

**From:** Peter Oakford, Deputy Leader and Cabinet Member for Finance,  
Corporate and Traded Services

Rebecca Spore, Director of Infrastructure

**To:** Children's Young People and Education Cabinet Committee - 6 March 2024

**Subject:** KCC Maintained School Estate – Condition Survey Update

**Classification:** UNRESTRICTED

**Previous Pathway of report:** None.

**Future Pathway of report:** None.

**Electoral Division:** All

---

**Is this decision eligible for call in – N/A**

---

**Summary:** This report provides an update on the output from condition surveys which have been carried out on Kent County Council's Maintained School portfolio.

**Recommendation(s):**

The Children's Young People and Education Cabinet Committee is asked to note the latest position in regard to the 10-year condition surveys carried out on Kent County Council's School Estate.

---

**1. Introduction**

- 1.1. Kent County Council (KCC) commissioned a county-wide stock condition survey of KCC's Maintained School portfolio to support a programme of works required for the next ten years, to maintain properties in its portfolio.
- 1.2. Schools within the Maintained Portfolio include, Community, Voluntary Controlled, Foundation and Secondary. This report and condition surveys do not consider Academies or Voluntary Aided Schools.
- 1.3. The condition surveys provide information on the internal and external condition of all KCC maintained schools, as well as identifying works immediately required to ensure the schools are safe, warm, dry, and operational.
- 1.4. This information allows KCC to implement a strategic property portfolio management ten-year plan, with accurate budgets allocated to plan maintenance required for the next 10 years which are aligned to the property estates that the Council currently utilises to support its service delivery.

- 1.5. The condition survey information will enable the production of 10-Year Plan reports, identifying core costs for expenditure on the portfolio covering the following;
- Roofs
  - Mechanical services
  - Electrical services
  - Windows and doors
  - Floorings
  - External works
  - Ceilings
  - Electrical
- 1.6. This report provides a summary of the current status of these condition surveys and the 10-Year Plan. The detail behind the data presented has been collated and uploaded to the KCC asset management system (K2). The data is detailed and includes site plans, floor plans and room data sheets along with specific works required.
- 1.7. The purpose of this report is to report on the budgetary deficit that existed for the maintenance of the KCC maintained school portfolio in previous years, and the resultant budgetary requirements for the 10-Year Plan for the property maintenance and modernisation programmes.

## 2. Condition survey and the 10-Year Plan

- 2.1. The KCC Maintained Portfolio includes, Community, Voluntary Controlled, Foundation and Secondary schools.
- 2.2. These individual building reports provided estimates of budget requirements for the KCC Corporate Estate 10-Year Plan, based on the information that was available at each period.
- 2.3. 351 schools were surveyed, and 10-Year plan reports completed. The table below shows the position:

Total number of KCC maintained schools	351
Total number of KCC maintained schools surveyed	351
Total Number of 10-Year plans produced	351
Total Current Cost Forecast, including fees and Overheads and Profits (OHP) (based on 347 properties)	£167,832,796
Total Estimated Cost Forecast across all sites (includes 15% contingency)	£193,007,715

- 2.4. The costs reported above included design, project management fees, main contractor overheads and profit, plus a 15% contingency, which is set to reduce upon 100% completion of condition surveys. It is important to note that the rates used will require updating at various times to keep them aligned to current industry rates. Rates within the 10-year projection are based on industry wide measured rates for the elemental repair only for small, planned maintenance works.

2.5. The original estimation and projection of 10-year costs previously presented were calculated using the KCC School gross internal floor area's (GIFA) until the remaining sites could be surveyed, based upon the repairing liability costs per meter squared for those remaining to be surveyed. The data identified the key areas of expenditure on KCC buildings are roofs, external walls, windows, doors, electrical services, and boilers.

### 3. Financial Implications

3.1. The costs shown above are to maintain the status quo and exclude inflation, consequential costs associated with achieving net zero targets, any energy efficiency or service betterment/reconfiguration or redecoration.

3.2. The current KCC Annual Planned Enhancement Programme (APE) is reviewed annually and provides funding for KCC's maintained Schools. This is divided between Planned Maintenance, Emergency Day to Day (ED2D) and Special Access Initiative (SAI). The KCC base budget is £8m, which is Grant Funded alone with £2m for Modernisation. There has been further funding for these budget programmes from prudential to support maintenance works required.

3.3. The continuing issue with annual planned enhancement is the speed and constant movement of the forecast spend, due to the nature of the reactive works and to ensure KCC is meeting its statutory duty to provide a compliant standard of safety and comfort to public, staff, and pupils. Further to this, there are issues with previous temporary repairs now coming to fruition and requiring more permanent fix solutions. The current schemes, which have required significant Annual Planned Spend resulting in records of decision being taken are Kings Hill School Primary and Nursery, Vigo Village School and Herne Church of England Infant and Nursery School. The below identifies our higher value projects live within the Minor Works Programme, this is not including the forward maintenance plan 24/25.

Project Site	Works Category	Total CP Forecast Project Cost
Vigo Village School	Roofing	£1,472,578.00
Swalecliffe Community Primary School	Drainage	£500,000.00
St. Edmund's Church of England Primary School	Roofing	£302,071.00
St Johns Church of England Primary School	Roofing	£357,700.00
St Anthony's School	Fire Safety - Other	£1,188,000.00
Seabrook Church of England Primary School	Internal Refurbishment	£501,215.26
Oakley School	Fire Safety	£326,269.47
Nonington Church of England Primary School	Roofing	£376,987.10
Langton Green Primary School	Roof - Replacement	£416,282.15
Langafel Church of England Voluntary Controlled Primary School	Roofing	£321,500.00
Kings Hill School Primary and Nursery	Roof - Replacement	£1,068,820.00
Herne Church of England Infant and Nursery School	Roofing	£552,850.82

Goudhurst and Kildown Church of England Primary School	Boiler Repairs / Upgrades	£354,618.20
Dover Grammar School for Girls	Pipework	£400,000.00
Bethersden Primary School	Structural	£368,670.00
Ashford Oaks Community	Roofing	£492,080.00

3.4. The 10-year plans have been collated into an overall financial report to communicate the budget required to maintain all schools to a higher standard. It needs to be noted that the report is formulated on all condition surveys conducted from 2020-23 and does not consider any works already completed in order to meet failing conditions.

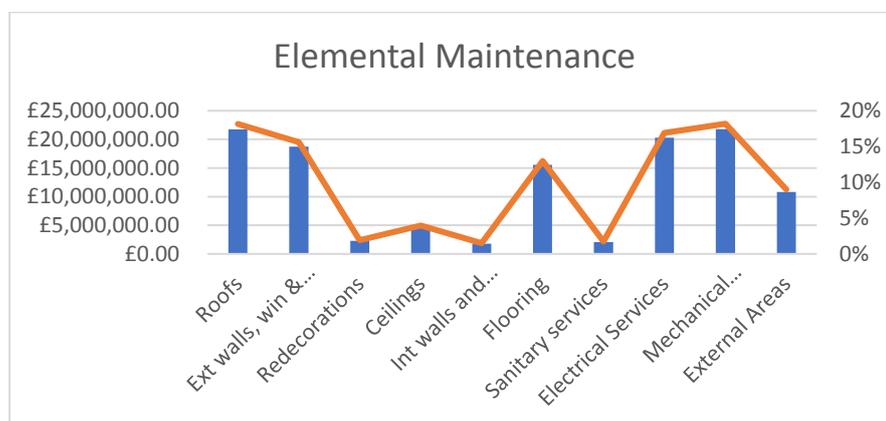
3.5 *Figure 1.1 – Summary of costs per year*

Year	TOTALS PER YEAR	OH&P (20%)	FEE's (20%)	Sub Total
<b>Immediate(D1)</b>	£3,249,989.49	£649,997.90	£649,997.90	<b>£4,549,985.29</b>
<b>Year 1</b>	£455,242.25	£91,048.45	£91,048.45	<b>£637,339.15</b>
<b>Year 2</b>	£3,754,204.77	£750,840.95	£750,840.95	<b>£5,255,886.67</b>
<b>Year 3</b>	£43,553,151.22	£8,710,630.24	£8,710,630.24	<b>£60,974,411.70</b>
<b>Year 4</b>	£13,586,834.81	£2,717,366.96	£2,717,366.96	£19,021,568.73
<b>Year 5</b>	£6,289,030.35	£1,257,806.07	£1,257,806.07	£8,804,642.49
<b>Year 6</b>	£9,071,817.59	£1,814,363.52	£1,814,363.52	£12,700,544.63
<b>Year 7</b>	£8,223,816.07	£1,644,763.21	£1,644,763.21	£11,513,342.49
<b>Year 8</b>	£14,499,266.47	£2,899,853.29	£2,899,853.29	£20,298,973.05
<b>Year 9</b>	£10,853,405.59	£2,170,681.12	£2,170,681.12	£15,194,767.83
<b>Year 10</b>	£6,445,159.46	£1,289,031.89	£1,289,031.89	£9,023,223.24

Note: The years correlate to the date of which the survey was undertaken. The surveys commenced in 2020 and continued through to 2023. All immediate works were addressed to the Schools and KCC for relevant action.

3.6 We are now in year 4 of the overall 10-year programme, therefore figures from previous years should be rolled up into the year 4 costs. On this basis, our current pressure equates to £71,417,622.80 (having only completed priority level 1 works) since 2020 To note, this is inclusive of all required Maintenance across the School Estate.

3.7 *Figures 1.2 – Per element regardless of year*



Element	Total
Roofs	£21,736,850.58
Ext walls, win & door	£18,735,060.74
Redecorations	£2,285,026.80
Ceilings	£4,769,726.42
Int walls and doors	£1,798,778.48
Flooring	£15,575,085.14
Sanitary services	£2,081,744.62
Electrical Services	£20,271,478.20
Mechanical Services	£21,804,825.86
External Areas	£10,821,992.40

3.8. The current Annual Planned Enhancement budget allocation for 2024/5 is shown in the table below. As shown, the £3.3m budgeted for planned works against the 10-Year Plan is only 18% of what is required in year four.

3.9. With this budget, we are not able to address all school condition works and work is therefore prioritised based on a review with the Facilities Management Team and Assistant Directors for Education. This presents risks to the programme and pressures on the Emergency Budget with the greater risk to possible closures. Whilst we have not seen any closures within the last 6 months, we have had to mitigate loss of heating and on-site meal provision to prevent closures until planned works can be completed.

<b>CP 24/25 APE Total Budget (Estimate)</b>	<b>£14,100,000</b>
<b>APE Forecast Rollover (Projects live and ongoing into next financial year and spend committed)</b>	<b>£8,198,898</b>
Emergency Day to Day Budget Allowance (unknown scheme) for 2024 -25	£2,000,000
SAI Budget Allowance (unknown until the point of school places granted, until the school places are announced in April 2024)	£500,000
2024-25 Available budget to spend for Projects Budget for Priority 1 Schemes only on the forward planned maintenance	£3,343,700

3.10 The modernisation base budget is £2m per annum, however KCC has granted an additional £8m over the next two financial years to undertake the Mobile Replacement Programme, which endeavours to review all mobiles across the KCC maintained school estate and to repair or replace those in greater need. There are approximately 185 mobiles across KCC maintained schools to which this Mobile Programme will only be capable of supporting 24% via either repair or replacement until further funding of circa £51m can be sought.

3.11 It should be noted, that the predicted spend figures contained within this report are based on the current number of schemes and forecast costs. These change on a daily basis as the projects progress through their gateway stages, realise costs and as new Emergency Day to Day projects present themselves.

## 4. Minor Works Education

- 4.1 The Minor Works Maintenance programmes operates a priority-based system on how planned maintenance is carried out. The priority given to each site is usually based upon condition surveys or feasibility studies previously carried out at the sites. Once data is collected from the surveys, each site is allocated a priority rating and taken forward if required or put on the forward maintenance planned for the following year or beyond depending on the condition. The current project priority rating is measured as Emergency, Priority 1, 2 or 3 by the minor works team and given an asset RAG rating from the FM team.
- 4.2 **Priority 1** is the highest priority, consisting of urgent works that need to be carried out as soon as possible, or the service or school is at risk of closure. These include works such as boiler replacements and roof works. This type of works is usually escalated to the Minor Works team, using our referral method, following initial investigation by the Facility Management team who generally only carry out works up to £10K. A typical priority one project would be a school with a leaking roof that needs replacement within the year, or the school will be closed, or a heating system that breaks down usually due to being end of life (particularly in older schools), with replacements would take place over the summer. For a priority one project, teams would look to get works completed on site as soon as possible and usually put temporary measures in place until the main works can be completed, to ensure the school or service remains open.
- 4.3 **Priority 2** projects are of lower of priority than one. These consist of projects that are important but that do not present a site closure risk if the works are not carried out as soon as possible. These projects are informed by condition surveys carried out at the sites, referrals from FM and communication with the sites who have highlighted issues that may need attention. For priority two project teams would look to complete localised or small scale works in the first instance, to save money and put the works on the forward maintenance plan.
- 4.4 **Priority 3** projects are of the least urgency and not deemed essential works to the service or school and present no risk of closure or safety issues. Projects in this priority can be added to the forward maintenance plan for the following year or beyond. These projects are often replacements of intruder alarms and CCTV equipment, which are technically end of life (according to the manufacturer) but in practise are still operational and can be replaced at a later date.

## 5. Operational implications

- 5.1. The condition surveys have helped to establish the state of KCC's maintained schools and allow us to analyse and work towards a forward maintenance programme, however until a more substantial budget is granted, this will primarily present itself as reactive works.
- 5.2. We operate a Safe, Warm and Dry policy in line with our Corporate Estate to ensure we are meeting the budget constraints; however, we are now seeing the ramifications of this. Many of our schools which have received temporary patched repairs, are now having full roof replacements or boiler and pipework renewals at significant cost.

5.3. The Emergency Day to Day budget is allocated to prevent any school closures, as a result of significant damage which deems the building unsafe for operational use. The Capital team work closely with our Facilities Management provider to ensure this is limited as much as possible, however there are occasions where school closures are necessary, or a need to provide temporary measures such as accommodation or delivered lunches, to keep a school open and to ensure that KCC are providing pupil places.

**6. Conclusions**

- 6.1. Information available from the surveyed properties reflects that the overall work required to maintain school estate is sizable, needing considerable ongoing investment to maintain the building stock in a good state of repair.
- 6.2. This liability will be ongoing and will increase without considerable, immediate, planned, and structured investment. Notwithstanding the fact that the building stock is increasing in age, with a high proportion being beyond its original design life (i.e. SEAC school buildings and Victorian buildings), thus key areas of investment are required to keep these buildings Warm, safe, and dry.
- 6.3. The costs that are required to maintain the status quo are significantly higher than the budget allocations from the Department for Education (DFE). Given the financial position of the Council, this will require challenging decisions to enable a balanced budget position. The findings of the condition surveys, the approach and service risk will be considered when setting future capital budgets.
- 6.4. The Council is not able to invest in working toward 2030 Net Zero due to budget pressures and KCC are not currently investing in our schools for future heating or energy saving schemes.

---

**Recommendation(s):**

The Children’s Young People and Education Cabinet Committee is asked to note the latest position in regard to the 10-year condition surveys carried out on Kent County Council’s School Estate.

---

**7. Contact details**

<p><b>Report Author(s):</b> Emily Nicholson Project Manager 03000 41 67 24 <a href="mailto:Emily.Nicholson2@kent.gov.uk">Emily.Nicholson2@kent.gov.uk</a></p> <p>Joanne Taylor Head of Capital Works 03000 41 67 57 <a href="mailto:Joanne.taylor@kent.gov.uk">Joanne.taylor@kent.gov.uk</a></p>	<p><b>Relevant Director:</b> Rebecca Spore Director of Infrastructure 03000 41 67 16 <a href="mailto:Rebecca.spore@kent.gov.uk">Rebecca.spore@kent.gov.uk</a></p>
--	---