

Kent County Council

# Asset Management Strategy 2024-30



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# Securing Kent's Assets

Kent County Council

## **Asset Management Strategy 2024-30**



# 1 Foreword

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 the strategic objectives of the Council. The estate and our property strategies also have a significant role to play in the future shape of Council Services.

This Asset Management Strategy sets out Kent County Council's approach to managing its property assets over the next 6 years to optimise its value and return to the Council.

Effective asset management is critical for KCC's financial sustainability and continues the journey of transformation started under the previous 2018-2023 strategy and lessons learned during that period.



## 2 Introduction

The Asset Management Strategy (the ‘AMS’) is the overarching property strategy document which is aligned to the delivery of Kent County Council’s (KCC) strategies, policies and services which will support Kent County Council’s wider communities.

The strategy provides a framework for the Council’s management of its owned, tenanted, and leased assets. Within the constraints of the financial operating environment, it ensures that the assets used to deliver its services are fit for purpose. The strategy aims for optimal and flexible use of these assets, ensuring they are appropriately located and maintained sustainably. It also takes into account the future needs of KCC’s services, with considerations for short, medium, and long-term planning. This approach ensures that the Council’s assets are effectively utilised and future-proofed.

This new Asset Management Strategy comes at a critical time for Kent County Council as it faces significant financial pressures and has launched Securing Kent’s Future, the budget recovery plan to return the council to financial sustainability.

It is therefore essential that our assets deliver the maximum value for the Council residents, and those that access our services including members of the public, service users and our staff.

### **The AMS will be for 6 years and is aligned with KCC’s key strategies:**

- **The Kent Economic Strategy 2030**
- **The Kent Environmental Strategy 2030**
- **The Kent Health and Wellbeing Strategy 2022-2030**
- **Framing Kent’s Future 2022-2026**
- **Securing Kent’s Future 2023-2025**
- **Kent & Medway Integrated Care Strategy**
- **ICT Strategy 2020-2023**

There will be a commitment to securing value for money in all spending decisions.

This will involve a thorough business case process, rigorous procurement process, regular reviews of asset performance, and a focus on total cost of ownership rather than just initial implementation and operating costs. It will include a commitment to transparency, with clear documentation showing that best value considerations have been applied to all decisions.

By integrating these elements, the AMS will support the delivery of “Securing Kent’s Future” and “Framing Kent’s Future”, providing a clear and comprehensive strategy for managing KCC’s assets.

This approach will aim to achieve financial sustainability and demonstrate compliance with the strategic statements.

This will ensure that the AMS 2024-2030 is aligned with the Council’s priority objectives and that it will build upon the principles set out within the previous AMS 2018-2023.

It will ensure the management of the Council’s Property Assets, within the financial context of the authority, will be fit for purpose to deliver the services required for those that access our buildings whilst maximising their potential and usage.

The previous 2018-2023 Asset Management Strategy delivered several key outcomes including rationalisation of KCC’s assets, capital receipts, and energy /sustainability targets.



The council still faces a significant backlog maintenance liability. This is intended to start to be addressed through the effective implementation of the new AMS, which is designed to align with and support the objectives and priorities within 'Securing Kent's Future'. However, it's important to note that the progress and effectiveness of this initiative is contingent upon the resources that are made available.

We will look at the optimisation of assets to ensure it has the potential to provide economic and environmental sustainability for the budget and communities we serve, to ensure short, medium, and long-term best value, for services run by KCC over the next 6 years.



### 3 Context of the KCC Estate

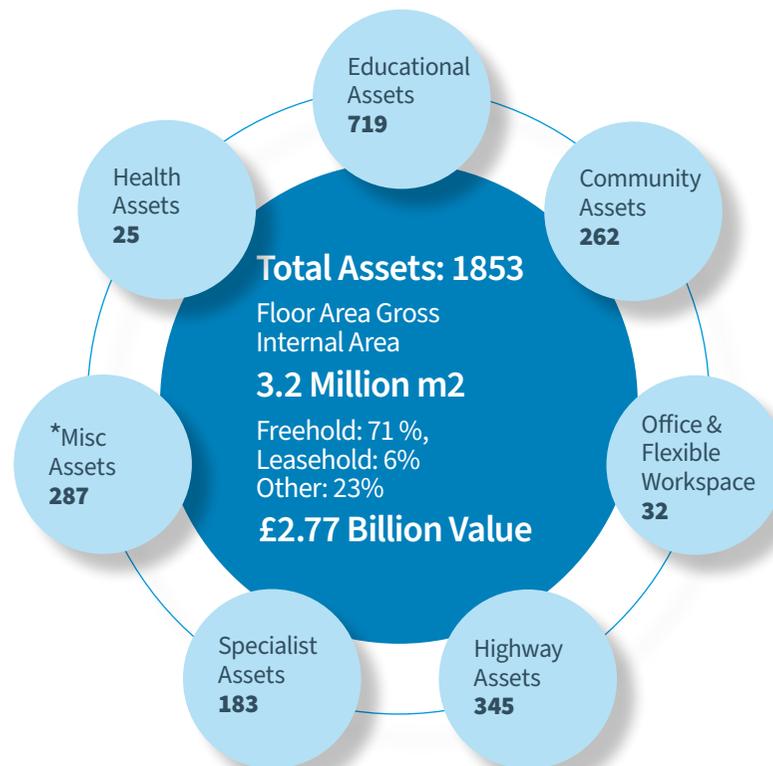
#### Overview of KCC's Asset Portfolio

Kent County Council owns an extensive and diverse property portfolio supporting frontline service delivery as well as generating significant rental income.

Assets range from office buildings, libraries, family hubs, care homes and schools to commercial units, agricultural land, and development sites. The Council also holds various heritage properties and community facilities.

Effective asset management is critical to optimising financial, social, and environmental value from this portfolio, whilst ensuring assets remain suitable for meeting service delivery needs.

\*Miscellaneous Assets include assets such as land next to highways, buildings not used by KCC, specialist PFI sites and vacant sites for disposal/alternative use.



## 4 The Previous AMS

### Introduction

In the first two years of KCC's 2018-2023 AMS, the Global Covid 19 Pandemic flipped everyone's plans virtually overnight.

All organisations, including KCC, had to stop what they were doing and implement emergency protocols immediately, which meant that the AMS did not fully progress as planned.

### Lessons learnt

Following the previous 2018-2023 Strategy, the outcomes and lessons learnt, will continue to be strengthened to ensure we have a solid foundation, to refine our asset information into one cohesive framework. This will allow us to critically evaluate our portfolio, retaining only the essential assets that align with service needs. This process will establish a new baseline estate.

Will we ensure that the new AMS is a live and active document and that there is effective communication, so all council members and staff have easy access to the

details of the AMS and understand its importance, and relevance, in all decisions affecting council assets and property utilisation.

### Key Achievements of the last AMS:



Rationalised property portfolio by 19%, from 2,230 assets down to 1,816 through disposals and mergers. This released underutilised properties and generated £70.2 million in capital receipts.



Improved quality of asset data by undertaking a full data validation exercise. Property attributes captured increased from 60% to over 90% completeness. This enables more informed asset management.



The success of our COVID emergency implementation plans stands as a testament to our agility and commitment. Swiftly adapting to the pandemic, we ensured the safety of our staff, customers, and occupiers while maintaining essential services. These plans allowed us to navigate unprecedented challenges seamlessly.

## Key Achievements of the last AMS:

continued



Embracing new technology, such as Microsoft Teams, revolutionised our communication and productivity. We leveraged collaboration tools to enhance remote work, streamline processes, and foster cross-team collaboration. Simultaneously, our ambitious net zero-carbon target for 2030, supported by solar panel installations and energy-efficient LED lighting, aligns with global sustainability efforts. Our strategic investment decisions, shared spaces for collaboration, and successful project completions demonstrate our resilience, adaptability, and commitment to creating a better future.

## Positive outcomes related to the Six Key Themes - a total of 145 key achievements relating to (with examples):

- 1 Future Assets Strategic Reset Programme: Specialist asset reviews & Kent Communities Programme.
- 2 Estate Development: Consolidation from 5 sites into Oakwood House redevelopment.
- 3 Capital Delivery Programmes: Basic Needs programme and Gypsy & Traveller Site levelling up programme.
- 4 Reduction in KCC's Portfolio: Bockhanger Library into Sure Steps Children Centre and Good Day programme.
- 5 Property Resources Management: Estates redesign & Re-procured Facilities Management contract.
- 6 Asset Management: Freehold disposal policy and Academy transfers.
- 7 Systems & Data: Online information initiative and Tech Forge.
- 8 Respond to Covid: Introduction of Hybrid working across the whole of KCC, support of staff, customers and businesses.

## 5 Aims of the Asset Strategy Management

This strategy will ensure that the KCC's assets are utilised efficiently and, where possible, collaboration will be undertaken with partners regarding the potential for shared use to ensure efficiencies can be realised to deliver KCC's statutory and essential services. Securing our short and medium-term position is crucial for effective future planning.

The key drivers for the new strategy relate to ensuring compliance, active lifecycle management, consolidation, income maximisation from commercial assets and embedding sustainability principles.

The focus will be to take a holistic approach to assets, enhance data and performance management to support evidence-based decision making.

KCC's focus will be to take a comprehensive approach to assets (owned, leased, and tenanted), which are for the purpose of KCC services (which may be commissioned) to ensure buildings maintain optimum use and benefits for the wider community and those that use them including residents, service users, partners and staff.

To ensure the successful delivery of the new AMS, there will be a required culture shift towards asset sharing, flexibility, and cross-service collaboration to make the most of resources available aligned to the principles in KCC's service, technology and people strategies. Stakeholder meetings have been instigated to ensure this can be achieved successfully and will continue as part of the review of the AMS.

Over the next 6 years there will be a transformation in how assets are managed, unpinned by accurate data, shared resources, environmental performance, and transparent evidenced decision-making regarding optimisation.

Effective asset management will be integral to long-term financial sustainability.

## KCC's mission statement for the AMS

“ To ensure that there is commitment to provide a sustainable estate of the right size and type to meet its operational business needs. The estate must be adaptable to change and be affordable and sustainable to cater for its services and users ”

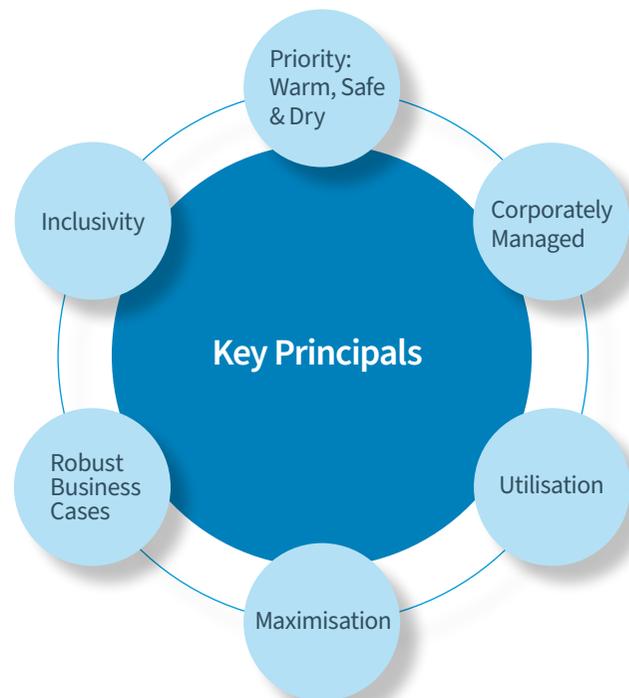
## This will be achieved through

- Asset data accuracy ensuring baseline data is regularly updated to ensure assets are adhering to current standards/regulations and performance ratings.
- KCC's holistic estate data will be evaluated in respect of its use; landlord responsibility; maintenance liabilities; income and expenditure; and potential for partnership to enable KCC's assets KPIs (Key Performance Indicators) to be measured through performance and outcomes.
- The strategy will be reviewed at key intervals to ensure that it continues to be aligned with KCC's core strategic and emerging objectives, and where required, amended to reflect these.



## 6 Key Principles that Underpin the AMS

These principles are designed to optimise asset management within KCC, emphasising efficiency, strategic utilisation, sustainability, and inclusivity.



**Priority: Warm, Safe and Dry** In the new AMS, the previous theme of 'Warm, Safe & Dry' has been repositioned to a key principle. This shift signifies the recognition of these elements as fundamental requirements for all operational assets. The principle ensures that all assets are safe for everyone interacting with them, including KCC staff, customers, visitors, and the public. This commitment to safety extends to both the interior and exterior of the buildings, reinforcing KCC's dedication to providing a warm, safe, and dry environment across its estate.



**Corporately Managed:** Assets are managed as a corporate landlord.



**Utilisation:** Asset utilisation must demonstrate the best value for money of its use.



**Maximisation:** Use of assets will be maximised through co-location of services.



**Robust Business Cases:** All asset-related decisions, including changes in property requirements, will require robust business cases. These cases must align with the principles and consider not only the initial investment but also ongoing and future costs.

Proposals that increase the building footprint or hinder carbon reduction must include carbon offsetting costs to prevent negative impacts on the 2030 carbon neutral target, which requires a 35% reduction in building footprint. The Directorate service project budget will accommodate these offsetting costs. Furthermore, any changes must be thoroughly understood, taking into account their impact on the carbon footprint and the budgets needed to meet the asset's future requirements.



**Inclusivity:** Inclusivity will be critical on all levels, from design concept and layout through to decision making, staff engagement and ongoing operational management.

# 7 Alignment of Drivers, Aims, Objectives, and Approach



## Alignment of Drivers, Aims, Objectives, and Approach:

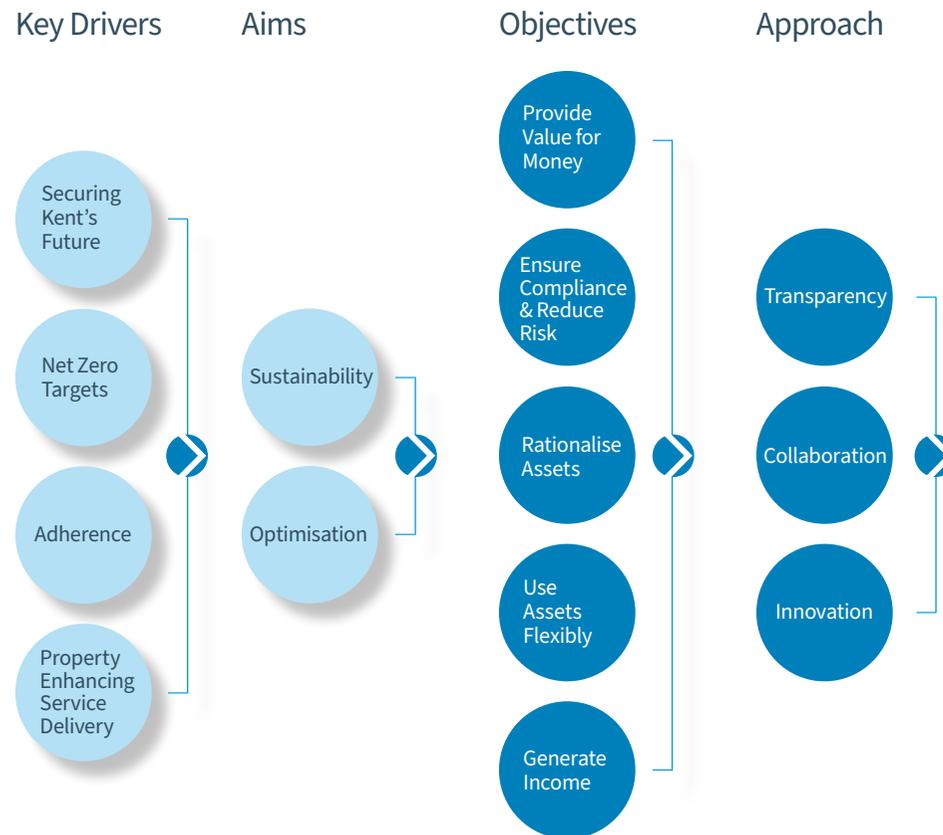
Ensuring alignment between our drivers, aims, objectives, and approach is crucial to the successful implementation of our AMS.

Our drivers inform our key aims, which in turn guide the development of our objectives.

Our approach is designed to effectively achieve these objectives, thereby fulfilling our key aims in response to our drivers.

This will require a culture shift towards asset sharing; flexibility; and cross-service and external collaboration.

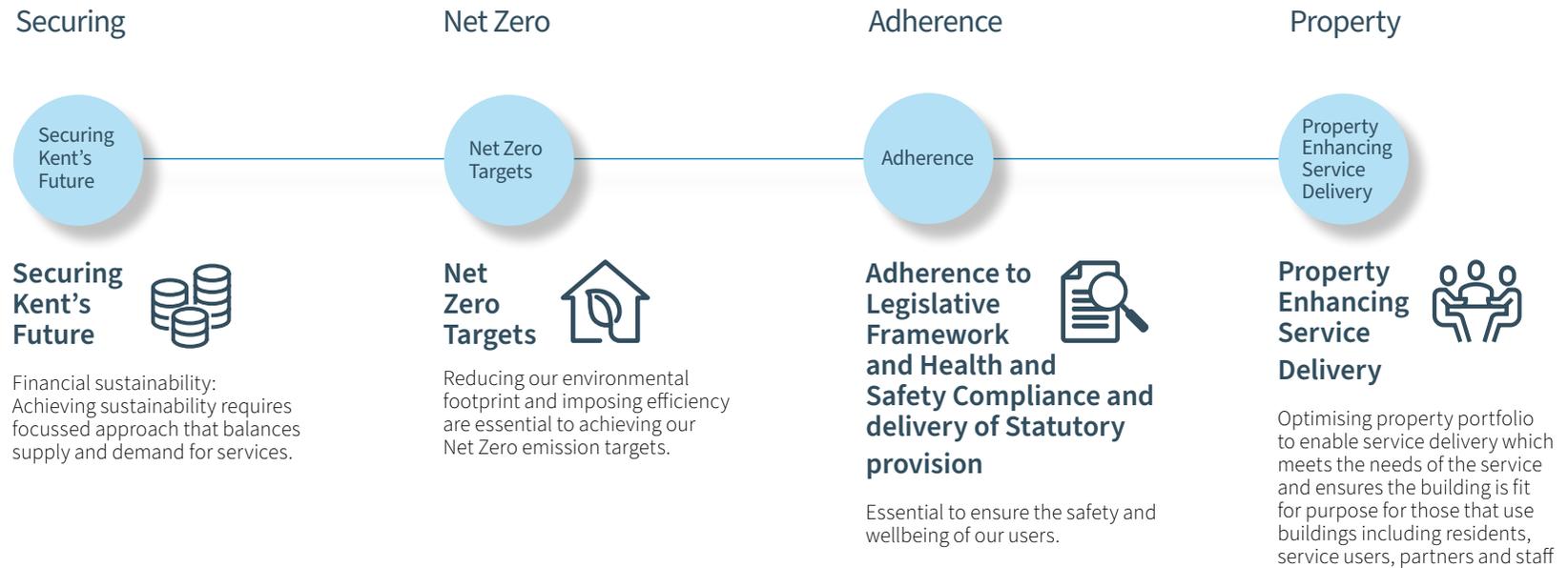
This will ensure best value, economies of scale, efficiencies and services which are fit for purpose in a positive and focused environment, which is critical to Securing Kent's Future.



# 8 Key Drivers of the AMS



## Key Drivers for the new strategy

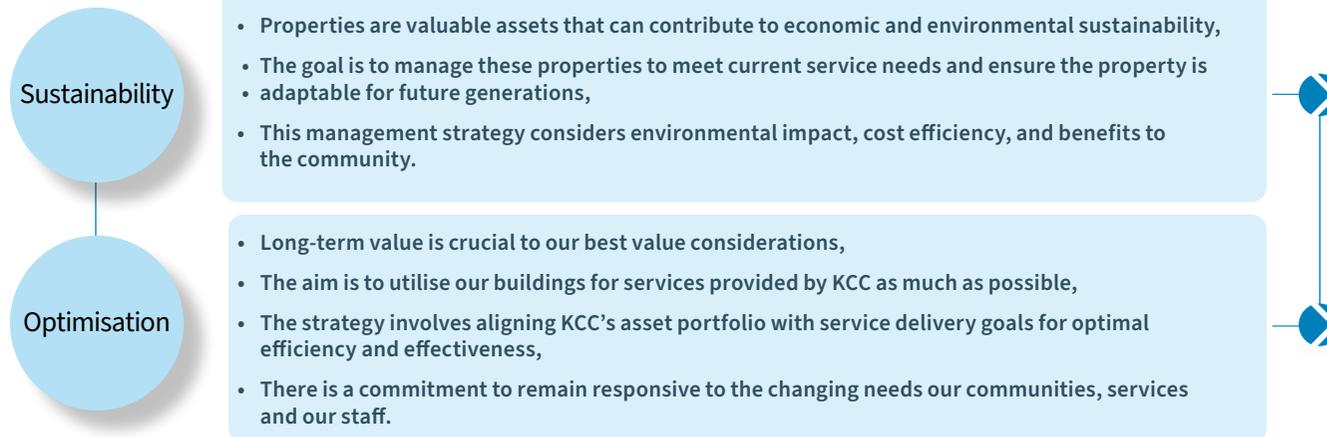


## 9 The Aims of the AMS



Within the approach the key enablers are having the right data, the right skills, the right reporting structures, the right capacity, and people in the right place, doing the right thing with access to robust data.

### Aims

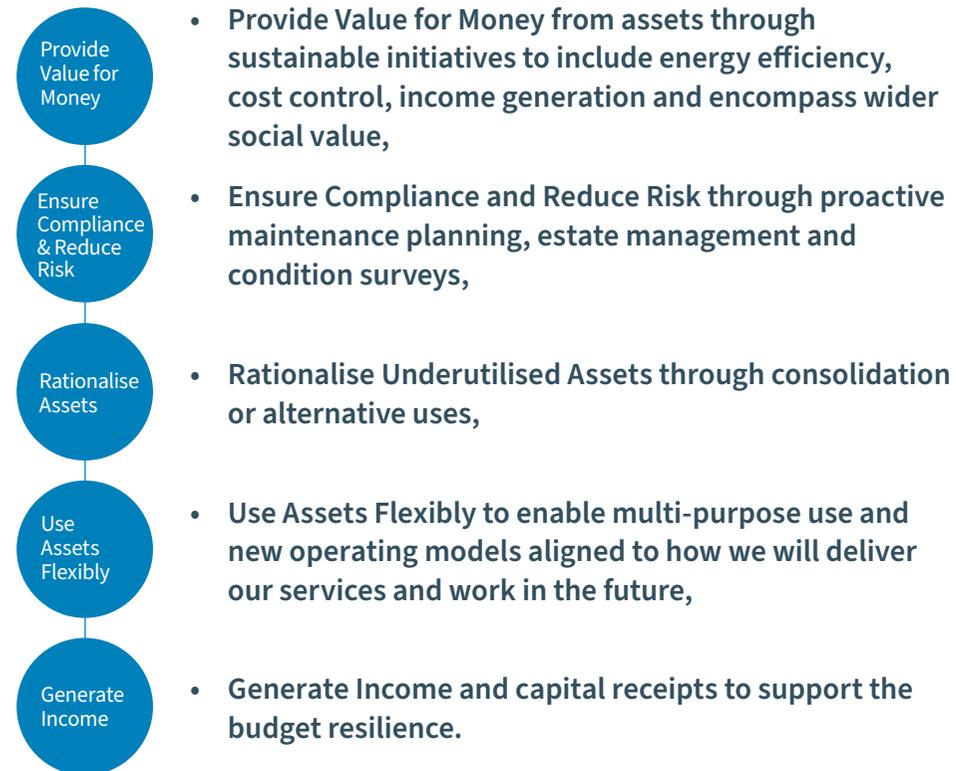


## 10 Strategic Objectives



KCC's strategic objectives will provide a holistic view by looking at both the aims and approach to ensure a comprehensive and forward-looking approach to asset management that aligns with its service delivery objectives and the broader goals of sustainability and innovation.

Developed through engagement sessions KCC developed five strategic objectives:



# Five Key Strategic Objectives: One

## What?

**1 Provide Value for Money from Assets through Sustainable Initiatives, Energy Efficiency, Cost Control, and Income Generation:**

### **Evidence-Based Decision Making:**

Accurate asset data will inform decisions regarding compliance, sustainability, and cost control,

### **Energy Efficiency Measures:**

Implement energy audits and sustainable practices to reduce emissions and operating costs,

**Whole-Life Cost Analysis:** Evaluate total cost of ownership to inform decision-making and information budget requirements.

## How?

- Ensure robust data on all assets,
- Establish protocols for regular review of asset performance against KPI's,
- Trial new technology to improve environmental efficiency and identify which solutions are worth investing in across the estate,
- Conduct Energy Audits: Carry out comprehensive energy audits across all facilities to identify areas of high energy consumption,
- Develop a framework for assessing the total cost of ownership that includes initial acquisition costs, operation costs, maintenance expenses, and disposal costs,
- Include non-financial factors such as environmental impact or social value in the whole-life cost analysis model,
- Ensure that findings from the whole-life cost analysis are aligned with AMS principles to inform budget allocations,
- Embed sustainability principles into asset management and meet sustainability goals and reduce environmental impact,
- Exploring reserve models to ensure available funding for proactive maintenance and going beyond DDA compliance.

## Key Performance Indicator Examples:

- Size and running cost of each portfolio,
- Number of assets with whole life-cycle plan,
- Number of technologies trailed and proposed to seek investment,
- Asset Utilisation,
- Total cost of maintaining assets,
- Asset Down-time,
- Disposal - receipt vs cost of disposal,
- Percentage of energy audits passed,
- A score based on non-financial impacts such as environmental or social value,
- Space used vs. total space available,
- Cost of running asset to KCC against budget,
- Measure energy consumption.

# Five Key Strategic Objectives: Two

## What?

### 2 Ensure Compliance and Reduce Risk Through Proactive Maintenance Planning, Estate Management and Condition Surveys:

**Robust Compliance Regime:** KCC will ensure assets comply with health and safety regulations. Regular inspections and maintenance schedules will maintain asset suitability,

**Life cycle Strategies:** Develop comprehensive life cycle management strategies based on accurate data. Prioritise maintenance and renewals,

**Estates Management:** Ensure properties support KCC's statutory services.

## How?

- Continuation to existing compliance reporting,
- Establish a routine of regular inspections to ensure that all assets comply with health and safety regulations,
- Ensure assets are legally compliant and fit for operational purposes to support service delivery,
- Create a comprehensive maintenance schedule for each asset. This schedule should include regular checks and necessary maintenance work to keep the asset in good condition and ensure its suitability,
- Develop a prioritised list of maintenance and renewal tasks. Assets that are critical to operations or have a higher risk of failure should be prioritised,
- Ensure that each property is being used in a way that supports KCC's statutory services,
- Conduct regular reviews to ensure that each property is being used effectively. If a property is not supporting KCC's services, consider alternative uses for the property,
- Warm, Safe and Dry Policy.

## Key Performance Indicator Examples:

- Percentage of assets that meet health and safety regulations,
- Percentage of estate with current life cycle condition survey,
- Percentage of maintenance activities completed on schedule,
- Measure of how effectively maintenance and renewals have been prioritised, which could be calculated based on the number of unexpected asset failures,
- The ratio of the total cost of asset maintenance to the value derived from the asset over its life cycle,
- Percentage of properties that support KCC's statutory services,
- Total cost of estate management relative to the value of the properties managed,
- Number of property usage reviews conducted per year,
- Number of safety incidents reported.

# Five Key Strategic Objectives: Three

## What?

### 3 Rationalise Underutilised Assets through consolidation or alternative uses:

**Utilisation Studies:** Identify underutilised assets through utilisation studies,

#### **Co-Location Opportunities:**

Explore co-location opportunities to consolidate assets while minimising liabilities,

**Effective investment:** Ensure when funding is available to invest in assets, either through developer contributions or grant funding, that the investment is supporting asset use efficiency and forward thinking.

## How?

- Definition of utilisation of each asset type,
- Regularly perform utilisation studies to identify underutilised assets. This could involve assessing the usage rates of different assets and identifying those that are not being fully utilised,
- Rationalise underutilised asset and consolidate estate by collaboration internally and with external stakeholders to identify co-location opportunities,
- A whole portfolio view of assets, recognising the capital employed and the potential value to KCC priorities from repurposing or disposal,
- Work closely with KCC regeneration team to identify investment opportunities including developer contributions, to maximise the long-term benefit of the funding,
- When funding is available, ensure it is invested in a way that supports asset use efficiency and forward thinking. This could involve investing in new technologies that increase asset efficiency or in training programs that help employees make better use of assets.

## Key Performance Indicator Examples:

- Percentage of assets identified as underutilised in the utilisation studies,
- The number of assets successfully consolidated through co-location,
- Percentage of investments that lead to improved asset use efficiency,
- Percentage of time that assets are in use compared to their total available time,
- Percentage of available space that is being effectively used after co-location,
- Reduction in liabilities, such as maintenance costs achieved through co-location,
- Return on investment for each asset investment. This could be measured in terms of increased efficiency, reduced costs, or other relevant metrics,
- The improvement in asset use efficiency achieved through investment.

# Five Key Strategic Objectives: Four

## What?

**4 Use Assets Flexibly to Enable New Operating Models aligned to how we will deliver our services and work in the future:**

**Multi-Purpose Design:** Design and manage assets for multi-purpose use, flexibility, and agility,

**Adapt Portfolio to Support the Changing needs in Service Delivery and staff wellbeing:** Support shifting service needs to outreach or digital models instead of permanent physical presence,

**Non-Public Facing Functions:** Develop models for shared spaces that accommodate non-public facing functions.

## How?

- Use assets flexibly to go further than co-location (where services have separately defined spaces in the same building) to include sharing of space by compatible services,
- Incorporate flexibility and agility into design and management of assets. This could involve designing spaces that can be easily reconfigured for different uses or investing in equipment that can perform multiple functions. Management of assets adapts as service needs change,
- Implement modular designs that allow for easy reconfiguration of spaces or equipment to serve different purposes as needed, either so spaces can have multiple uses or to enable service delivery to change,
- Engage in regular reviews of service delivery models and adapt the asset portfolio to support shifting service needs. This could involve moving towards outreach or digital models instead of maintaining a permanent physical presence,
- Develop models for shared spaces that can accommodate non-public facing functions. This could involve creating communal areas that can be used by multiple teams or departments.

## Key Performance Indicator Examples:

- Number of assets designed for multi-purpose use and the percentage of time these assets are utilised,
- Number of shared spaces created, and the percentage of back-of-house functions accommodated in these spaces,
- Reduction in dedicated non-public facing spaces, while maintaining employee satisfaction,
- Customer satisfaction for all, with additional questions for those that are shared service space,
- Number of building user group meetings,
- Employee satisfaction feedback on adaption of building management approaches to meet customer needs.

# Five Key Strategic Objectives: Five

## What?

### 5 Generate Income and Capital Receipts to support the Budget sustainability:

**Strategic Disposal:** Identify surplus assets and determine the best value disposal method,

**Effective Marketing:** Market properties effectively to achieve best consideration,

**Maximise Income from assets:** Actively manage commercial tenancies and explore sub-division opportunities.

## How?

- Manage property as a corporate resource,
- Explore asset development opportunities supporting growth, regeneration and encompass wider social value,
- Conduct regular audits to identify surplus assets that are no longer needed,
- Analyse different disposal methods to determine which will yield the best value and consider interim cost,
- Develop and implement marketing strategies tailored to the unique features and potential uses of each property,
- Regularly review commercial lease agreements and adjust rental rates as needed to reflect current market conditions,
- Consider dividing larger properties into smaller units that can be leased separately, potentially generating higher total rental income.

## Key Performance Indicator Examples:

- Number of surplus assets identified and disposed of; total income generated from asset disposal,
- Number of inquiries or bids received per property; total income generated from property sales or leases,
- Total rental income; occupancy rate; number of properties successfully subdivided,
- Ratio of the actual proceeds from the disposal of assets to the estimated market value of those assets,
- Ratio of inquiries or bids that result in a sale or lease. A higher rate indicates more effective marketing,
- Annual rental income from an asset as a percentage of its market value. A higher yield indicates more effective income maximisation,
- Ratio of performance of investment assets verses targeted return.

## 11 How we will Measure Performance

These approaches align with KCC's strategic objectives and contribute to long-term financial sustainability. The AMS will be a dynamic document, reviewed periodically to adapt to emerging priorities and objectives, and underpinned by asset management plans to determine service delivery and individual asset plans.

### How we will measure Performance:



Performance metrics will be established for each portfolio to measure performance and guide estate management decisions, against delivery of the five strategic objectives. These metrics and other relevant financial indicators, will provide a clear and measurable understanding of each portfolio's performance. Regular reviews of these metrics will ensure they remain relevant and reflective of our strategic objectives.



We will define the Key Performance Indicators (KPIs) as part of the Asset Management Plans for each sub-portfolio, so the KPI's are appropriate for each asset type. These KPIs will be SMART - Specific, Measurable, Achievable, Relevant, and Time-bound. They will include measures such as Net Running Cost Benchmarking, Rate of Utilisation of Spaces, Maintenance Costs, and Asset Down time. The KPIs will align with our overall business objectives and provide a clear picture of each asset's performance.



By establishing this baseline and defining our KPIs, we will be able to measure asset performance effectively and make informed decisions about asset management. This approach will ensure that our assets are managed strategically, with a focus on maximising value and minimising risk.

## 12 The Approach



### Approach



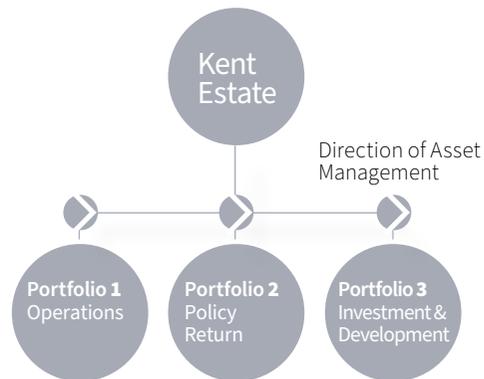
# 13 Realignment of the estate to facilitate the approach of the AMS

## Establishing a base line to measure asset performance

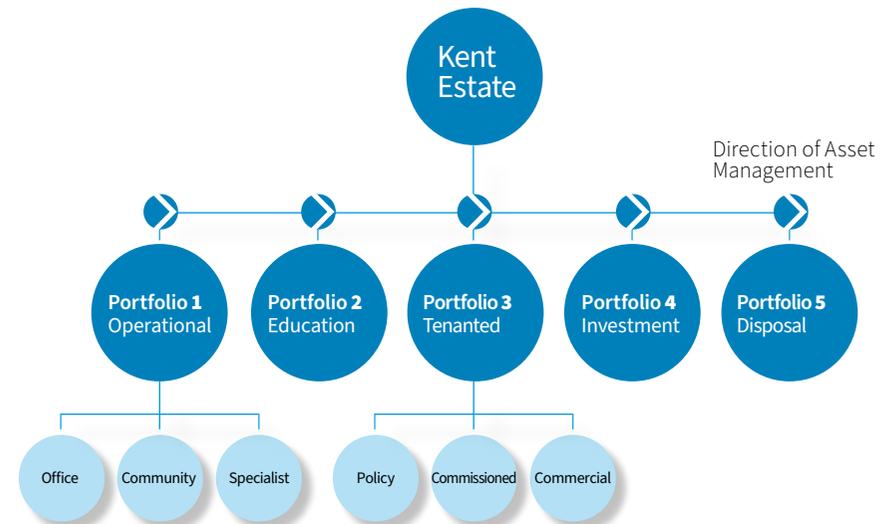
To effectively manage our assets and measure their performance, we will first re-define the baseline. This involves the updating of the portfolio classifications used in the previous AMS. Our assets will be classified based on their type: operational, education, tenanted, investment or disposal and then subcategorised by the use. This classification system will allow us to better understand our asset portfolio and identify areas for improvement or investment:

- **Portfolio 1 – Operational:** Assets which are used to deliver services and administration, divided into 3 subcategories.
- **Portfolio 2 – Education:** All educational related assets.
- **Portfolio 3 – Tenanted:** Assets occupied by non-KCC services and tenants, divided into 3 subcategories.
- **Portfolio 4 – Investment:** Assets held solely for the purposes of income generation.
- **Portfolio 5 – Disposal:** Assets declared surplus and used to raise a capital receipt.

The Estate from Previous AMS



The Realigned Estate for the New AMS



## 14 Effective Implementation of the AMS

Kent County Council is committed to implementing long-term, life cycle management strategies for its assets, shifting from a reactive to a proactive approach. The future estate will be flexible, multi-purpose, and directly support service provision needs. Stakeholder engagement will be key in demonstrating how assets can enable new operating models and service transformation.

The Asset Management Strategy will be central to decision-making, fostering a culture of continuous dialogue and understanding. Environmental principles will be embedded into asset strategies to drive towards KCC's net zero target by 2030. Robust asset data will enhance strategic planning and promote spending efficiencies.

Smart building technologies and intelligent management systems will be adopted for a comprehensive approach to estate management. Sites will be prioritised based on service users' requirements, focusing on positive outcomes for Kent's residents. Staff development and investment will be continued to provide a holistic service that embraces these technologies.

A dedicated reserve model for the corporate estate will be explored to cover ongoing maintenance requirements. Compliance with the Equality Act, including Disability Discrimination Act 1995 (DDA) requirements, will be ensured, with a proposal to allocate a dedicated budget for making buildings accessible to meet individual needs. This will involve re-prioritisation of the available funding.

### Business Continuity and Resilience Planning

The new AMS will link and work collaboratively with KCC's Business Continuity and Resilience Planning policies. Business Continuity Planning (BCP) is a process that helps us manage risks, allowing us to continue to deliver services to our customers in the event of a disruption, big or small, right through to recovery.

This is an important part of KCC's processes in ensuring business continuity, enabling services to continue to provide essential services and to recover other functions quickly.



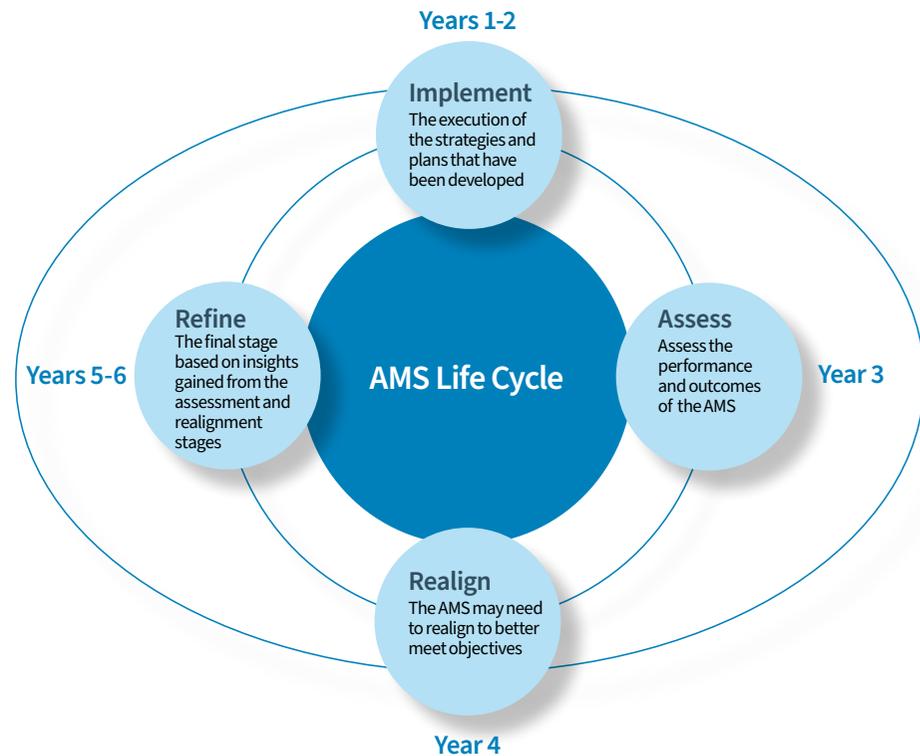
## 15 Implementation and Review

The AMS will be a live document, and progress against strategy objectives / KPI's and risks will be continually monitored and overseen by the KCC Infrastructure Business Assurance Team and monitored through the Council's risk management framework.

The Asset Management Strategy will be reviewed and refreshed through a four-part lifecycle approach that will assess and evaluate the success of the AMS that includes a mid-term review in 2027 to ensure any new emerging priorities / objectives are considered and this will be factored into any revision of the strategy.

It is important to note if the impact of the implementation of the Asset Management Strategy means a change in asset or service use, a further EqlA and DPIA would be required to be undertaken by the relevant Directorate service, in order to comply with governance.

The AMS Life Cycle: Implement, Assess, Realign, Refine



## Life cycle approach for the Asset Management Strategy (AMS)

**2025-2026 Implement:** This is the first stage where the AMS portfolio action plans and KPIs are developed and put into action. It involves the execution of the strategies and plans that have been developed. This first stage is to work on defining the accurate baseline data, this will enable the implementation of the long-term, life cycle management strategies, which will capture comprehensive life cycle information for all assets, enabling whole-life cost analysis to inform decision making. All property related decisions need to comply with Key Principles of the new AMS.

**2027 Assess:** Once the implementation stage is complete, the next step is to assess the performance of the assets. This involves monitoring and evaluating the assets using Key Performance Indicators (KPIs) to determine if they are meeting the expected outcomes. This stage is crucial for understanding the effectiveness of the AMS and identifying areas for improvement. This could include acquiring new assets, disposing of underutilised assets, or repurposing existing assets. The key focus in this stage is to ensure that the actions align with the strategic objectives of the AMS.

**2028 Realign:** Based on the assessment, the AMS may need to be realigned to better meet its objectives. This could involve adjusting the strategies or plans, changing the use of certain assets, or revising the KPIs. The goal of this stage is to ensure that the AMS remains relevant and effective in the face of changing circumstances.

**2029-30 Refine:** Once the implementation stage is complete, the next step is to assess the performance of the assets. This involves monitoring and evaluating the assets using Key Performance Indicators (KPIs) to determine if they are meeting expected outcomes. This stage is crucial for understanding the effectiveness of the AMS and identifying areas for improvement.



## 16 Outcomes of the Implementation of the AMS

The optimisation of our asset portfolio will maximise financial, social, and environmental value for Kent residents whilst contributing to organisational sustainability and aligning the portfolio to those that use our buildings including residents, service users, partners and staff.

### This will ensure

- Ensure assets are legally compliant, 'warm, safe & dry' and fit for operational purposes to support service delivery,
- Actively manage assets across their life cycle,
- Rationalise underutilised asset and consolidate the estate by collaboration internally and with external stakeholders to identify co-location opportunities,
- Generate capital receipts from surplus assets,
- Manage property as a corporate resource, as appropriate for each portfolio class,
- Maximise rental income from commercially tenanted assets,
- Advance service transformation through asset re-purposing,
- Use assets flexibly to go further than co-location (where services have separately defined spaces in the same building) to include sharing of space by compatible services,
- Explore asset development opportunities supporting growth, regeneration and encompass wider social value,
- Embed sustainability principles into asset management and meet sustainability goals and reduce environmental impact,
- As service needs evolve, asset management strategies adapt accordingly, ensuring a dynamic and responsive infrastructure.

## 17 Governance and Business Assurance

The new AMS will aim to ensure that Members, Directorates and all officers/staff adhere to the strategy through ensuring regular engagement between Infrastructure (through the Business Partner, Infrastructure Strategy and Stakeholder Engagement teams) to ensure all services are working in line with AMS and that all considerations are taken for any initiatives/projects that change their Property requirements.

This will be reinforced through relevant business cases being evaluated against the AMS and by all decisions across Infrastructure being underpinned by the aims and approaches set out in the AMS.

Although ultimately the AMS is governed by the Property Management Protocol (which forms part of the KCC constitution, as a framework for how KCC assets are governed), which must be adhered to by all.

The AMS will be a live document, and progress against strategic objectives / KPI's and risks will be continually monitored and overseen by the KCC Infrastructure Business Assurance Team and monitored through the Council's risk management framework.

The Asset Management Strategy will be reviewed and refreshed as part of a four-part life cycle approach that will assess and evaluate the success of the AMS that includes a mid-term review in 2027 to ensure any new emerging priorities / objectives are considered and this will be factored into any revision of the strategy.

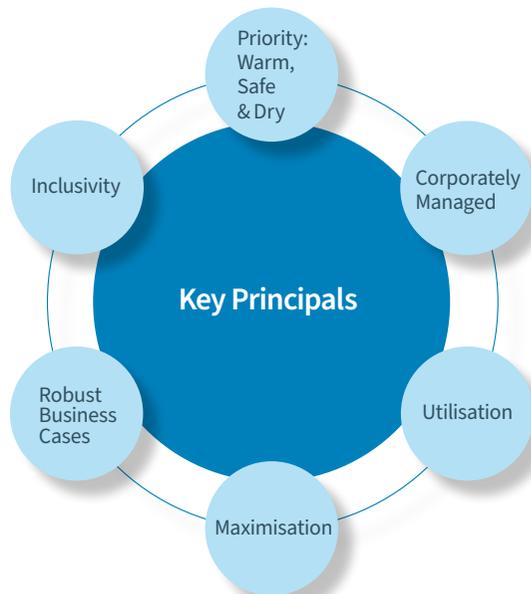
It is important to note if the impact of the implementation of the Asset Management Strategy means a change in asset or service use, a further EqIA and DPIA would be required to be undertaken by the relevant Directorate service, in order to comply with governance.

The Asset Strategy Management Strategy will cover the period from July 2024 – July 2030, after which a new strategy will be implemented to follow concurrently.

# 18 AMS Summary



## Key Principals



## Key Drivers



## Aims



## Objectives



## Approach



## KCC's mission statement for the AMS

“ To ensure that there is commitment to provide a sustainable estate of the right size and type to meet its operational business needs. The estate must be adaptable to change and be affordable and sustainable to cater for its services and users ”

Kent County Council

# Asset Management Strategy 2024-30

