# Appendix A - AMS Key Achievements 2025/26

The Kent County Council (KCC) Asset Management Plan outlines five strategic objectives and a framework by which KCC manages its asset base. The below sets out the delivery against each of the goals, outlines work that has taken place and notes key achievements during 2025/2026.

## Strategic Objective 1 – Provide value for money from assets through sustainable initiatives, energy efficiency, cost control, and income generation business

**Key cost control and income generation initiatives:**

- £440k savings generated through business rates refunds and rate appeals.
- Utility costs reviewed to identify billing anomalies and discrepancies, securing refunds and delivering financial savings.
- Leases granted for solar installations at St Nicholas School, Canterbury, and Brunswick House Primary School, Maidstone, supporting reduced energy consumption and lower energy costs.
- Letting out of surplus space in the operational estate to generate income and support the efficient use of KCC's estate, examples include Brook House and Tonbridge Library.
- Biodiversity Net Gain (BNG) pilot at Preston Hill progressed, creating an opportunity to generate future income from underutilised land assets through the sale of off-site biodiversity units.
- Change of fire alarm testing procedure to improve efficiency of process.
- Conducted a review of security arrangements across vacant sites, identifying and implementing technology-enabled solutions to improve efficiency and deliver site-specific cost savings.
- Delivered the conversion of 5 schools from oil-fired heating systems to mains gas, improving energy efficiency and reducing maintenance requirements.
- Delivered up to 1000 minor works projects across the schools and corporate estate including 11 significant Mechanical & Electrical (M&E) infrastructure projects, including boiler and pipework replacements, ensuring that services remain open, improving efficiency, and compliance across the estate.

## Strategic Objective 2 – Ensure compliance and reduce risk through proactive maintenance, planning, estate management and condition surveys

- 6,218 statutory Inspections and maintenance tasks raised in 25-26 with a 96% achievement rate.

- 18,019 reactive maintenance jobs raised in 25/26 with 93% completion rate on time.
- A range of Health and Safety Audits of KCC premises completed, focusing on the operational office estate and additional service led premises.
- Successfully delivered 20 significant roof replacement projects, improving asset condition, reducing maintenance liabilities, and enhancing building resilience.
- Completed 3 major extension and new-build projects, providing additional capacity and modernised facilities to support service delivery.
- Developed and implemented the Defibrillator Operating Procedure, providing clear guidance on the installation, maintenance and use of defibrillators across KCC estate.
- Completed 2 sewage treatment plant projects, enhancing environmental performance, operational resilience, and regulatory compliance.
- Continued to protect KCC's legal interests, boundary position and other land title, interest and rights matters, which protects the council's ability to use its estate effectively and retain its value.
- Exits from buildings which have become significant Health and Safety risks e.g. Former Folkestone Library.
- Reconfiguration of the office estate to provide additional desk capacity along with dedicated space for Adult Social Care and Health (ASCH) services (alongside existing Children, Young People and Education (CYPE) dedicated spaces), while maintaining capacity levels for flexible use of the office estate.

### Strategic Objective 3 – Rationalise underutilised assets through consolidation or alternative uses

- Enhanced the governance process with 30 Options Appraisals undertaken in 25/26, 16 of which concluded assets should be declared surplus.
- Successfully progressed over 180 property transactions during 2025-26, covering disposals (32), acquisition decisions (9), lease transactions (47), licences (30), and other complex property matters, enabling timely decision-making, effective risk management and the delivery of key infrastructure and estate priorities.
- During 25/26, four co-locations were delivered and opened to the public as part of the implementation of the Kent Communities Programme services to co-locate into community hubs enabling 13 other sites to be released. With a combined revenue saving potential of c£500k once fully exited and capital receipt potential of c£1.25m.

    - Temple Hill Dartford – Libraries and Family Hubs including Health visiting.
    - Cranbrook Tunbridge Wells – Libraries and Family Hubs including Health visiting.
    - Sittingbourne – Libraries, Registration, and Family Hubs including Health visiting.
    - Stanhope, Ashford – Libraries and Family Hubs including Health visiting.

- Co-location of Folkestone Library service and Community Learning and Skills provision into Sandgate Road Folkestone
- Consolidation of Sittingbourne Community Learning and Skills (CLS) into Avenue of Remembrance and relocation of Gravesend Adult Education Centre to New Beginnings, improving building utilisation and supporting a more efficient estate footprint
- Renegotiation of lease of Manor Gatehouse wedding registration office to provide a more appropriately sized refurbished space to meet the requirements of the service.

### Strategic Objective 4 – Use assets flexibly to enable new operating models aligned to how we will deliver our services and work in the future

- Infrastructure plays a key role in supporting and guiding service transformation activity. The work on the high-needs children's placement project is a core example of this. In 25/26 two new homes were purchased and refurbished to allow KCC to in-house some children's care services.
- Repurposed vacant space in Tonbridge library to a Special Educational Needs (SEN) school provision ensuring flexible use of asset.
- Implemented a new desk booking system to all offices to improve user experience and inform use levels.

### Strategic Objective 5 – Generate income and capital receipts to support budget sustainability

- £27m generated through capital receipts in 25/26.
- £250k revenue savings achieved through 25-26 disposal programme.
- £5.8m rental income collected, achieving 5% increase from previous Financial Year.
- Actual rental expenditure in the Corporate Landlord portfolio went down by 11% in 2025/26 compared to the previous year (£2.96m vs. £3.32m).

### Key Focus for 26/27

Key areas of focus in 26/27 include:

### Strategic Objective 1 – provide value for money, sustainability from assets through sustainable initiatives, energy efficiency, cost control, and income generation.

- Maintain a strong focus on budget management and forecasting, ensuring effective financial control and informed investment decisions.

- Deliver capital investment and minor works programmes to ensure assets remain warm, safe, dry, compliant, to support the delivery of front-line services.

### Strategic Objective 2 - Ensure compliance and reduce risk reduction through proactive maintenance, planning, estate management and condition surveys

- Maintain statutory compliance and health and safety assurance through robust governance arrangements, performance monitoring, and risk management.
- Protect and safeguard KCC's property interests, ensuring physical, legal, contractual, and financial challenges are proactively identified, managed, and resolved.
- Procure and deliver the condition survey programme for 26/27

### Strategic Objective 3 - Rationalise underutilised assets through consolidation or alternative uses

- Drive estate optimisation opportunities to maximise utilisation, improve operational efficiency, and support organisational transformation.
- Deliver the Future Assets Programme, ensuring the Council's property portfolio remains fit for purpose, financially sustainable, and aligned to service priorities.

### Strategic Objective 4 – Use assets and future flexibly to enable new operating models aligned to how we will deliver our services and work in the future

- Strengthen cross-divisional collaboration and partnership working to improve service delivery, asset planning, and decision-making across the organisation.
- Improve the quality, accessibility, and use of asset data

### Strategic Objective 5 - Generate income and capital receipts and to support budget sustainability

- Progress property disposals and income generation initiatives, while safeguarding the value, integrity, and long-term potential of the Council's asset base.
- Continue the development of the Office, Specialist, and Community Assets Programme, supporting delivery of Medium-Term Financial Plan (MTFP) objectives from 2026/27 onwards.