

<b>COMMITTEE:</b>	Audit & Governance Committee
<b>MEETING DATE:</b>	16 June 2026
<b>BY:</b>	Deputy Chief Executive – Resources & Economy
<b>REPORT TITLE:</b>	Self-evaluation 2026: Best Value Thematic Asset Management Improvement Plan
<b>REPORT STATUS:</b>	Public

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## **1 PURPOSE OF REPORT**

- 1.1 The purpose of this report is to present the outcome of the Public Service Improvement Framework (PSIF) Asset Management self-evaluation and to seek endorsement of the improvement plan attached as Appendix 2 to this report.

## **2 RECOMMENDATIONS**

- 2.1 Members are recommended to:
- 2.1.1 Note the findings of the PSIF Asset Management self-evaluation as detailed in this report and Appendix 2 and
  - 2.1.2 Agree the improvement actions in Appendix 3

## **3 BACKGROUND**

- 3.1 The Council has implemented the Public Service Improvement Framework (PSIF) model of self-evaluation. PSIF is a self-assessment approach to support improvement in organisations, with a comprehensive review of their own activities and results. It promotes a robust approach to continuous improvement and is mapped to a number of organisational improvement tools.
- 3.2 PSIF provides a framework of statements to challenge existing performance through a structured process, which is developed to suit organisational needs and drivers. The standard PSIF statements can be

adapted for use at a service, corporate or organisational level to support continuous improvement.

- 3.3 PSIF is an Improvement Service initiative. This year, the Improvement Service and Audit Scotland have collaborated to identify opportunities to strengthen the role of self-assessment within the Best Value framework. For this year's theme of Asset Management, Audit Scotland agreed to work with the PSIF team to design the self-assessment checklist (Appendix 1 to this report).
- 3.4 The Asset Management Checklist enables councils to assess their strengths and areas for improvement within the audit theme, while collecting supporting documentation to ensure thorough preparation for the forthcoming audit. By conducting self-evaluation prior to the audit, councils may facilitate a more efficient and less resource-intensive audit process.
- 3.5 Although the audit process is now well underway, it has been beneficial to carry out the self-evaluation as the audit is progressed; it has helped to demonstrate the Council's commitment to continuous improvement.
- 3.6 The checklist was circulated to Heads of Service following agreement by Corporate Leadership Team. Meetings were held with the Infrastructure service management team as well as the Head of Finance and Principal Accountant to support with responding to the self-evaluation.
- 3.7 The self-evaluation considered performance against the three PSIF Asset Management questions:
  - the extent to which the Council has a clear asset management strategy aligned with corporate objectives, new ways of working, changing population needs and net zero commitments;
  - the extent to which governance and accountability arrangements support effective asset management; and
  - the extent to which the Council has a robust approach to working with partners and communities in managing its assets.
- 3.8 The self-evaluation demonstrates that the Council has strong foundations in asset management, including an approved Asset Management Strategy aligned to corporate and place-based priorities, improving governance arrangements through the Strategic Asset Board, and a well-established approach to partnership working and community asset transfer.
- 3.9 The main challenges identified were strategic and cross-cutting in nature rather than operational. These included long-term affordability and sustainability of the estate, maintenance backlogs, deliverability of net zero ambitions within available resources, and the need to further mature performance reporting and governance clarity.

- 3.10 An Improvement Plan comprising four priority actions is attached as Appendix 1 to this report. The plan has been deliberately limited in scope in line with PSIF best practice, which emphasises prioritising a small number of high-impact actions that address root causes rather than producing extensive action lists.
- 3.11 The actions address the underlying drivers of many of the issues raised during the self-evaluation, including long-term financial integration, strategic prioritisation, governance clarity and performance management. Areas identified as strengths, such as partnership working and community engagement, are reflected through consolidation and embedding rather than additional new actions.
- 3.12 The draft Improvement Plan is therefore proportionate, deliverable within existing capacity and aligned to PSIF expectations around leadership, governance, Best Value and long-term sustainability.
- 3.13 The PSIF Asset Management self-evaluation has also been undertaken in the context of ongoing external scrutiny, including the Best Value thematic work currently being undertaken by Audit. The themes explored through the PSIF process closely align with areas of focus within the Best Value framework, particularly governance, strategic leadership, financial sustainability, and the effective stewardship of assets.
- 3.14 By undertaking a structured, evidence-based and organisation-wide self-evaluation, the Council can identify issues proactively, demonstrate organisational awareness of risk, and evidence a clear commitment to continuous improvement. This provides relative risk reduction in relation to external scrutiny by ensuring that known challenges—such as long-term affordability, asset condition and deliverability of net zero ambitions—are explicitly recognised, understood and subject to planned mitigating actions rather than emerging through external review.
- 3.15 A robust and rigorous self-evaluation process also supports the Council's ability to demonstrate Best Value by providing assurance that asset-related risks are being actively managed, governance arrangements are under review, and improvement activity is prioritised and proportionate. This strengthens the Council's evidence base in advance of, and alongside, Audit Scotland's work, and supports a more informed and constructive dialogue during external scrutiny.
- 3.16 The approach taken through this PSIF exercise is also consistent with the national direction of travel on self-evaluation, ahead of the implementation of the national self-evaluation framework in 2027. By embedding PSIF methodology now, the Council is positioning itself well to align with future national expectations ensuring that self-evaluation, improvement planning and external scrutiny are joined-up, routine and integral to corporate governance arrangements.

- 3.17 In line with the Council's standing orders a report and the improvement plan will be presented to Audit & Governance Committee at its meeting on 16 June 2026.

## 4 POLICY IMPLICATIONS

- 4.1 This report and the draft Improvement Plan support delivery of existing Council strategies and policies, including the Asset Management Strategy, Capital Investment Plan, Council Plan and Climate Change Strategy. They do not introduce new policy requirements.

## 5 RESOURCE AND OTHER IMPLICATIONS

- 5.1 Finance: The Improvement Plan focuses on strengthening strategic alignment, governance and prioritisation within existing financial constraints. No additional funding commitments are sought through this report.
- 5.2 Human Resources: None
- 5.3 Other (e.g. Legal/IT): None
- 5.4 Risk: Failure to progress the Improvement Plan would increase the risk of reduced asset sustainability, affordability pressures and difficulty evidencing Best Value. These risks will be mitigated through regular monitoring of progress via the Strategic Asset Board and existing governance arrangements.

## 6 INTEGRATED IMPACT ASSESSMENT

- 6.1 **Select the statement that is appropriate to your report by placing an 'X' in the relevant box.**

An Integrated Impact Assessment screening process has been undertaken and the subject of this report does not affect the wellbeing of the community or have a significant impact on: equality and human rights; tackling socio-economic disadvantages and poverty; climate change, the environment and sustainability; the Council's role as a corporate parent; or the storage/collection of personal data.



## 7 APPENDICES

- 7.1 Appendix 1 – PSIF Asset Management Checklist 2025
- 7.2 Appendix 2 - Draft Improvement Plan

## 8 BACKGROUND PAPERS

8.1 None

## 9 AUTHOR AND APPROVAL DETAILS

### Report Author(s)

<b>Name</b>	<b>Fiona McCallum</b>
<b>Designation</b>	<b>Service Manager – Strategy, Policy and Performance</b>
<b>Tel/Email</b>	<a href="mailto:Fmccallum1@eastlothian.gov.uk">Fmccallum1@eastlothian.gov.uk</a>
<b>Date</b>	<b>1 June 2026</b>

### Head of Service Approval

<b>Name</b>	<b>Hayley Barnett</b>
<b>Designation</b>	<b>Head of Corporate Support</b>
<b>Confirmation that IIA and other relevant checks (e.g. finance/legal) have been completed</b>	<b>Confirmed.</b>
<b>Approval Date</b>	<b>2 June 2026</b>

Public Service Improvement Framework

**Asset Management Checklist 2025**

Focus of the Checklist

The checklist contains 39 statements across 3 sections which aim to answer the following questions.

- To what extent does the council have a clear asset management strategy and plans that align with its corporate objectives, new ways of working, the changing needs of its population and net zero commitments?
- To what extent do the council’s governance and accountability arrangements support effective asset management?
- To what extent does the council have a robust approach to working with partners and communities in managing its assets?

The Checklist Approach

**Stage 1 - Issuing the Checklist**

Normally following a brief awareness session, the checklist is issued as an electronic survey to those officers taking part in the self-assessment. The checklist contains 39 statements and should take approximately 1-hour 30mins to complete. You are asked to rate the extent to which you as an individual agree/ disagree with each statement, as per the table below:

<b>Strongly Agree</b>	<b>Agree</b>	<b>Disagree</b>	<b>Strongly Disagree</b>	<b>Don't Know</b>
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**The ‘Don’t Know’ option should be used when you feel you do not have sufficient information about the particular statement to enable you to make a judgment.**

At the end of each section there are three comments boxes. The first requires you to provide examples of positive work the council is doing in the areas covered within that section. The second text box requires you to provide further details of how you think the council can improve in relation to the statements covered by the section.

The final text box asks you to reference any additional documents or materials that may be used as evidence for the section. You will not be able to proceed through the Checklist without providing input to the comment boxes.

**All checklist responses are anonymous and non-attributable.**

## **Stage 2 - Consensus Session**

In advance of the consensus session, checklist findings are analysed and a short report is compiled summarising the responses and highlighting key points for discussion during the consensus session.

The consensus session should typically take between 2 to 3 hours. The purpose of the session is to discuss the strengths and areas for improvement emerging from the checklist responses, agree appropriate improvement actions and prioritise them.

## **Stage 3 - Improvement Planning Session**

This session will focus on the development of an Improvement Plan, which will cover the following areas:

- The actions/tasks that will be undertaken to deliver improvement
- Ownership of improvements
- Timescales for implementing improvements
- Resources/costs/risks associated with improvements
- Defined measures to demonstrate the impact of improvements

If you require any additional advice or support, please contact the PSIF team at the Improvement Service, [psif@improvementservice.org.uk](mailto:psif@improvementservice.org.uk)

### Evidence

Evidence is an important element of the self-assessment. It's recommended that evidence is gathered and presented to the assessment team during the self- assessment.

**Question 1 - To what extent does the council have a clear asset management strategy and plans that align with its corporate objectives, new ways of working, the changing needs of its population and net zero commitments?**

### Evidence

When answering the following statements, please review the evidence below to support your answers.

- Council's Asset Management Strategy

- Council's Corporate Objectives
- Two Asset Management Plans which cover two priorities set out in the Council's Asset Management Strategy
- Council's Capital Programme
- Council's Medium-Term Financial Strategy

## The Statements

### Sub-question 1 - Does the council have a clear, up-to-date and well-informed asset management strategy?

1. The council's asset management strategy is up to date.
2. The council's asset management strategy provides an overview of the organisation's land and property, including the performance (such as condition, occupancy rates etc.) of the existing estate.
3. The council's asset management strategy includes information about how the organisation, services and the community is changing (e.g. trend in school population v places).
4. The council's asset management strategy sets out how assets support service delivery plans (e.g. the school estate, health and social care facilities) and link to financial planning.
5. The council's asset management strategy sets out the approach and governance arrangements for managing and developing its assets.

### Sub-question 2 - Does the council's asset management strategy align with its corporate objectives, new ways of working, the changing needs of its population, and net zero commitments?

6. There are clear links between the council's asset management strategy and its corporate objectives.
7. The council's asset management strategy covers at least 3-5 years to enable longer-term planning.
8. There is evidence that the council's asset management strategy has considered new ways of working, the changing needs of its population and the demand for services (e.g. school places, trend in overall population size and house building plans).

9. The council's asset management strategy sufficiently covers how it intends to meet its net zero commitments (e.g. by specifying its approach, key programmes of work and how progress will be monitored).

### Sub-question 3 - Does the council have clear asset management plans and a capital programme that aligns with the asset management strategy?

10. The council has clear asset management plans with specific actions, timescales and costs, for implementing its asset management strategy.
11. There is a clear link between asset management action plans, the capital programme, and the ambitions of the asset management strategy.

### Sub-question 4 - How well does the council consider affordability in asset management strategy and plans?

12. The council can demonstrate that it prioritises the following investment hierarchy.
  - To support sustainability and cost-effectiveness, asset management strategies prioritise:
    1. maintaining and optimising existing assets
    2. repurposing or upgrading existing assets to meet the needs of the community
    3. new investment only when necessary.
13. The council sufficiently considers the affordability of its asset management plans by assessing potential funding sources (e.g. borrowing, capital funding, reserves).
14. The council sufficiently considers the affordability of its asset management plans by considering the whole-life costs of assets, such as maintenance, energy use etc., efficiency of asset use (e.g. occupation rates, service impact).
15. The council sufficiently considers the affordability of its asset management plans by carrying out scenario/ risk analysis, for example the impact of changes in inflation and interest rates on repayments

(revenue implications), or the impact of changes in demand for services.

16. The council sufficiently considers the affordability of its asset management plans by considering its debt to expenditure ratio and keeping borrowing within prudent and sustainable levels.

**Sub-question 5 - Has the council taken a sufficiently proactive approach to managing building safety risks, such as flammable cladding and Reinforced Autoclaved Aerated Concrete (RAAC), in its estate?**

17. The council makes explicit reference to the building safety risks in its asset management strategy and plans.
18. The council can provide evidence of surveys or assessments to identify the number of affected buildings and their condition.
19. The council can provide evidence of how risks are prioritised, and how they will be monitored and reported on.
20. The council can provide specific actions, timescales and costs for any remedial work needed.

**Thinking about the statements covered in this section:**

**Please provide positive examples to evidence how the council can answer the question - To what extent does the council have a clear asset management strategy and plans that align with its corporate objectives, new ways of working, the changing needs of its population and net zero commitments?**

**Please provide details of how the council could improve its approach to any of the areas covered in this section.**

**Please reference any other documents or materials that the council could use as evidence to support the answering of the question.**

**Question 2 - To what extent do the council's governance and accountability arrangements support effective asset management?**

Evidence

When answering the following statements, please review the evidence below to support your answers.

- Council's Asset Management Strategy

- Terms of Reference/ organisation chart for relevant committees/boards –
- Review a sample of recent papers and minutes from relevant committee/ board meetings
- Review recent examples of asset management and capital programme progress reports
- Analysis of relevant performance information on corporate asset management targets/ KPIs
- Relevant LGBF indicators

**Sub-question 1 - Do reporting and monitoring arrangements enable good scrutiny and oversight of progress towards implementing the council's capital programme and asset management plans?**

21. The council has appropriate leadership arrangements for asset management at the senior officer level - for example, a director who is part of the corporate management team, such as a director of place or director of assets and resources.
22. The council has appropriate leadership arrangements for asset management at the head of service level by a head of property or asset management, or similar.
23. The council has appropriate leadership arrangements for asset management at the political level by a cabinet member with asset management as part of their policy and service portfolio.
24. Reporting arrangements are sufficiently regular (e.g. quarterly or other appropriate frequency), at the appropriate levels (e.g. asset management board, cabinet, relevant committee, corporate management team level) and provide clear enough information about progress towards implementing asset management plans.
25. Reports include long-term trends against corporate asset management targets/ Key Performance Indicators.
26. Reports include progress, including financial reporting (cost against budget) of the capital programme and recommendations for any further actions or approvals needed. This may include any corrective action being taken to address slippage within plans.
27. Reports include any impact of delays on service delivery.
28. There is evidence of sufficient oversight and scrutiny (e.g. sufficient discussion/ challenge about progress and a clear rationale for decision-

making) at the appropriate levels (e.g. asset management board, cabinet, corporate management team level).

### Sub-question 2 - How well is the council delivering its asset management plans and capital programme?

29. The council is on track to deliver the commitments in its asset management strategy and determine the main enablers and barriers to progress (e.g. procurement challenges, programme management, etc.)
30. The council is addressing maintenance backlogs in a planned way, rather than reactively, to reduce long-term costs.
31. The council can show long-term progress in meeting its own corporate asset management KPIs and targets.
32. The council is able to demonstrate long-term improvement in performance as measured by relevant LGBF indicators.

#### **Thinking about the statements covered in this section:**

**Please provide positive examples to evidence how the council can answer the question - To what extent do the council's governance and accountability arrangements support effective asset management? Please provide details of how the council could improve its approach to any of the areas covered in this section. Please reference any other documents or materials that the council could use as evidence to support the answering of the question.**

### Question 3 - To what extent does the council have a robust approach to working with partners and communities in managing its assets?

#### Evidence

When answering the following statements, please review the evidence below to support your answers.

- Council's Asset Management Strategy
- Plan which evidences collaborative planning and management of assets
- Example or case study which demonstrates innovative approaches to collaborating with partners
- Council's approach to engaging with communities around asset management (may be set out in the asset management strategy)

- Recent example of engagement and how this fed into decision-making
- Council's approach to community asset transfers (may be set out in the asset management strategy)
- Recent example of transfers/ transfer requests where available

Sub-question 1 - Does the council consider how it can work collaboratively across its own services, and with other councils, public and third sector organisations, to manage assets as a collective resource in their area?

33. The council can demonstrate how it uses assets collaboratively across its own services.
34. The council can demonstrate how it considers new and collaborative ways of using its assets such as working with other councils, public and third sector organisations and community planning partners in their area.

Sub-Question 2 - Does the council have a clear and robust approach to engaging with the community on its asset management plans, e.g. changing the use of community facilities or disposing of assets?

35. The council can demonstrate its approach to engaging with communities on asset management plans.
36. The council can evidence how outcomes of engagement feed into decision-making.

Sub-question 3 - Does the council have a clear and transparent approach to supporting and assessing community asset transfer requests?

37. The council can demonstrate it is meeting its key responsibilities relating to supporting and assessing community asset transfer requests.
38. The council engages with community groups to support them to develop viable proposals.

39. The council assesses requests transparently against criteria including community benefit, sustainability and the impact on council services.

**Thinking about the statements covered in this section:**

**Please provide positive examples to evidence how the council can answer the question - To what extent does the council have a robust approach to working with partners and communities in managing its assets?**

**Please provide details of how the council could improve its approach to any of the areas covered in this section.**

**Please reference any other documents or materials that the council could use as evidence to support the answering of the question**

## Appendix 2

### Analysis of self-evaluation

#### Overview

Overall, the self-evaluation demonstrates a maturing and increasingly robust asset management approach, with clear progress on governance, placemaking, and partnership working. However, consistent themes emerge around strategic integration, affordability, long-term planning, and funding capacity, particularly in relation to maintenance backlogs and net zero ambitions.

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#### Question 1

**To what extent does the council have a clear asset management strategy and plans that align with corporate objectives, new ways of working, changing population needs and net zero commitments?**

#### Strengths

- Strong consensus that the Council has an approved and up-to-date Asset Management Strategy (2024–2028) aligned with the Council Plan, capital programme and place-based approach.
- Clear evidence of alignment with service delivery priorities, particularly:
  - Learning Estate strategy and school capacity planning
  - Housing Revenue Account asset and investment planning
  - Placemaking and community empowerment activity
- Positive examples of new ways of working, including estate rationalisation, exit from leases, office reconfiguration, and co-location opportunities.
- Active programmes supporting energy efficiency and emissions reduction (e.g. LED lighting, solar PV, EV fleet transition).

#### Key Issues Identified

- Affordability and deliverability are the main constraints, rather than strategy clarity:
  - Net zero ambitions widely described as unachievable at scale without additional funding, particularly for retrofit.
  - Maintenance and lifecycle investment consistently described as under-resourced, limiting progress against targets.
- Longer-term planning gaps, including:
  - A need for greater planning between finance and asset management over a longer period to address challenges
  - Need for stronger integration between asset strategy, a 30-year business plan, and long-term financial sustainability.
- Asset strategy alignment is strong conceptually, but implementation risks remain high due to cost pressures, inflation, and borrowing constraints.

**Overall assessment:** A strong strategic framework is in place, but delivery is increasingly constrained by financial capacity and long-term affordability, creating risk to corporate priorities including net zero and service resilience.

## Question 2

**To what extent do governance and accountability arrangements support effective asset management?**

### Strengths

- Very strong and consistent feedback on improving governance arrangements, including:
  - Establishment of the Strategic Asset Board, welcomed as a key improvement.
  - Clearer officer-level decision-making and reduced silo working.
- Regular reporting occurs across multiple forums (Asset Boards, Transformation Board, HRA Board, Learning Estate Board and Cabinet), with many respondents highlighting:
  - Improved visibility of priorities
  - Better challenge and scrutiny
- Recognition of good practice in:
  - Risk management and programme monitoring
  - Use of dashboards and project reporting
  - Clear links between asset decisions and significant financial or service impacts

### Key Issues Identified

- Roles and responsibilities remain unclear in places, particularly:
  - Duplication and complexity across governance forums still being refined.
- Performance reporting needs to mature:
  - need to develop long term asset KPIs and trend data
  - Variable reporting of service impacts where projects are delayed
- A persistent issue of insufficient revenue and maintenance funding, undermining the ability of governance structures to secure outcomes.

**Overall assessment:** Governance arrangements are a clear area of improvement and momentum, but further clarity, simplification, and stronger performance management are required to translate this into sustained outcomes.

## Question 3

**To what extent does the council have a robust approach to working with partners and communities in managing its assets?**

### Strengths

- Very strong consensus that the Council has a well-established culture of collaboration, including:
  - Place-based working and the Place Programme
  - Strong partnership with NHS Lothian and HSCP
  - Engagement in national initiatives (e.g. Scottish Futures Trust, Single Scottish Estate)
- Community Asset Transfer (CAT/CBSL) described as a particular strength:

- Clear processes in place
- New investment in capacity-building roles
- Good track record across a variety of asset types
- Numerous positive examples cited, including:
  - Community management of a number of different facilities
  - Co-location opportunities
  - Community Wealth Building approach

### **Key Issues Identified**

- Need to embed and evidence impact, rather than develop new policy:
  - More time required to demonstrate outcomes of engagement
- Opportunity to further improve collaboration with:
  - Scottish Government
  - Other councils on strategic estate planning
- Capacity constraints (both council and community) remain a risk to pace and consistency.

**Overall assessment:** This is a relative strength, with focus now needed on consolidation, consistency, and demonstrating impact rather than new frameworks.

**APPENDIX 3: Draft improvement plan**

Improvement action	Rationale from self-evaluation	Lead officer	Outcome	Target completion
<p><b>Agree and implement a long-term, financially integrated Asset Management framework</b></p> <p><b>What:</b> Finalise and align the Asset Management Strategy with the Council plan, capital strategy, and medium-term financial planning.</p> <p><b>Why:</b> Wider consideration recurring concerns about affordability, long-term liabilities (PPP hand backs), and delivery risk within current fiscal framework.</p>	<ul style="list-style-type: none"> <li>• Strong agreement that strategy exists, but repeated concerns about affordability, maintenance backlogs and long-term liabilities.</li> <li>• Clear recognition that net zero and estate ambitions are constrained by funding and lifetime cost pressures.</li> </ul>	<p>Head of Infrastructure</p> <p>Head of Finance</p> <p>Head of Corporate Support</p>	<p>Clearer prioritisation, improved resilience, and stronger Best Value evidence.</p>	

Improvement action	Rationale from self-evaluation	Lead officer	Outcome	Target completion
<p><b>2. Strengthen performance management and reporting for assets</b></p> <p><b>What:</b> Develop a small core set of corporate asset KPIs (condition, utilisation, backlog, carbon impact) and embed consistent longitudinal reporting.</p> <p><b>Why:</b> Responds to identified gaps in trend analysis and visibility of long-term improvement.</p>	<ul style="list-style-type: none"> <li>• Governance arrangements improving, but: <ul style="list-style-type: none"> <li>○ KPIs and trend data not consistently reported</li> <li>○ Service impacts of slippage not always visible</li> </ul> </li> <li>• Strong appetite for clearer dashboards and long-term evidence of improvement.</li> </ul>	<p>Head of Infrastructure</p> <p>Supporting officers</p> <ul style="list-style-type: none"> <li>• Service Manager – Strategy, Policy and Performance</li> <li>• Finance Business Partners</li> <li>• Sustainability &amp; Climate Change Officer (for carbon metrics)</li> </ul>	<p>Improved scrutiny, clearer decision-making, and demonstrable progress over time.</p>	<ul style="list-style-type: none"> <li>• <b>Q2 2026/27</b> – Agree KPI set and reporting format</li> <li>• <b>Q3 2026/27</b> – Pilot reporting through Strategic Asset Board</li> <li>• <b>Q4 2026/27</b> – Fully embedded across governance and committee reporting</li> </ul>
<p><b>3. Consolidate and clarify asset governance arrangements</b></p> <p><b>What:</b> Complete the governance review to:</p> <ul style="list-style-type: none"> <li>• Clarify roles of Cabinet, Strategic</li> </ul>	<ul style="list-style-type: none"> <li>• Strong support for the new Strategic Asset Board.</li> <li>• Ongoing issues around: <ul style="list-style-type: none"> <li>○ overlapping forums</li> <li>○ unclear boundaries between</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Head of Infrastructure</li> <li>• Head of Corporate Support</li> </ul> <p>Supporting officers</p>	<p>Simpler, more transparent and faster decision-making.</p>	<ul style="list-style-type: none"> <li>• <b>Q1 2026/27</b> – Governance review completed and options agreed</li> <li>• <b>Q2 2026/27</b> – Revised Terms of Reference approved</li> </ul>

Improvement action	Rationale from self-evaluation	Lead officer	Outcome	Target completion
<p>Asset Board and officer groups</p> <ul style="list-style-type: none"> <li>• Reduce duplication</li> <li>• Embed learning estate, PPP, and operational assets within a single governance framework</li> </ul> <p><b>Why:</b> Builds on positive momentum but addresses ongoing complexity and role clarity issues.</p>	<p>strategic and operational decisions</p> <ul style="list-style-type: none"> <li>○ learning estate and PPP arrangements not yet fully embedded.</li> </ul>	<ul style="list-style-type: none"> <li>• Service Manager – Strategy, Policy &amp; Performance</li> <li>• Service Manager - Governance</li> </ul>		<ul style="list-style-type: none"> <li>• <b>Q3 2026/27</b> – New governance arrangements fully operational</li> </ul>
<p><b>4. Develop a realistic, prioritised approach (within financial framework) to net zero and asset sustainability</b></p> <p><b>What:</b> Agree a <b>phased, affordable net zero delivery plan</b> focused on:</p>	<ul style="list-style-type: none"> <li>• Consistent feedback that: <ul style="list-style-type: none"> <li>○ net zero ambitions exceed available funding</li> <li>○ retrofit at scale is not currently affordable</li> <li>○ estate reduction and partnership</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Climate Change &amp; Sustainability Officer, reporting through the Strategic Asset Board</li> </ul>	<p>Credible net zero trajectory aligned to financial reality and asset priorities.</p>	<ul style="list-style-type: none"> <li>• <b>Q2 2026/27</b> – Options appraisal and prioritisation agreed</li> <li>• <b>Q3 2026/27</b> – Draft delivery plan aligned to capital programme</li> </ul>

Improvement action	Rationale from self-evaluation	Lead officer	Outcome	Target completion
<ul style="list-style-type: none"> <li>• Estate reduction</li> <li>• Invest-to-save measures</li> <li>• Clear links between carbon impact, service benefit and affordability</li> </ul> <p><b>Why:</b> Self-evaluation highlights ambition but significant delivery and funding gaps.</p>	<p>working are key levers.</p> <ul style="list-style-type: none"> <li>• Need to maintain credibility and focus on achievable outcomes.</li> </ul>			<ul style="list-style-type: none"> <li>• <b>Q4 2026/27</b> – Cabinet approval and implementation commenced</li> </ul>