CLACKMANNANSHIRE COUNCIL

THIS PAPER RELATES TO ITEM 12

ON THE AGENDA

Report to Clackmannanshire Council

Date of Meeting: 27 November 2025

Subject: Corporate Asset Management Strategy

Report by: Strategic Director (Place)

1.0 Purpose

1.1. The purpose of this report is to seek approval of the Corporate Asset Management Strategy and associated policy and action plan as attached within Appendix 1 of this report.

2.0 Recommendations

2.1. It is recommended that the Council:

2.1.1. Approve the Corporate Asset Management Strategy, associated Policy and Action Plan as attached within Appendix 1.

2.1.2. Agree for annual performance update on progress against the strategy's action plan to be presented to the Council's Audit & Scrutiny Committee annually; and

2.1.3. Agree to receive a review of the Strategy on a 3 yearly cycle to ensure that the strategy remains aligned with Council priorities.

2.1.4. Note the establishment of an Asset Management Board, its membership and reporting lines as outlined within paragraph xx of this report.

3.0 Considerations

3.1. The purpose of this Corporate Asset Management Strategy is to set out the over-arching plan by which all Council owned assets can be effectively managed in line with the principles of the Corporate Asset Management Policy, recognising the priorities of the Council's Be The Future Plan and with the intent of helping achieve of our Local Outcome Improvement Plan.

3.2. Our Corporate Asset Management Strategy will help guide decision making in a data driven way to ensure the use of our corporate assets support the optimisation of financial and social value to meet the Council objectives of developing sustainable and resilient communities.

3.3. The strategy has been established and will be implemented within a changing and challenging context of internal and external factors that drive change.

3.4. The Strategy recognised that the Council owns a large and diverse portfolio of assets. The Council's asset base, its value, location and performance are key to the experience of our residents when accessing our services and the delivery of our strategic objectives.

3.5. The strategic use of our assets is a critical driver of change. It has the ability to improve front line service delivery, deliver improved community outcomes, increase collaboration with partners, increase staff and customer satisfaction, support efficient funding solutions (including income generation and cost reduction), enable economic development, and reduce asset related risk, all while aligning to government and Council priorities and commitments such as Net Zero.

3.6. In order to ensure Council assets, continue to meet acceptable standards of performance and deliver services in a sustainable way, it is necessary to consider all assets as 'corporate' and adopt a systematic approach to the management of their life cycle. This approach will inform investment decision making, strengthen our service delivery and better enable us to optimise the value of our assets to achieve our strategic aims and operational priorities.

3.7. Our approach to Corporate Asset Management of the life cycle of all assets in Council ownership recognises the diversity of the portfolio and the benefits of managing assets on an asset stream basis within the over-arching context of a single corporate asset management framework. The Council's asset streams are:

3.7.1. Property

3.7.2. Roads

3.7.3. Fleet

3.7.4. Greenspace

3.8. Whilst, not falling under this framework, the Learning Estate Strategy and future Strategic Housing Investment Plan will adopt asset management strategies and plans that complement the Corporate Asset Management Framework.

3.9. Our new Corporate Asset Management Framework forms part of a hierarchy of data driven planning, risk-based decision making and management through clear lines of responsibility and accountability.

4.0 Our Strategic Approach

4.1. The Strategic consists of corporate policy context, a strategic direction and high-level action plan. This approach will be further supported by 4 detailed asset stream strategics and action plans, one for each of the streams referenced above. Officers from the Council's Property Services, Roads and Lighting Services, Fleet Services, Lands Services respectfully, will lead these developments.

4.2. It is anticipated that these operational documents will be complete by end of March 2026 and performance against their respected action plans recorded via Pentana, reporting annually alongside the Corporate Asset Management Strategy Action Plan

4.3. To oversee the Corporate Asset Management Strategy and associated Asset Streams it is proposed that an Asset Management Strategy Board (AMSB) be established chaired by the Strategic Director (Place), with representation from each of the Asset Streams, the Council's Senior Manager: Transformation and Capital alongside representatives from Finance and Legal. Other Council Officers will be invited as and when appropriate in achievement of the Board's objectives.

4.4. Additionally, the Chair of the Board will ensure that there is a synergy between the work of the Board, the Learning Estate Strategy Group and the work within Housing's Future Homes Board. Equally the Chair of the Board will ensure that there is regular progress on the work of the AMSB through the Council's Senior Leadership Group and Pentana Reporting.

5.0 Sustainability Implications

5.1. The Asset Management Strategy recognises and has embedded within its planning, net zero principles, recognising that by establishing a corporate data driven, risk-based approach we will manage and maintain our assets in a safe, compliant, value for money and environmentally sustainable way throughout its life cycle.

6.0 Resource Implications

6.1. Financial Details

6.2. The full financial implications of the recommendations are set out in the report. This includes a reference to full life cycle costs where appropriate. Yes ☒

6.3. Finance have been consulted and have agreed the financial implications as set out in the report. Yes ☒

6.4. The Asset Management Strategy Board will work closely with the Capital Operations Group on the capital spend and future bids in relation to the Asset Streams' programmes, projects and future requirements.

6.5. Staffing

There are no staffing implications from this report

7.0 Exempt Reports

7.1. Is this report exempt? Yes ☐ (please detail the reasons for exemption below) No ☒

7.0 Declarations

The recommendations contained within this report support or implement our Corporate Priorities and Council Policies.

(1) **Our Priorities**

Clackmannanshire will be attractive to businesses & people and ensure fair opportunities for all	☒
Our families; children and young people will have the best possible start in life	☒
Women and girls will be confident and aspirational, and achieve their full potential	☐
Our communities will be resilient and empowered so that they can thrive and flourish	☒

(2) **Council Policies**

Complies with relevant Council Policies ☒

8.0 Impact Assessments

8.1 Have you attached the combined equalities impact assessment to ensure compliance with the public sector equality duty and fairer Scotland duty? (All EFSIAs also require to be published on the Council's website)

Yes ☒ No ☐

8.2 If an impact assessment has not been undertaken you should explain why:

9.0 Legality

9.1 It has been confirmed that in adopting the recommendations contained in this report, the Council is acting within its legal powers. Yes ☒

10.0 Appendices

10.1 Please list any appendices attached to this report. If there are no appendices, please state "none".

Appendix 1. Corporate Asset Management Strategy
Appendix 2. Equality and Fairer Scotland Impact Assessment (EFSIA)

11.0 Background Papers

11.1 Have you used other documents to compile your report? (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered)

Yes ☐ (please list the documents below) No ☒

Author(s)

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Francois Gouws	Team Leader: Public Buildings	N/a

Approved by

NAME	DESIGNATION	SIGNATURE
Kevin Wells	Strategic Director – Place	[redacted]

Corporate Asset Management Policy, Strategic Intent and Action Plan

Introduction

Clackmannanshire Council (the Council) owns a large and diverse portfolio of assets. The Council's asset base, its value, location and performance are key to the experience of our residents when accessing our services and the delivery of our strategic objectives.

The strategic use of our assets is a critical driver of change. It has the ability to improve front line service delivery, deliver improved community outcomes, increase collaboration with partners, increase staff and customer satisfaction, support efficient funding solutions (including income generation and cost reduction), enable economic development, and reduce asset related risk, all while aligning to government and Council priorities and commitments such as Net Zero.

The imaginative use of our assets can make a significant direct contribution to Clackmannanshire being a good place to grow up, live, visit and work, shaping places, regenerating communities and providing real opportunities for economic development. It is more important than ever that we maximise the impact our assets can have in supporting the wellbeing of our communities, empowering families and communities and driving sustainable inclusive growth.

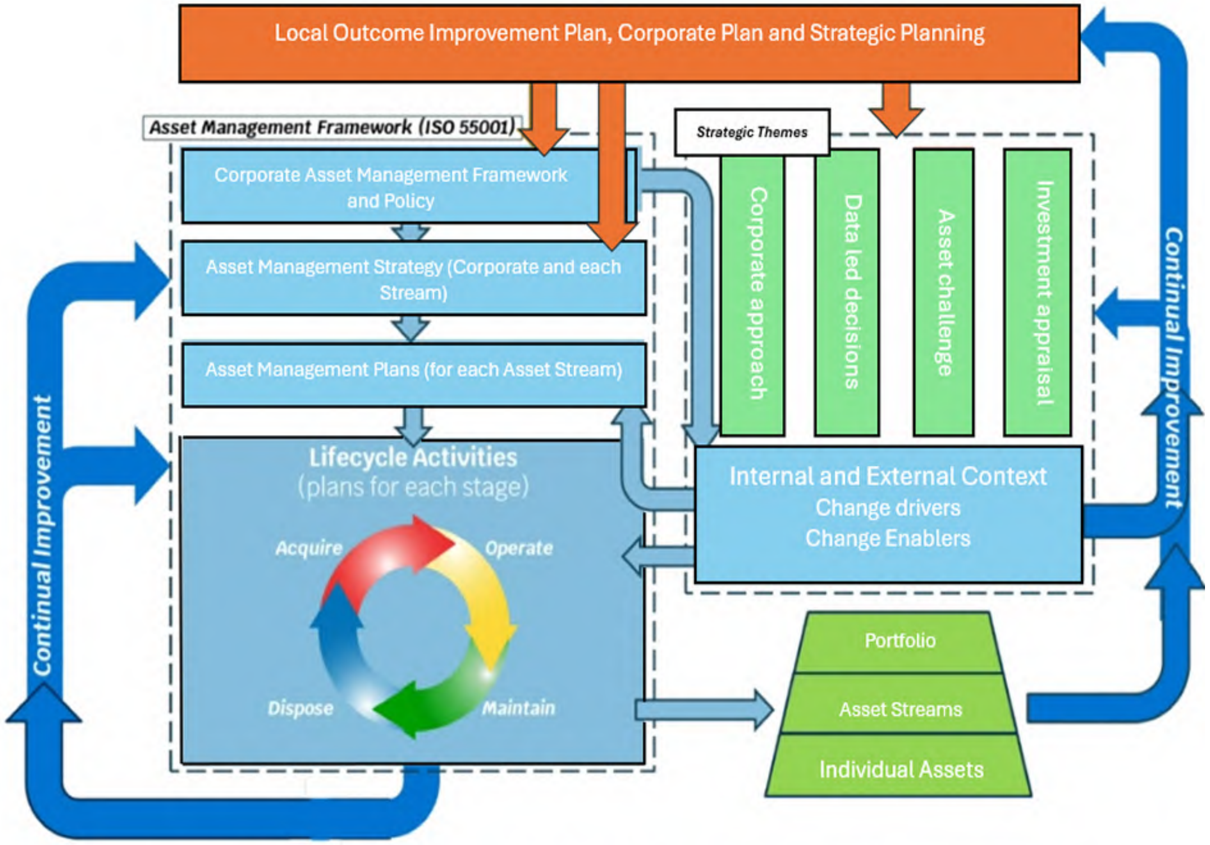
Our portfolio of assets is currently managed by experts within individual assets streams. Whilst each asset stream will continue to maximise the contribution of their assets, it is recognised that a consistent corporate approach can enhance their success by ensuring all related investment planning and decision making is co-ordinated and integrated in a strategic way.

A new asset management approach

The adoption and implementation of a new Corporate Asset Management Framework will establish :

- a common set of Corporate Asset Management policy principles which will serve as a guide to asset management decision making, ensuring consistency and compliance across all its asset streams
- a set of Corporate Asset Management strategic themes that promote best practice and introduce a single common methodology by which asset streams can plan, manage and report in a consistent manner
- a performance reporting and measurement regime that monitors and manages each asset stream's adoption of these policies and strategic themes and the value they are creating
- a governance system that ensures decision making is co-ordinated and integrated
- a common structure for individual asset stream strategies, plans and delivery programmes
- the starting point for development towards an ISO 55001 asset management framework

The strategy and plans for each asset will be addressed within each respective asset stream documents.



A sample Asset Management Framework (*Adapted from the IAM Anatomy, 2024*)

Council Vision and Key Priorities

Our Vision

We will be a valued, responsive, creative organisation, through collaboration, inclusive growth and innovation, to improve the quality of life for every person in Clackmannanshire By 2030

Clackmannanshire Council aims to deliver the following outcomes:

- Improved economic performance with more, better paid jobs and development opportunities for local people
- Sustainable health and social care and improved quality of life for our residents
- Improved choices and chances through raising attainment and skills development opportunities
- More services designed, developed and delivered in partnership, including with our communities
- Greater integration with our partners
- Greater resilience and independence within our communities to minimise the impacts of poverty and inequality
- Clear strategies and innovations which place Clackmannanshire in a leading role in meeting climate challenge

The Council's Corporate Priorities are:

Sustainable Inclusive Growth

- We will take steps to tackle poverty, inequality and the cost of living crisis.
- We aim to maximise the opportunities for local people and businesses through our improved economic performance.
- We will also establish standards, delivery models and strategies which allow Clackmannanshire to play a leading role in meeting the

Empowering Families and Communities

- We will place people at the heart of service delivery.
- We aim to prioritise service users, family and community participation and leadership in developing and delivering solutions.
- We will work in partnership to build individual; family and community skills in support of social and financial independence.

Health and Wellbeing

- We aim to improve the environment, quality of life and ease of access to services.
- Enhance wellbeing will also provide greater participation opportunities as a consequence of improving economic performance in Clackmannanshire.
- Delivering increased wellbeing also aims to promote equitable growth.

Corporate Asset Management Framework

In order to ensure Council assets continue to meet acceptable standards of performance and deliver services in a sustainable way, it is necessary to consider all assets as 'corporate' and adopt a systematic approach to the management of their life cycle. This approach will inform investment decision making, strengthen our service delivery and better enable us to optimise the value of our assets to achieve our strategic aims and operational priorities.

Our approach to Corporate Asset Management of the life cycle of all assets in Council ownership recognises the diversity of the portfolio and the benefits of managing assets on an asset stream basis within the over-arching context of a single corporate asset management framework. The Council's asset streams are:

- Property
- Roads
- Fleet
- Greenspace

Whilst, not falling under this framework, the Learning Estate and Housing will adopt asset management strategies and plans that compliment the Corporate Asset Management Framework.

Our new Corporate Asset Management Framework forms part of a hierarchy of data driven planning, risk-based decision making and management through clear lines of responsibility and accountability.

The framework provides the context within each asset stream and the corporate asset base as a cohesive portfolio can support the Council's achievement of its Local Outcome Improvement Plan and Annual Statement of Corporate Priorities.

Our approach recognises the importance of the Council's Climate Change Strategy (2024), Regional Energy Masterplan (2023) and Regional Economic Strategy (2025/6).

Corporate Asset Management Policy principles

The Corporate Asset Management Framework is guided by Corporate Asset Management Policy principles. These principles serve as a guide for asset stream asset management decision making and financial planning and allows the development of a holistic corporate approach to the strategic, operational and financial management of all its assets.

All asset streams will develop their own specific strategies and plans in adherence with the over-arching principles of this Policy.

These policy principles will remain in place for the next three years and be reviewed annually to ensure our corporate assets fully supports the Council's key corporate priorities.

Corporate Asset Management policy principles:

1. Plan and manage our assets as corporate resources to maximise their impact, increase multi-use and deliver the Council's outcomes for the benefit of the people of Clackmannanshire,

2. Provide the right assets, fit for purpose, in the right place, to meet current service user and service needs, whilst planning for the future, and release or re-purpose assets surplus to need

3. Manage and maintain assets effectively, efficiently, safely, sustainably and in compliance with legislation and regulatory requirements

4. Ensure our assets are economically and environmentally sustainable throughout their life cycle and mitigate the impact of climate change in line with our 2045 commitments

5. Use our assets, both retained and surplus, to stimulate development and economic growth, support local community and business needs and encourage new business to the area, with due regard to those assets that are of significant community interest

6. Promote joint working with partners where it will provide benefit for service delivery, optimise financial returns, create commercial opportunities and actively contribute to positive community asset transfers

Corporate Asset Management Strategy

Section 1.0 – Overview

The Council's portfolio of corporate assets is extensive and diverse and comprises assets that range from major infrastructure to individual vehicles. Our assets can act as a point of contact for the delivery of Council services to our residents, some can provide or form a part of a working environment for our staff, some represent the means by which service delivery takes place and some are a shared amenity for everyone to enjoy.

The following gives a flavour of the assets that the Council is responsible for managing and maintaining:

- 3 Academies
- 18 Primaries
- 4 Early Learning Centres
- 11 Public Buildings (Town Halls, Libraries, Community Facilities, Offices, etc)
- 1 Leisure Facility
- 3 Depots
- 31 Commercial Units
- 49.675 miles of road: A Class
- 34.4 miles of road: B Class
- 28.2 miles of road: C Class
- 186.852 miles of road: Unclassified
- 225 vehicles in Clackmannanshire Councils fleet
    - 31 Heavy Goods >3.5T
    - 145 Light Goods <3.5T
    - 10 Bus
    - 31 Car
    - 7 Specialist Plant
    - 1 Agricultural Tractor

Section 2.0 – Purpose

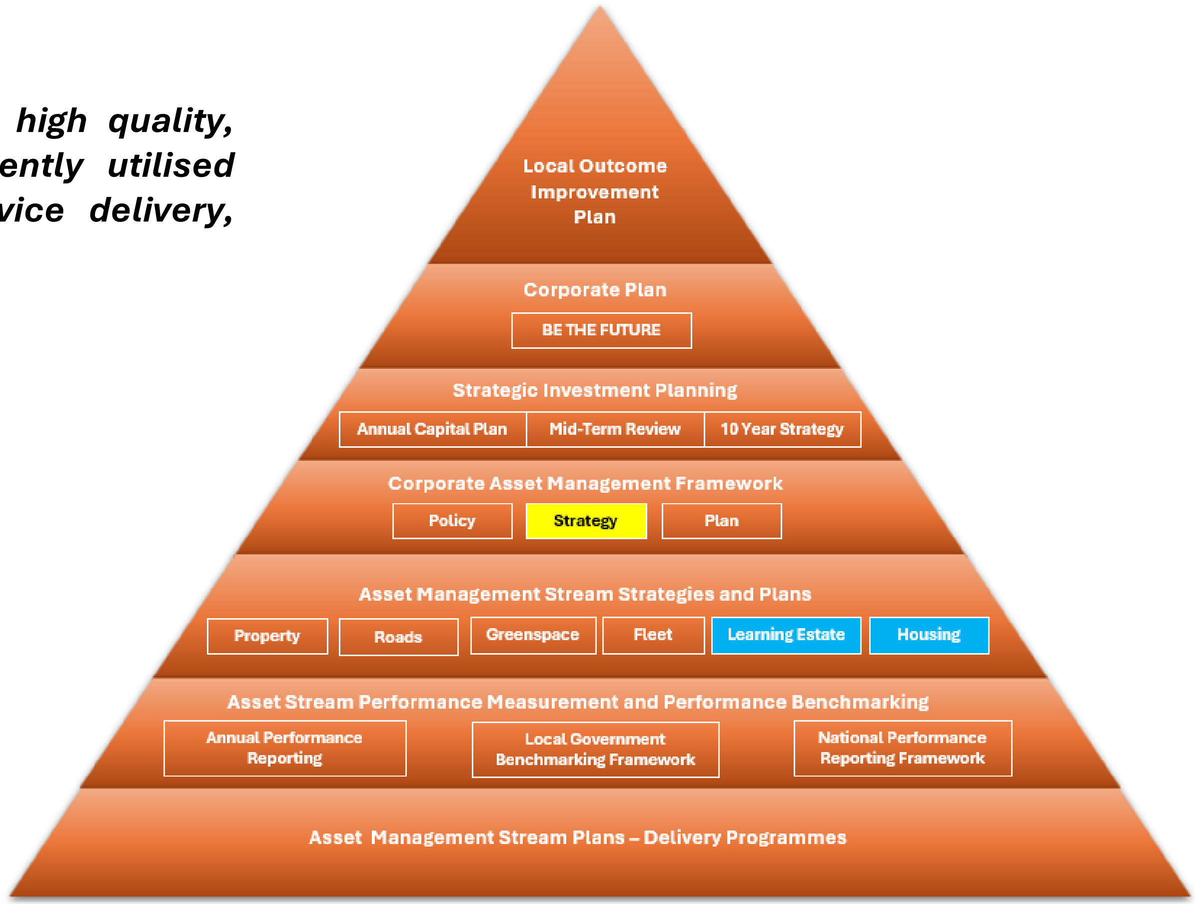
Our mission:

Our corporate asset management mission is to ensure high quality, sustainable and adaptable corporate assets are efficiently utilised across the Council in support of high performing service delivery, community development and long-term economic growth.

The purpose of this Corporate Asset Management Strategy is to set out the over-arching plan by which all Council owned assets can be effectively managed in line with the principles of the Corporate Asset Management Policy, recognising the priorities of the Council's Be The Future Plan and with the intent of helping achieve of our Local Outcome Improvement Plan.

Our Corporate Asset Management Strategy will help guide decision making in a data driven way to ensure the use of our corporate assets support the optimisation of financial and social value to meet the Council objectives of developing sustainable and resilient communities.

The strategy has been established and will be implemented within a changing and challenging context of internal and external factors that drive change.



Section 3.0 - Our Corporate Asset streams

Our corporate assets are managed in asset streams to ensure the right expertise and focus exists for each asset type. Each asset stream has its own specific regulatory and legal compliance requirements, faces its own challenges and opportunities and can contribute to the achievement of the Councils strategic objectives in their own way.

Whilst recognising the importance of asset streams, it is fundamental to our asset management strategy that all physical assets are considered corporate resources and managed within a single framework. The adoption of this approach will ensure our short, medium and long-term asset investment decision making is informed, consistent, co-ordinated and integrated.

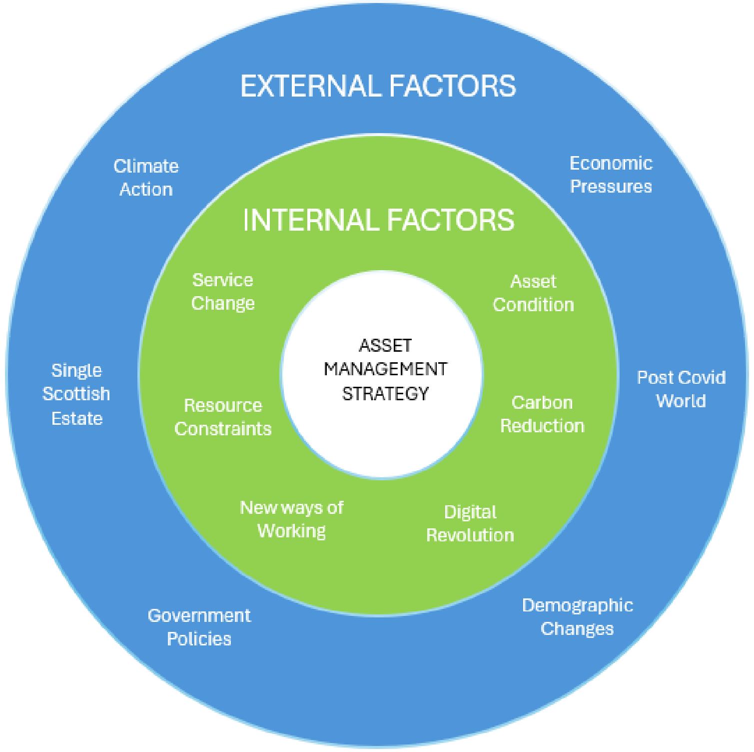
The intent is that our corporate approach to managing the overall portfolio can achieve more than the sum of its parts.

Whilst, not falling under this framework, the Learning Estate and Housing will develop and implement asset management strategies and plans that compliment the Corporate Asset Management Framework.

Section 3.0 – Context

Change Drivers

Our Corporate Asset Management Strategy has been established and will be implemented within and in response to a changing and challenging context of internal and external factors. Each asset stream will identify and consider the impact of their specific context.



The financial outlook for councils and the broader public sector remains challenging. Demand for statutory services, particularly in social care and education, is soaring, leaving fewer resources for non-statutory services. Even with an improved settlement from the Scottish Government, it is not enough to cover the rising costs of the services the Council provides. Inflation, wage increases, and escalating energy costs are driving expenses higher. This creates a complex budgetary landscape where difficult choices are unavoidable.

Clackmannanshire's population is ageing, increasing the demand on health and social care services and requiring the Council to adapt its service delivery models. All councils are under pressure to transform how they deliver their services while ensuring transparency in financial decisions and engaging with local communities. Transformation is at the heart of the Council's Be The Future programme and fundamental to maximising the value of its corporate assets. We are committed to modernising Council operations through innovation and collaboration with public and third-sector partners.

The Be the Future programme sets challenges for all aspects of Council operations, including asset management. Council staff are starting to work in new ways, maximising the use of digital technology, using less physical space, being more flexible in where they work from and sharing more resources with partners. Similarly, as service delivery changes, so too do the assets needed to support them. Whilst, progress is being made, the corporate asset portfolio as a whole does not yet fully support the change required. More information, analysis, planning and organisation is needed to meet the challenges faced in a financially, operationally and sustainable way.

Section 3.0 - Context

Change Enablers

The delivery of efficient and effective corporate asset management is contingent on the presence of a series of enablers. The enablers shown opposite are particularly relevant and will be embedded in this corporate asset management strategy. Each asset stream will identify their specific enablers.

Leadership, governance, and culture:
- To create a culture that fosters trust and reciprocity, developing shared outcomes and establishing clear lines of responsibility for delivery

Collaborative asset management:
- To identify opportunities for collaborative use of assets, translate opportunities into reality and share data and knowledge in support of co-investment decision-making
- To operate within frameworks, governance and funding structures that align objectives across organisations

Data and Digitisation:
- To develop an organisational digital and information management strategy that coordinates existing asset management systems & data sets, and develop needs led performance measurement profiling of assets that align to corporate objectives

Project appraisal and business case:
- To apply a common methodology when appraising projects that reflect an investment hierarchy and maintain a focus on expected outcomes when appraising options

Whole life:
- To recognise the importance of investment in repair, maintenance and improvement to prolong asset life, improve suitability for current uses and adaptability for future uses

Change:
- To understand and facilitate new methods of service delivery, integration, exploiting technology and digitisation for resilience and their impact on asset requirements

Section 4.0 – Asset Management Planning

In order to effectively and efficiently manage and plan our corporate assets to achieve our corporate priorities in a manner consistent with our Corporate Asset Management Policy, it is important to understand and ensure the alignment between our corporate priorities, asset management policy principles and corporate asset management strategy themes.

Be The Future Council Priorities	Corporate Asset Management policy principles	Corporate Asset Management Strategy themes
Sustainable Inclusive Growth • We will take steps to tackle poverty, inequality and the cost of living crisis. • We aim to maximise the opportunities for local people and businesses through our improved economic performance. • We will also establish standards, delivery models and strategies which allow Clackmannanshire to play a leading role in meeting the Empowering Families and Communities • We will place people at the heart of service delivery. • We aim to prioritise service users, family and community participation and leadership in developing and delivering solutions. • We will work in partnership to build individual; family and community skills in support of social and financial independence. Health and Wellbeing • We aim to improve the environment, quality of life and ease of access to services. • Enhance wellbeing will also provide greater participation opportunities as a consequence of improving economic performance in Clackmannanshire. • Delivering increased wellbeing also aims to promote equitable growth.	1. Plan and manage our assets as corporate resources to maximise their impact, increase multi-use and deliver the Council's outcomes for the benefit of the people of Clackmannanshire 2. Provide the right assets, fit for purpose, in the right place, to meet current service user and service needs, whilst planning for the future, and release or re-purpose assets surplus to need 3. Manage and maintain assets effectively, efficiently, safely, sustainably and in compliance with legislation and regulatory requirements 4. Ensure our assets are economically and environmentally sustainable throughout their life cycle and mitigate the impact of climate change in line with our 2045 commitments 5. Use our assets, both retained and surplus, to stimulate development and economic growth, support local community and business needs and encourage new business to the area 6. Promote joint working with partners where it will provide benefit for service delivery, optimise financial returns, create commercial opportunities and actively contribute to positive community asset transfers	• By adopting a corporate approach to asset management, we will ensure the collective performance of our physical assets make the maximum contribution to the achievement of our corporate objectives • By establishing a corporate data driven, risk-based approach we will manage and maintain our assets in a safe, compliant, value for money and environmentally sustainable way throughout its life cycle • By implementing a consistent asset challenge process, we will ensure we only invest in the assets we need and dispose of / repurpose those we don't • By developing a systematic approach to appraising major investment in asset transformation, we will prioritise existing assets and plan for surplus assets when a new asset solution is determined as optimum

Section 4.0 – Asset Management Planning

Strategic Themes 1 – Our assets are managed as corporate resources

By adopting a corporate approach to asset management, we will ensure the collective performance of our assets make the maximum contribution to the achievement of our corporate objectives

To ensure our assets are effectively and efficiently deployed to achieve the council's corporate priorities and objectives, it is now recognised as best practice that all assets are managed in one place as a corporate resource. This model enables greater efficiency in terms of running costs, the potential to increase income and identify opportunities for co-location of services. It also enables a more holistic approach to multi-dimensional challenges such as carbon reduction, community empowerment and economic growth.

The concept of the corporate model is that the ownership of an asset and responsibility for its management and maintenance is transferred from service areas into the corporate centre. The service area then becomes a 'corporate customer' and their priority is to plan and deliver their service to the best of their ability. The corporate asset function will ensure all services are adequately provided with the assets they need and such assets are maintained and managed on their behalf.

The corporate asset function responsibility extends to the acquisition, development and disposal of corporate assets and the asset planning, review, feasibility and options appraisal processes that inform asset-based decision making based on service need and overall corporate priorities.

Section 4.0 – Asset Management Planning

Strategic Theme 2 – Our assets are managed using a data led approach

By establishing a corporate data driven, risk-based approach we will manage and maintain our assets in a safe, compliant, value for money and environmentally sustainable way throughout its life cycle

The Council is responsible for the management and maintenance of a large, diverse portfolio of corporate assets that deliver and or host the Council's operational services and internal working environment. It is vitally important that these assets are maintained to ensure they are safe, compliant and appropriate to deliver services, support the customer/service users and the workforce.

With increasing revenue pressures across the Council and significant alternative calls on the available capital financing required to drive service transformation, achieve revenue savings and to respond to other areas of need it is becoming increasingly difficult for the Council to provide the additional funding required to keep the current asset portfolio properly maintained.

Our approach to maintaining and managing our assets follows three simple principles:

- retain the assets we need
- re-purpose, transfer or dispose of the assets we don't
- invest our money in those assets that need it most on an informed basis.

We ensure our application of the first two principles through the regular performance of a consistent and structured approach of **Asset Challenge** which ensures we don't spend our money on assets we no longer need. We ensure our application of the third by prioritising our maintenance resources to appropriate assets through a **data led, risk-based approach** underpinned by a rolling programme of condition assessments and active system of **asset performance management**

Following these three principles enable a better and more informed decision-making and allows us to maximise efficiencies by planning over a longer time horizon, instead of reacting to emergencies as they happen. Moving forward, our four key aims for our Corporate assets are:

- To ensure our assets are safe and secure for the people who use them.
- To allocate funding to assets that will achieve the maximum positive impact for those who use them including our customers
- To achieve an efficient balance between planned and reactive asset maintenance
- To achieve maximum efficiencies in the way we procure asset maintenance

Section 4.0 – Asset Management Planning

Strategic Theme 3. Asset Challenge is used to optimise our asset portfolio

By implementing a consistent asset challenge process, we will ensure we only invest in the assets we need and dispose of / repurpose those we don't

Asset Challenge is an embedded process that will sit at the heart of the Council's approach to optimising its portfolio of corporate assets. The aim of the process is not simply about cutting costs but supporting and enhancing the delivery of Council strategies and objectives by retaining the right assets, fit for purpose in the place they are needed.

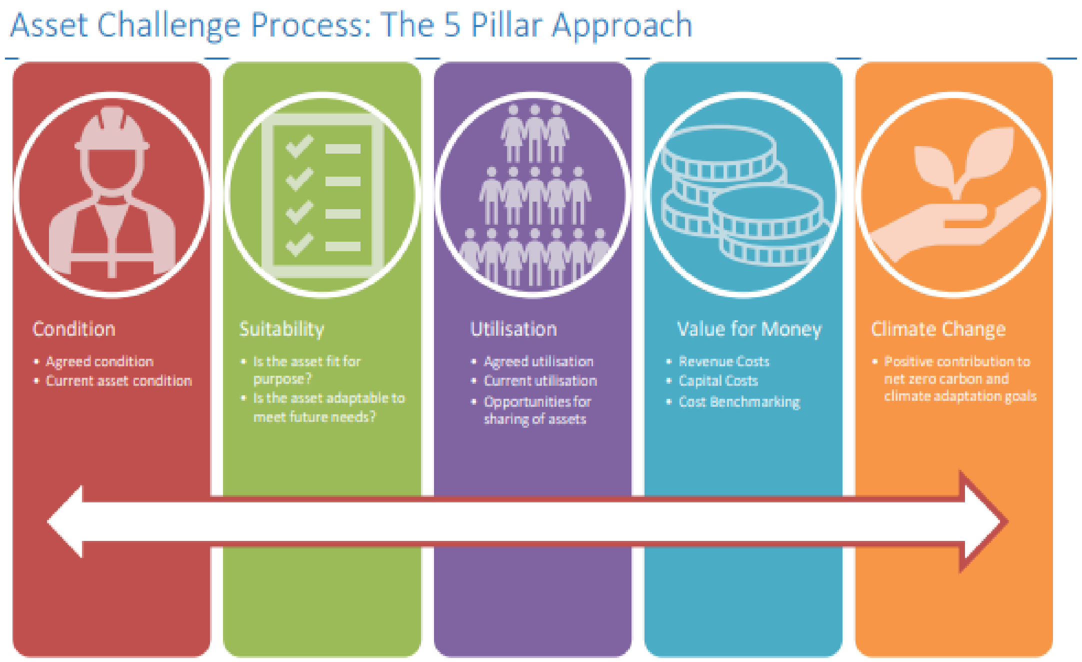
To better inform financial, operational and strategic decision-making corporate assets will be challenged and evaluated using a 5 Pillar approach to obtain the necessary data. The challenge will be applied across each asset stream, ensuring a cohesive strategic approach to the management of our assets. The data gathered and the review process will enable transparent and data driven decisions to be taken in a consistent and structured way.

For each asset stream the specific questions posed within the 5 Pillars and their respective performance standards will be applied in a manner relevant to their specific asset types and functions. Reviewing all corporate assets against these pillars will provide a measurable and comparable overview across all asset streams, providing an evidence base to support more informed and risk aware investment decision-making.

The asset challenge model being used is derived from the CIPFA model set out in its "Guide to Local Authority and Public Sector Asset Management" and the data derived from these challenge exercises will help inform:

- annual benchmarking
- annual capital budget setting
- annual revenue budget setting

All assets will be reviewed on a continuous rolling programme, or when a material investment request is made, using a step-by-step challenge process, ensuring that every asset has been fundamentally tested against a common set of criteria. Our outline challenge process is set out below.



Section 4.0 – Asst Management Planning

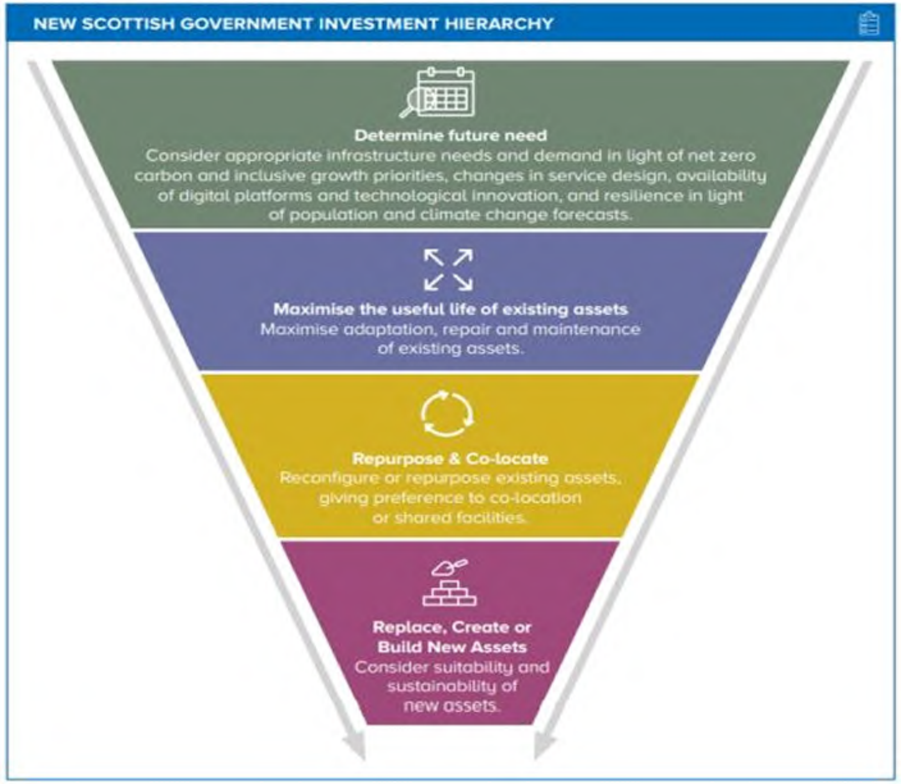
Strategic Theme 4 – A systematic approach is applied when appraising investment in transformation

By developing a systematic approach to appraising major investment in asset transformation, we will prioritise existing assets and plan for surplus assets when a new asset solution is determined as optimum

In order to make the right investment decisions to bring about the transformation of our corporate assets we have taken due cognisance of the Investment Hierarchy embedded within the Scottish Government Infrastructure Investment Plan for Scotland 2022 guidance. Whilst the Investment Hierarchy is intended to provide Scotland's public sector with a common methodology to aid planning and decision making for infrastructure investment its approach can be applied when considering major transformational investment in each of our asset streams.

The approach places an emphasis on investigation and prioritisation of existing assets as a platform from which to deliver services in the future. Where a replacement is the preferred option, it is important to have a planned approach to the re-purposing or disposal of the surplus assets at an early stage to avoid lengthy holding costs or the asset falling into disrepair and impacting value. When considering new, the emphasis of multi-use of assets operates as a presumption against the construction of single organisation / single use assets.

Our approach recognises the importance of considering both internal and external contexts, and with the benefit of this dual perspective approach use our Asset Management Policy's principles to guide our decisions to remain consistent with the Council's overall direction of travel.



Section 5.0 – MEASURING PERFORMANCE

What will success look like?

The continuous and consistent delivery of our corporate asset management mission by all asset streams will ensure high quality, sustainable and adaptable corporate assets are efficiently utilised across the Council in support of high performing service delivery, community development and long-term economic growth.

How will success will be achieved?

The effective implementation of our Corporate Asset Management Framework will enable and require each of the Council's asset streams to undertake their asset management planning and decision making in a manner consistent with both our corporate asset management policy principles and the strategic themes set out in this document.

How will performance be measured?

Each asset stream will establish and maintain a transparent, structured and robust dashboard of asset management performance measures. Reporting of performance against all measures will take place at regular intervals as agreed between the asset stream management team and Director responsible.

How will we know it is happening?

A detailed action plan will be established, maintained and reported against to ensure each asset stream has in place its own:

- An asset management strategy, asset management plan and action delivery programme
- Asset information policy, Asset data management system and data gathering milestones based on a prioritised assessment of assets
- Asset challenge criteria, acceptable risk, baseline standards and milestones for performance based on a prioritised assessment of assets
- Investment hierarchy approach adapted for its asset stream and clear definition of the circumstances under which it will be applied

What the next steps in our asset management maturity?

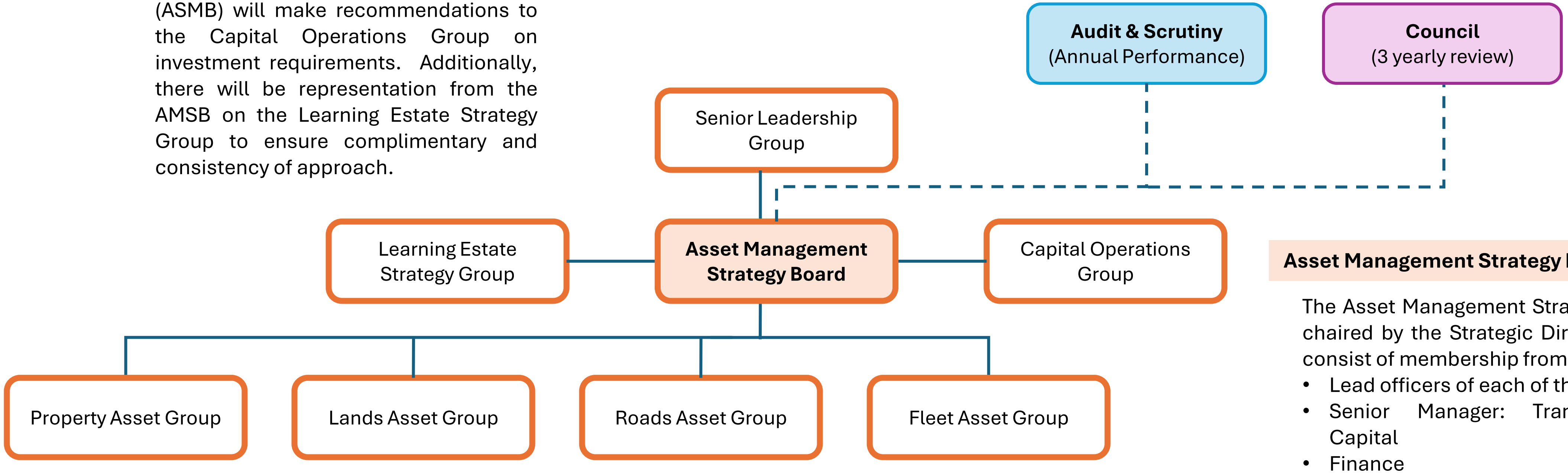
- Embedding the content of our strategic themes into a clearer programme of development towards an ISO 55001 accredited system
- Undertaking an annual capability and maturity review to determine the progress made and further ongoing actions needed to pursue ISO accreditation

Section 6.0 – Resources and Governance

The management of corporate physical assets takes place within a clear governance structure.

Through the oversight of an Asset Management Strategy Board, the Policy and Strategy implementation will be driven, reporting into the Council's Senior Leadership Group. To ensure proper scrutiny of performance an annual report on the performance will be presented to the Council's Audit & Scrutiny Committee with a 3 yearly review presented to Council to ensure continued alignment to Council priorities.

The Asset Management Strategy Board (ASMB) will make recommendations to the Capital Operations Group on investment requirements. Additionally, there will be representation from the AMSB on the Learning Estate Strategy Group to ensure complimentary and consistency of approach.



Asset Management Strategy Board Membership

The Asset Management Strategy Board will be chaired by the Strategic Director (Place), and consist of membership from:

- Lead officers of each of the Asset Groups
- Senior Manager: Transformation and Capital
- Finance
- Legal (Property)
- Other Council Officers as required

Corporate Asset Management Plan

Delivery Programme

Ref	Deliverable	Policy	Objective	25/26	26/27	27/28	28/29	29/30	Owner	Resource Implication
CAMF 1	An asset management strategy, asset management plan and action delivery programme	Corporate Asset Management	Establish CAMF and a corporate approach to asset management	All asset streams 100%						Staff
CAMF 2	Asset information policy, Asset data management system and data gathering milestones based on a prioritised assessment of assets	Corporate Asset Management	Establish CAMF and implement a data driven, risk-based approach to manage and maintain assets	All asset streams 75% complete, 25% data	All asset streams 100% complete, 50% data	All asset streams 100% complete, 100% data				Staff System investment Third party costs
CAMF 3	Asset challenge criteria, acceptable risk, baseline standards and milestones for performance based on a prioritised assessment of assets	Corporate Asset Management	Establish CAMF and implement a consistent approach to asset evaluation and decision making	All asset streams 50% complete	All asset streams 75% complete	All asset streams 100% complete				Staff
CAMF 4	Investment hierarchy approach adapted for its asset stream and clear definition of the circumstances under which it will be applied	Corporate Asset Management	Establish CAMF and implement a systematic approach to asset investment and disposal decision making	Asset streams 50% progressed	All asset streams 100% progressed					Staff
CAMF 5	Embedding the content of our strategic themes into a clearer programme of development towards an ISO 55001 accredited system	Corporate Asset Management	Continuous improvement in asset management capability	25% progress	50% progress	75% progress	100% progress			Staff
CAMF 6	Undertaking an annual capability and maturity review to determine the progress made and further ongoing actions needed to pursue ISO accreditation	Corporate Asset Management	Continuous improvement in asset management capability							Staff

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Equality and Fairer Scotland Impact Assessment (EFSIA) Summary of Assessment

Title: Corporate Asset Management Strategy

Key findings from this assessment (or reason why an EFSIA is not required):

The Strategy provides the framework by which the Council plans to manage and maintain its key assets of Property, Fleet, Greenspace and Roads. There will be as a result of this strategy a series of Asset Stream Plans which will consider specific equalities and fairer Scotland duties.

The Strategy will be an internal document focused on how we manage and maintain key assets of Property, Fleet, Greenspace and Roads. There are no specific groups that are identified as directly impacted by the strategy, but it is anticipated that there will be improved experiences by staff and public who utilise Council Services as a result of the strategic, focused and organised approach to asset management. Much of which is provided by the Council though this is covered by existing policies covering repairs and maintenance, capital works etc.

Summary of actions taken because of this assessment:

The Strategy was scoped with internal stakeholders in throughout 2025. The Strategy aims to ensure transparency and consistency in decision-making and management of assets.

Ongoing actions beyond implementation of the proposal include:

Establishing an oversight Board and progressing asset stream plans.

Lead person(s) for this assessment:

Kevin Wells, Strategic Director: Place

Senior officer approval of assessment:

Kevin Wells, Strategic Director: Place

DATE: November 2025