

REPORT TO CABINET COMMITTEE

From: Brian Collins, Deputy Leader
Rebecca Spore, Director of Infrastructure

To: Policy and Resources Cabinet Committee – 22 September 2026

Subject: Asset Management Strategy 2024-2030: September 2026 Revision and Key Achievements for 2025/26

Decision no: N/A

Classification: Unrestricted

Future Pathway of report: Policy and Resources Cabinet Committee

Electoral Division: All - Countywide

Summary: This report updates the committee following an annual review of the Asset Management Strategy 2024–30. As part of this review, and reflecting changes in KCC's strategic direction since the strategy was adopted, references to the Net Zero 2030 target have been updated to align with the Energy Efficiency Plan and Energy and Low Emissions Strategy, which focus on improving environmental performance and reducing operating costs. The report also highlights Kent County Council's (KCC's) Infrastructure's key achievements against the AMS objectives during 2025/26.

Recommendation(s):

The Policy and Resources Cabinet Committee is asked to NOTE the updates made to the Asset Management Strategy 2024–30 along with key achievements in 2025-2026.

1. Introduction

- 1.1 Decision 24/00069 was taken in January 2025 to adopt the KCC's Asset Management Strategy (AMS) 2024-30.
- 1.2 Since the adoption of the AMS, significant progress has been made against the delivery of its strategic objectives. Key achievements delivered during 2025/26 are summarised in Appendix A: Key Achievements 2025/26.

2. Key Considerations

- 2.1 The AMS is a live document, and progress against strategy objectives and risks is overseen by the KCC Infrastructure Business Assurance Team and monitored through the Council's risk management framework.
- 2.2 The AMS is reviewed to ensure any new emerging priorities / objectives of KCC are considered and factored into any revision of the strategy.
- 2.3 Since the strategy was originally adopted, the Council's position has evolved, alongside the introduction of the *Reforming Kent* strategic statement. As a result, the Strategy has been reviewed and updated to reflect these changes. References to the previous Net Zero 2030 target have been replaced with references to the Energy Efficiency Plan and the Energy and Low Emissions Strategy, which focus on improving environmental performance, increasing energy efficiency, and reducing operating costs. The updated AMS is attached as Appendix B.

3. Background

The AMS is a vital component of KCC's operational and strategic planning. It provides a comprehensive framework for managing KCC's diverse property assets, including those owned, leased, and tenanted. The AMS aligns with KCC's broader strategies and policies, ensuring that assets are optimally used, suitably located, and sustainably maintained.

- 3.1 The need for an AMS arises from KCC's commitment to efficiency, sustainability, and value for taxpayers. It guides the Council in making informed decisions about the acquisition, use, and disposal of property assets. This is crucial in meeting the Council's operational needs and strategic objectives.
- 3.2 The AMS also plays a pivotal role in planning for the future use of assets. It outlines how KCC's asset needs will be delivered in the short, medium, and long term. This forward-thinking approach is essential in an ever-changing landscape, as it allows KCC to adapt and respond effectively to new challenges and opportunities.
- 3.3 Moreover, the AMS is integral to KCC's transformation goals. As the Council embraces new technologies and commissioning models, the strategy supports a flexible workforce and frontline delivery. It ensures that KCC's property portfolio remains fit-for-purpose and can adapt to changing needs.
- 3.4 In summary, KCC's AMS is not just about managing property assets, it is a strategic tool that enables the Council to deliver efficient services, reduce environmental impact, generate income, and transform the way it operates. Without the strategy, KCC would lack the strategic direction and control needed to manage its assets effectively and meet its service delivery objectives.
- 3.5 The first iteration of the AMS was for the period 2018-2023, with the current strategy covering a period of 6 years, from 2024 to 2030. The AMS sets a series of principles which guide the operation of KCC estate that continue to be relevant.

4. AMS Key achievements 2025/26

- 4.1 A summary of the key achievements delivered against each AMS strategic objective during 2025/26 is provided in Appendix A: Key Achievements 2025/26.
- 4.2 These were compiled from achievements and ongoing work from across all delivery areas of Infrastructure which align to the 5 objectives of the AMS. This summary concludes by aligning the current objectives in the Infrastructure 26/27 business plan to demonstrate how those objectives align to the AMS.

5. Options considered

- 5.1 Do nothing – not to update the strategy - dismissed to ensure reflection of the current strategic direction for the Council.
- 5.2 Make updates to the strategy to align with the changed strategic direction of the Council.

6. How the proposed decision supports the Council's Strategic Statement

- 6.1 In November 2025, the Council adopted a new strategic statement, Reforming Kent 2025-2018 and replaced its reference to Net Zero 2030 with a renewed focus on energy efficiency through the Council's Environment Plan and Energy Efficiency Plan. This approach places greater emphasis on initiatives that improve the environmental performance of the estate while delivering direct financial benefits. References to Net Zero 2030 have therefore been replaced in the AMS as set out in Appendix B.

7. Financial Implications

- 7.1 The Strategy amendments do not have a financial impact to the Council, as the decision to move away from net carbon zero targets has already been agreed, it reflects the Council's new position.

8. Legal implications

- 8.1 The Strategy amendments do not have a legal impact to the Council, as the decision to move away from net carbon zero targets has already been agreed, it reflects the Council's new position.

9. Equalities Implications

- 9.1 An Equality Impact Assessment (EqIA) was completed for Decision 24/00069 AMS 2024-30 (Appendix C), which confirmed that this strategy does not present any impact on any of the nine areas specified by KCC. There are no changes to this.

10. Data Protection Implications

10.1 There are no expected data protection implications as a result of this strategy.

11. Other Corporate Implications

11.1 None.

12. Governance

12.1 Amendments made to the Strategy align with the commitment made within the Strategy from Decision 24/00069.

13. Conclusions

13.1 Considering the Council's current position on the net carbon zero 2030 target, it is recommended that the Committee note the amendments to the AMS to align to the Strategic Statement and subsequent changes to the KCC Environment Plan, Energy Efficiency Plan and the Energy and Low Emissions Strategy.

13.2 This report also reflects key achievements in relation to the AMS for the 2025/26 financial year.

Recommendation(s):

The Policy and Resources Cabinet Committee is asked to NOTE the updates made to the Asset Management Strategy 2024–30 along with key achievements in 2025-2026

14. Background Documents

14.1 [Reforming Kent 2025-2028: Kent County Council's Strategic Statement](#)

14.2 [Record of Decision 24/00069 Asset Management Strategy 2024-30](#)

14.3 [24/00069 Asset Management Strategy 2024-30 Report](#)

14.4 [Record of Decision 25/00091 Energy Efficiency Plan](#)

14.5 [25/00091 Energy Efficiency Plan Report](#)

15. Appendices

15.1 Appendix A – AMS Key Achievements 2025 - 2026

15.2 Appendix B – Asset Management Strategy 2024-2030: September 2026
Revision

15.3 Appendix C – EQIA for Asset Management Strategy 2024 – 2030

16. Contact details

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