026/27<br>£'000 | Budget<br>2027/28<br>£'000 | Total<br>Budget<br>£'000 |
|--|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|--------------------------|
| <b>Open Space and Sports Facility Planned Improvements</b>         |                            |                            |                            |                            |                            |                            |                            |                            |                            |                            |                          |
| Open Space Planned Improvements                                    | 0                          | 0                          | 0                          | 359                        | 377                        | 350                        | 415                        | 436                        | 458                        | 526                        | 2,921                    |
| Baillielands Park, Linlithgow                                      | 0                          | 50                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 50                       |
| Beechwood Playing Field, Linlithgow                                | 0                          | 0                          | 50                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 50                       |
| Birniehill Crescent Grass, Bathgate                                | 0                          | 0                          | 50                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 50                       |
| Boghall Playing Fields, Bathgate                                   | 0                          | 50                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 50                       |
| Croftmalloch Play Area, Whitburn                                   | 0                          | 0                          | 50                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 50                       |
| Cunnigar Park, Mid Calder  | 0                          | 0                          | 60                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 60                       |
| Falcon Brae Grass, Livingston                                      | 0                          | 45                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 45                       |
| Hillside Drive Grass, Blackridge                                   | 52                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 52                       |
| Holmes Park, Broxburn  | 50                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 50                       |
| Howden Park (North), Livingston                                    | 0                          | 45                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 45                       |
| Ladywell Park, Livingston  | 0                          | 0                          | 60                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 60                       |
| Langton Park, East Calder  | 0                          | 0                          | 60                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 60                       |
| Limefields Neighbourhood Park, Polbeth                             | 0                          | 0                          | 51                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 51                       |
| Livingston Blue/Green Network                                      | 0                          | 45                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 45                       |
| Livingston Village Park, Livingston                                | 0                          | 45                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 45                       |
| Longridge Neighbourhood Park, Longridge                            | 52                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 52                       |
| Lothian Street Green, Bathgate                                     | 0                          | 50                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 50                       |
| Millbank Place East, Uphall  | 50                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 50                       |
| Park View Square, Broxburn   | 50                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 50                       |
| Peel Park, Livingston  | 0                          | 0                          | 60                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 60                       |
| Redhouse Place Green, Blackburn                                    | 52                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 52                       |
| Seafield, Seafield   | 52                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 52                       |
| Standhill, Local Park, Bathgate                                    | 52                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 52                       |
| Wallace Road Green, Bathgate                                       | 0                          | 50                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 50                       |
| Wood Park, Armadale  | 0                          | 45                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 45                       |
| <b>Open Space and Sports Facility Planned Improvements - Total</b> | <b>410</b>                 | <b>425</b>                 | <b>441</b>                 | <b>359</b>                 | <b>377</b>                 | <b>350</b>                 | <b>415</b>                 | <b>436</b>                 | <b>458</b>                 | <b>526</b>                 | <b>4,197</b>             |

**OPEN SPACE ASSETS - CAPITAL INVESTMENT STRATEGY 2018/19 TO 2027/28**

|  | Budget<br>2018/19<br>£'000 | Budget<br>2019/20<br>£'000 | Budget<br>2020/21<br>£'000 | Budget<br>2021/22<br>£'000 | Budget<br>2022/23<br>£'000 | Budget<br>2023/24<br>£'000 | Budget<br>2024/25<br>£'000 | Budget<br>2025/26<br>£'000 | Budget<br>2026/27<br>£'000 | Budget<br>2027/28<br>£'000 | Total<br>Budget<br>£'000 |
|--|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|--------------------------|
| <b>Children's Play Areas</b>                 |                            |                            |                            |                            |                            |                            |                            |                            |                            |                            |                          |
| Children's Play Areas                        | 0                          | 0                          | 0                          | 225                        | 225                        | 200                        | 274                        | 318                        | 337                        | 350                        | 1,929                    |
| Addiewell School Public Park, Addiewell      | 22                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 22                       |
| Alexandra Drive Play Area, Bathgate          | 0                          | 23                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 23                       |
| Avenue Park West Play Area, Mid Calder       | 0                          | 0                          | 19                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 19                       |
| Avondale Park, Armadale                      | 23                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 23                       |
| Balbardie Park Play Area & Memorial Bathgate | 0                          | 24                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 24                       |
| Bankton Park West Play Area, Livingston      | 23                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 23                       |
| Birniehill Play Area, Bathgate               | 0                          | 0                          | 18                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 18                       |
| Bridge Street Play Area, Fauldhouse          | 23                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 23                       |
| Burnlea Drive Play Area, Bents               | 0                          | 0                          | 19                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 19                       |
| Burnside Terrace Play Area, Polbeth          | 0                          | 24                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 24                       |
| Bute Play Area, Livingston                   | 0                          | 24                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 24                       |
| Charles Crescent Play Area, Bathgate         | 0                          | 24                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 24                       |
| Columbia Avenue Play Area, Livingston        | 22                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 22                       |
| Craigseaton Play Area, Broxburn              | 0                          | 0                          | 19                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 19                       |
| Croftmalloch Play Area, Whitburn             | 0                          | 0                          | 19                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 19                       |
| Falcon Brae 42 Play Area, Livingston         | 0                          | 24                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 24                       |
| Falcon Brae 55 Play Area, Livingston         | 0                          | 24                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 24                       |
| Heatherbank Play Area, Livingston            | 0                          | 0                          | 19                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 19                       |
| Kestrel Brae Play Area, Livingston           | 0                          | 24                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 24                       |
| Kingfisher Brae Play Area, Livingston        | 0                          | 0                          | 19                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 19                       |
| Kirkton Park Play Area, Livingston           | 0                          | 0                          | 18                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 18                       |
| Limefield Play Area, Polbeth                 | 0                          | 0                          | 19                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 19                       |
| Mains Park Play Area, Linlithgow             | 0                          | 0                          | 19                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 19                       |
| Millgate Play Area, Winchburgh               | 23                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 23                       |
| Murrayfield Play Area , Blackburn            | 0                          | 0                          | 19                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 19                       |
| Portland Place Play Area , Fauldhouse        | 23                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 23                       |
| Public Park Play Area, West Calder           | 23                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 23                       |
| Talisman Rise Play Area, Livingston          | 0                          | 24                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 24                       |
| Wateryett Play Area, Linlithgow              | 0                          | 0                          | 19                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 19                       |
| Wood Park Play Area, Armadale                | 23                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 23                       |
| <b>Children's Play Areas - Total</b>         | <b>205</b>                 | <b>215</b>                 | <b>226</b>                 | <b>225</b>                 | <b>225</b>                 | <b>200</b>                 | <b>274</b>                 | <b>318</b>                 | <b>337</b>                 | <b>350</b>                 | <b>2,575</b>             |

**OPEN SPACE ASSETS - CAPITAL INVESTMENT STRATEGY 2018/19 TO 2027/28**

|                                       | Budget<br>2018/19<br>£'000 | Budget<br>2019/20<br>£'000 | Budget<br>2020/21<br>£'000 | Budget<br>2021/22<br>£'000 | Budget<br>2022/23<br>£'000 | Budget<br>2023/24<br>£'000 | Budget<br>2024/25<br>£'000 | Budget<br>2025/26<br>£'000 | Budget<br>2026/27<br>£'000 | Budget<br>2027/28<br>£'000 | Total<br>Budget<br>£'000 |
|---------------------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|--------------------------|
| <b>Synthetic Turf Pitches</b>         |                            |                            |                            |                            |                            |                            |                            |                            |                            |                            |                          |
| Linlithgow Academy                    | 0                          | 165                        | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 165                      |
| St Margaret's Academy                 | 158                        | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 158                      |
| Synthetic Turf Pitches                | 0                          | 0                          | 0                          | 0                          | 0                          | 182                        | 191                        | 201                        | 211                        | 0                          | 785                      |
| The James Young High School           | 0                          | 0                          | 174                        | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 174                      |
| <b>Synthetic Turf Pitches - Total</b> | <b>158</b>                 | <b>165</b>                 | <b>174</b>                 | <b>0</b>                   | <b>0</b>                   | <b>182</b>                 | <b>191</b>                 | <b>201</b>                 | <b>211</b>                 | <b>0</b>                   | <b>1,282</b>             |
| <b>Cemeteries</b>                     |                            |                            |                            |                            |                            |                            |                            |                            |                            |                            |                          |
| Cemeteries                            | 149                        | 62                         | 65                         | 68                         | 71                         | 75                         | 79                         | 83                         | 87                         | 91                         | 830                      |
| <b>Cemeteries - Total</b>             | <b>149</b>                 | <b>62</b>                  | <b>65</b>                  | <b>68</b>                  | <b>71</b>                  | <b>75</b>                  | <b>79</b>                  | <b>83</b>                  | <b>87</b>                  | <b>91</b>                  | <b>830</b>               |
| <b>TOTAL OPEN SPACE ALLOCATION</b>    | <b>1,882</b>               | <b>1,577</b>               | <b>1,622</b>               | <b>1,359</b>               | <b>1,485</b>               | <b>1,608</b>               | <b>1,855</b>               | <b>1,998</b>               | <b>2,098</b>               | <b>2,078</b>               | <b>17,562</b>            |

**ICT ASSETS - CAPITAL INVESTMENT STRATEGY 2018/19 TO 2027/28**

|   | Budget<br>2018/19<br>£'000 | Budget<br>2019/20<br>£'000 | Budget<br>2020/21<br>£'000 | Budget<br>2021/22<br>£'000 | Budget<br>2022/23<br>£'000 | Budget<br>2023/24<br>£'000 | Budget<br>2024/25<br>£'000 | Budget<br>2025/26<br>£'000 | Budget<br>2026/27<br>£'000 | Budget<br>2027/28<br>£'000 | Total<br>Budget<br>£'000 |
|---|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|--------------------------|
| <b>Corporate and Modernisation</b>                                |                            |                            |                            |                            |                            |                            |                            |                            |                            |                            |                          |
| Antivirus/Malware   | 0                          | 215                        | 0                          | 0                          | 0                          | 0                          | 214                        | 0                          | 0                          | 0                          | 429                      |
| Asset Management Software   | 75                         | 165                        | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 240                      |
| Central Firewall Refresh  | 0                          | 131                        | 0                          | 0                          | 0                          | 0                          | 139                        | 0                          | 0                          | 0                          | 270                      |
| Central Server Refresh  | 108                        | 78                         | 674                        | 78                         | 78                         | 110                        | 78                         | 590                        | 78                         | 78                         | 1,950                    |
| Central Storage Refresh   | 400                        | 325                        | 0                          | 0                          | 0                          | 725                        | 0                          | 0                          | 0                          | 0                          | 1,450                    |
| Desktop Refresh   | 27                         | 47                         | 170                        | 248                        | 587                        | 120                        | 269                        | 77                         | 27                         | 128                        | 1,700                    |
| Digital Transformation  | 115                        | 115                        | 190                        | 215                        | 215                        | 60                         | 60                         | 60                         | 60                         | 60                         | 1,150                    |
| Electronic Document Records Management Refresh                    | 30                         | 0                          | 20                         | 20                         | 50                         | 590                        | 105                        | 23                         | 31                         | 31                         | 900                      |
| Email Filtering/Encryption  | 0                          | 463                        | 0                          | 32                         | 0                          | 443                        | 32                         | 0                          | 0                          | 32                         | 1,002                    |
| Email System Upgrade  | 0                          | 0                          | 250                        | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 250                        | 500                      |
| Internet Protocol Telephony Refresh                               | 475                        | 0                          | 0                          | 0                          | 0                          | 475                        | 0                          | 0                          | 0                          | 0                          | 950                      |
| Local Area Network Refresh  | 381                        | 211                        | 211                        | 211                        | 211                        | 381                        | 211                        | 211                        | 211                        | 211                        | 2,450                    |
| Library Book Fund   | 95                         | 95                         | 95                         | 95                         | 95                         | 95                         | 95                         | 95                         | 95                         | 95                         | 950                      |
| MS Office Refresh   | 0                          | 0                          | 0                          | 475                        | 0                          | 0                          | 0                          | 0                          | 0                          | 475                        | 950                      |
| Remote Access/Swivel  | 0                          | 70                         | 0                          | 0                          | 0                          | 0                          | 76                         | 0                          | 0                          | 0                          | 146                      |
| Replacement HR & Payroll System                                   | 700                        | 180                        | 10                         | 10                         | 10                         | 500                        | 10                         | 10                         | 10                         | 10                         | 1,450                    |
| Scottish Wide Area Network  | 0                          | 0                          | 0                          | 175                        | 0                          | 0                          | 0                          | 0                          | 175                        | 0                          | 350                      |
| Social Care Administration (SWIFT) Replacement System             | 900                        | 650                        | 0                          | 0                          | 0                          | 0                          | 150                        | 0                          | 0                          | 0                          | 1,700                    |
| Technology Enabled Care Programme – Internal Infrastructure       | 425                        | 0                          | 0                          | 0                          | 0                          | 425                        | 0                          | 0                          | 0                          | 0                          | 850                      |
| Technology Enabled Care Programme – Telehealth & Teleconsultation | 44                         | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 0                          | 44                       |
| Upgrade from Windows 7  | 276                        | 0                          | 0                          | 229                        | 0                          | 0                          | 228                        | 0                          | 0                          | 228                        | 961                      |
| <b>Corporate and Modernisation - Total</b>                        | <b>4,051</b>               | <b>2,745</b>               | <b>1,620</b>               | <b>1,788</b>               | <b>1,246</b>               | <b>3,924</b>               | <b>1,667</b>               | <b>1,066</b>               | <b>687</b>                 | <b>1,598</b>               | <b>20,392</b>            |
| <b>Schools</b>  |                            |                            |                            |                            |                            |                            |                            |                            |                            |                            |                          |
| Antivirus/Malware   | 0                          | 215                        | 0                          | 0                          | 0                          | 0                          | 214                        | 0                          | 0                          | 0                          | 429                      |
| Central Firewall Refresh  | 0                          | 74                         | 0                          | 0                          | 0                          | 0                          | 78                         | 0                          | 0                          | 0                          | 152                      |
| Central Server Refresh  | 32                         | 30                         | 90                         | 20                         | 25                         | 9                          | 30                         | 77                         | 13                         | 24                         | 350                      |
| Desktop Refresh   | 600                        | 600                        | 500                        | 500                        | 500                        | 500                        | 450                        | 450                        | 450                        | 450                        | 5,000                    |
| Internet Protocol Telephony Refresh                               | 209                        | 0                          | 0                          | 0                          | 0                          | 209                        | 0                          | 0                          | 0                          | 0                          | 418                      |
| Local Area Network Refresh  | 268                        | 0                          | 536                        | 653                        | 268                        | 268                        | 0                          | 536                        | 653                        | 268                        | 3,450                    |
| School Telephone Replacement System                               | 25                         | 25                         | 25                         | 25                         | 25                         | 25                         | 25                         | 25                         | 25                         | 25                         | 250                      |
| Scottish Wide Area Network  | 0                          | 0                          | 0                          | 375                        | 0                          | 0                          | 0                          | 0                          | 375                        | 0                          | 750                      |
| Wireless Refresh  | 0                          | 0                          | 993                        | 0                          | 0                          | 0                          | 0                          | 1,056                      | 0                          | 0                          | 2,049                    |
| <b>Schools - Total</b>  | <b>1,134</b>               | <b>944</b>                 | <b>2,144</b>               | <b>1,573</b>               | <b>818</b>                 | <b>1,011</b>               | <b>797</b>                 | <b>2,144</b>               | <b>1,516</b>               | <b>767</b>                 | <b>12,848</b>            |
| <b>TOTAL ICT ALLOCATION</b>                                       | <b>5,185</b>               | <b>3,689</b>               | <b>3,764</b>               | <b>3,361</b>               | <b>2,064</b>               | <b>4,935</b>               | <b>2,464</b>               | <b>3,210</b>               | <b>2,203</b>               | <b>2,365</b>               | <b>33,240</b>            |



West Lothian  
Council

## Equality Relevance Assessment

| 1. Details of proposal  |   |
|---|---|
| Policy title  | General Services Capital Investment Strategy 2018/19 to 2027/28   |
| Lead officer  | Donald Forrest, Head of Finance and Property Services   |
| Date relevance considered   | February 2018   |
| 2. Does the council have control over how this policy will be implemented?  |   |
| YES   | <input checked="" type="checkbox"/> X   |
| NO  | <input type="checkbox"/>  |
| 3. Do you have evidence or reason to believe that this policy will, or may potentially:   |   |
| General Duties  | Impact on equality (Yes or No)  |
| Reduce or increase discrimination, victimisation or harassment against people covered by the equality protected characteristics?  | Yes – for projects identified as requiring a full EQIA. This excludes regular maintenance works included in the strategy. |
| Reduce or increase equality of opportunity between people who share an equality protected characteristic and those who do not?  | Yes – for projects identified as requiring a full EQIA. This excludes regular maintenance works included in the strategy. |
| Provide opportunity to improve good relations between those who share an equality protected characteristic and those who do not?  | Yes – for projects identified as requiring a full EQIA. This excludes regular maintenance works included in the strategy. |
| 4. Equality impact assessment required?<br>(Two Yes above = full assessment necessary)  |   |
| YES   | <input checked="" type="checkbox"/> X   |
| NO  | <input type="checkbox"/>  |
| 5. Decision rationale   |   |
| <p>The purpose of equality impact assessment (EQIA) for proposed capital spending is to consider whether capital works are likely to assist, reduce or increase equality of opportunity, through consideration of who is likely to most benefit from any works taken forward. All of the proposals within the programme were considered for their impact on equality by Heads of Service and asset lead officers in conjunction with the council's Equality and Diversity Officer. In most cases the equality relevance assessment concluded that an EQIA was not required.</p> <p>However a number of projects have been identified through the equality relevance screening process as requiring a full EQIA. These projects are:</p> <p>Property Investment</p> <ul style="list-style-type: none"> <li>• Additional Support Needs – Beatlie Primary School</li> <li>• Additional Support Needs – Skills Centre Burnhouse Campus</li> <li>• Additional Support Needs – Pinewood School</li> </ul> |   |

- Additional Support Needs – Ogilvie School
- Additional Support Needs – New Cedarbank School
- Children and Families Support Unit
- Learning Disability Housing with Integrated Support
- Whitdale House – Older People Residential Care
- Reconfiguration of Ability Centre
- Single Person Homeless Accommodation

#### Roads Investment

- Disabled Person's Parking

#### ICT Investment

- Technology Enabled Care Programme – Internal Infrastructure
- Technology Enabled Care Programme – Telehealth & Teleconsultation
- Library Book Fund
- Digital Transformation

The process to review and progress the relevance assessments and EQIA will be structured and monitored via the Capital Asset Management Board (CAMB) where EQIA will be a standard agenda item to ensure proposals for the projects have had appropriate equality consideration. The council's Equality and Diversity Officer will be consulted prior to the EQIA being presented to the CAMB and will be invited to attend to provide an overview and guidance on the review and development of the equality considerations.

Projects will be discussed at the CAMB for detailed consideration of equality as well as a general overview of the programme to ensure compliance with the duties of the Equality Act 2010 and the outcome of the EQIA process will be reported to Council Executive for consideration, prior to implementation of the project.

During the initial equality relevance screening process potential positive outcomes as a result of the capital investment has been identified. The potential positive impacts on any group or individual covered by the protected characteristics of the Equality Act 2010 were:

- Increasing specialist education provision for pupils with severe and complex needs.
- Enabling care and support to be provided within the community for people with learning difficulties.
- Providing homeless accommodation for people of all ages as well as people with physical disabilities.
- Technology to help improve support for older people and people with disabilities to remain as independent as possible.

As set out above, as more detail on the delivery of the projects is established the asset lead officers will continue to liaise with the Equality and Diversity Officer to ensure there is no disproportional impact on any group or individual covered by the protected characteristics of the Equality Act 2010.

Excluding spending on various regular maintenance and refurbishment projects, the proposals within the programme were deemed to align with the priorities and focus of the revenue budget and the Corporate Plan.