



**Delivering
Better Outcomes**



Corporate Asset Management
Strategy

2013/14 - 2017/18



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1. Overview

1.1 Foreword

West Lothian Council has been at the forefront of asset management for several years. This strategy builds upon this success and looks to the future, confident that achievement of the council's priorities will be supported positively through effective and efficient asset management.

Like all public services, West Lothian Council is currently facing severe financial pressures. In this context, it is important that services 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 assets supports all services to meet the council's priorities.

The council's vision for asset management is "managing assets efficiently and effectively to support the achievement of corporate priorities and outcomes". Therefore, the council's Corporate Asset Management Strategy will help to demonstrate best value, continuous improvement, sound performance management, partnership working and sustainable development. It also summarises the priorities and outcomes for all council assets to ensure that they are managed effectively and efficiently.

This strategy advocates the positive role that robust asset management has in allowing the council to continue to deliver effective and efficient services, supported by assets. It also provides an opportunity for the council to continue to invest in essential asset provision.

1.2 Context

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

Following employee costs, expenditure associated with the maintenance and ongoing provision of assets represents the second highest element of revenue spending 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.

The Scottish Government, Audit Scotland and other professional bodies all recommend that local authorities adopt robust asset management planning processes. This is to ensure that assets are properly managed, resources are deployed efficiently and to provide a framework to support effective investment decision making. In addition, asset management strategy guidance issued by the Chartered Institute of Public Finance and Accountancy (CIPFA) outlines the requirement for councils to have effective and efficient asset management, comprehensive investment decision making, an options appraisal framework and capital investment plans linked to strategic priorities. West Lothian Council adopted a corporate approach to asset management planning in 2007 and this is continued in this Corporate Asset Management Strategy for 2013/14 to 2017/18.

As the council's assets support service delivery to communities, and underpin all of the council's eight priorities, an integrated Corporate Asset Management Strategy and capital planning framework is a critical part of the effective management of council resources. It is vital that 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.

1.3 Strategy Development

The priorities within the Corporate Asset Management Strategy have been distilled from consultations undertaken by Community Planning Partners through the development of the ten year West Lothian Community Plan. The strategy has been designed to support the achievement of the outcomes identified in the council's Corporate Plan, and taking account of the views expressed by the community, partners and stakeholders as part of the Delivering Better Outcomes consultation.

The strategy 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 five year capital programme, service users have been consulted to identify their priorities.

The approach adopted ensures that the Corporate Asset Management Strategy provides a framework for robust individual asset management plans, sound governance, effective decision making and continuous performance improvements in the management of the council's assets. Detailed actions supporting the principles of the strategy for each asset category will be included in the individual asset management plans.

1.4 Ownership and Scope of the Strategy

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

- Chair of the Capital Programme and Asset Management Board which is a corporate forum to oversee 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 is compliant with statutory requirements, including the need to demonstrate best value.

In support of the Head of Finance and Estates 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	Asset 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, Construction 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 a wide range of 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 and Asset Management Board	<ul style="list-style-type: none"> • Responsibility for the direction and scope of the Corporate Asset Management Strategy and the six individual asset management plans. • Corporate monitoring of general services capital programme and consideration of variances. • Evaluation of emerging investment requirements and strategic outline business cases (SOBCs). • Oversee the coordination of corporate asset management projects and initiatives. 	Monthly
Corporate Property Asset Management Group	<ul style="list-style-type: none"> • Responsibility for the direction and scope of the Property Asset Management Plan. • Management and monitoring of the property general services capital programme including identifying and prioritising investment. • Ensuring adequate project management resources are employed for the successful delivery of projects, including the identification and management of risks. • Initial evaluation of emerging investment requirements and SOBCs. • Facilitate service liaison on specific property asset projects and general operational property management issues. • Monitoring performance and progress on initiatives relating to the Property Asset Management Plan. • Oversee the coordination of corporate property projects. 	Quarterly
Roads and Transportation Capital Working Group	<ul style="list-style-type: none"> • Responsibility for the direction and scope of the Roads and Related Assets Asset Management Plan. • Evaluation and prioritisation of the annual works programme to align with asset management priorities. • Monitoring performance and progress on initiatives relating to the Roads and Other Assets Asset Management Plan. • Initial evaluation of emerging investment requirements and SOBCs. • Ensuring adequate project management is employed for the successful delivery of projects, including the identification and management of risks. 	Monthly
Open Space Working Group	<ul style="list-style-type: none"> • Responsibility for the direction and scope of the Open Space Asset Management Plan. • Monitoring performance and progress on initiatives relating to the Open Space Asset Management Plan. • Initial evaluation of emerging investment requirements and SOBCs. • Ensuring adequate project management is employed for the successful delivery of projects, including the identification and management of risks. 	Monthly

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

2. Council Priorities

The council has set eight priorities in the current Corporate Plan (2013/14 to 2017/18) in consultation with the local community, partners, stakeholders and our staff. These priorities, along with 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 to a council priority or enabler.

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



As corporate asset management underpins almost all service delivery throughout the council, the council's eight priorities will be supported by asset management in the following ways:

Governance	
Council Priority	Supporting Asset Categories
1. Improving the employment position in West Lothian	ALL ASSET CATEGORIES – 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.
2. Improving attainment and positive destinations for school children	<p>PROPERTY – council investment in the condition, sufficiency and suitability of the school estate helps to maintain an effective learning environment.</p> <p>ROADS AND RELATED ASSETS – investment in this area ensures safe routes to schools and the maintenance of school playgrounds.</p> <p>OPEN SPACE – open space investment ensures our school playing fields are maintained and improved where necessary to support play and education provision.</p> <p>ICT – 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>
3. Delivering positive outcomes and early intervention for early years	PROPERTY AND ICT – through the development of early years provision, partnership centres, modernising community properties and ICT assets, the council has infrastructure in place that facilitates the delivery of services aimed at supporting younger children.
4. Improving the quality of life for older people	PROPERTY AND HOUSING – 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.
5. Minimising poverty, the cycle of deprivation and promoting equality	<p>PROPERTY – property assets that support service delivery are accessible to customers and provide accommodation for services that support those living in poverty.</p> <p>OPEN SPACES AND ROADS AND RELATED ASSETS – 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>FLEET – within this asset category, vehicles are provided to transport clients who have accessibility limitations.</p> <p>HOUSING – 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>
6. Reducing crime and improving community safety	ALL ASSET CATEGORIES – 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.
7. Protecting the built and natural environment	ALL ASSET CATEGORIES – 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.
8. Delivering positive outcomes on health	ALL ASSET CATEGORIES – 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.

3. Strategy Outcomes

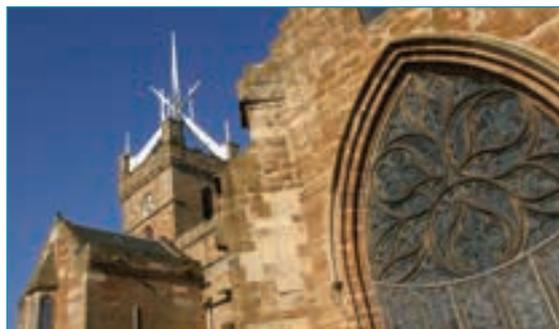
The council's vision for corporate asset management is to manage assets efficiently and effectively to support the achievement of corporate priorities and outcomes. Good asset management provides appropriate structures and governance arrangements to ensure assets are utilised appropriately in support of service delivery. 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.

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

For efficiency, management frameworks and resource plans will highlight the investment allocated to supporting the council's priorities, as well as helping to 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.

To demonstrate that assets are being managed efficiently and effectively, a number of performance measures will be monitored for each asset category. Specific performance indicators will be incorporated into individual asset management plans, however there are a number of strategic outcomes that are applicable to all asset types. These strategic outcomes demonstrate the effective implementation of the corporate asset management strategy and 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.
- **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.



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 2013/14 to 2017/18 are:

- Property assets will be regularly inspected and compliance logs retained with identified works undertaken as appropriate.
- Roads and related assets will be inspected to ensure compliance with the Roads (Scotland) Act 1984 and maintain a safe public road network.
- Efforts will be made 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 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 Group	
Asset Category	Example Performance Indicator
Property	<ul style="list-style-type: none"> • Percentage of buildings with responsible person identified • Number of portable appliance tests completed
Roads and Related Assets	<ul style="list-style-type: none"> • Percentage of road network that is not considered for immediate maintenance treatment
Open Space	<ul style="list-style-type: none"> • Percentage of open spaces that do not comply with health and safety legislation
ICT	<ul style="list-style-type: none"> • Annual compliance check approved to maintain connectivity to PSN • Percentage of ICT assets that comply with EU safety regulations
Fleet	<ul style="list-style-type: none"> • Percentage of vehicles passing their MOT test first time
Housing	<ul style="list-style-type: none"> • Percentage of houses meeting all Scottish Housing Quality Standards • Number of houses meeting free from serious disrepair standard • Percentage of gas services completed within 12 months of previous service

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 2013/14 to 2017/18 are:

- All operational properties will be maintained to ensure they are in satisfactory or better condition.
- 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 Licence terms and conditions.
- Housing stock will 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"> • Percentage of properties in satisfactory or better condition (statutory performance indicator) • Percentage of gross internal floor area in satisfactory or better condition
Roads and Related Assets	<ul style="list-style-type: none"> • Percentage of the road network which should be considered for maintenance treatment
Open Space	<ul style="list-style-type: none"> • Percentage of open spaces that are rated as satisfactory or better
ICT	<ul style="list-style-type: none"> • Percentage of ICT faults that relate to hardware failure • Percentage of ICT equipment in use after end of lifespan
Fleet	<ul style="list-style-type: none"> • Percentage of vehicles maintained monthly as per schedule • Average annual maintenance cost per pool car vehicle
Housing	<ul style="list-style-type: none"> • Percentage of tenants who are satisfied with house condition • Percentage of stock within Scottish Housing Quality Standard tolerable standard

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 requirements.

Activities

The main activities that will be undertaken between 2013/14 to 2017/18 are:

- All operational properties will be monitored to ensure they are suitable for use and fit for purpose.
- 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 assets 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 achieve the Scottish Housing Quality Standard (SHQS) by April 2015 therefore all houses will be suitable for occupation.

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"> • Percentage of properties that are considered satisfactory or better in terms of suitability (statutory performance indicator)
Roads and Related Assets	<ul style="list-style-type: none"> • Percentage of lighting columns over 30 years old • Percentage of bridges failing 40 tonnes loads • Number of people killed or seriously injured on the road network
Open Space	<ul style="list-style-type: none"> • Percentage of residents that feel their local open space is suitable for their needs
ICT	<ul style="list-style-type: none"> • Percentage of active network accounts fit for purpose
Fleet	<ul style="list-style-type: none"> • Percentage of Customers who rate vehicles as suitable
Housing	<ul style="list-style-type: none"> • Scottish Housing Quality Standard modern facilities and services – percentage of stock • Scottish Housing Quality Standard healthy, safe and secure – number of houses meeting standard

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 2013/14 to 2017/18 are:

- Property assets utilisation surveys with assets not sufficient for user requirements or underutilised 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 3 Sufficiency	
Asset Category	Example Performance Indicator
Property	<ul style="list-style-type: none"> • Percentage of properties that are considered satisfactory or better in terms of sufficiency
Roads and Related Assets	<ul style="list-style-type: none"> • 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.
Open Space	<ul style="list-style-type: none"> • The number of identified communities where there is inadequate open space provision
ICT	<ul style="list-style-type: none"> • Percentage utilisation of ICT servers • Annual percentage of planned business continuity tests completed
Fleet	<ul style="list-style-type: none"> • Number of temporary/short term hire vehicles required to support service needs
Housing	<ul style="list-style-type: none"> • Percentage of vacant mainstream housing properties

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 2013/14 to 2017/18 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"> • Percentage of properties that are considered accessible (statutory performance indicator)
Roads and Related Assets	<ul style="list-style-type: none"> • Number of abnormal loads processed
Open Space	<ul style="list-style-type: none"> • Percentage of open spaces that are not classified as openly accessible to all members of the public
ICT	<ul style="list-style-type: none"> • Percentage of Service Desk calls answered within 20 seconds • Number of ICT Service Desk telephone calls
Fleet	<ul style="list-style-type: none"> • Percentage of wheelchair accessible buses
Housing	<ul style="list-style-type: none"> • Number of accessibility alterations or works undertaken to council housing

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 2013/14 to 2017/18 to achieve continued sustainability of assets are:

- All assets will be managed and maintained to ensure they achieve their designed life expectancy.
- Property assets will limit the potential impact on the environment through the introduction of more energy efficient equipment and buildings.
- 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"> • Corporate Carbon Footprint – total carbon emissions (CO2 tonnes)
Property	<ul style="list-style-type: none"> • Number of properties with renewable energy generation installation • Kilowatt hours (KWh) generated from renewable energy installation
Roads and Related Assets	<ul style="list-style-type: none"> • Street lighting energy consumption (KWh)
Open Space	<ul style="list-style-type: none"> • The number of open space projects delivered in the past 12 months to replace equipment or features that did not meet the expected lifespan
ICT	<ul style="list-style-type: none"> • Percentage of IT desktop equipment with power management policies
Fleet	<ul style="list-style-type: none"> • Total annual CO2 emissions from transport
Housing	<ul style="list-style-type: none"> • Scottish Housing Quality Standard energy efficiency – number of houses meeting the standard

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January 2013

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Corporate Asset Management **Service Strategy**

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