

Corporate Asset Management Framework

2026 – 2029

South Oxfordshire and
Vale of White Horse District Councils



Listening Learning Leading



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Foreword

This is an important Framework that sets out our policies and strategies for managing council owned land and buildings in a way that helps deliver South Oxfordshire and Vale of White Horse District Councils' visions and objectives, aiming to deliver value for money, high quality facilities, services, development and spaces for our communities.

Our property portfolio supports everything we do, from delivering frontline services to providing housing, encouraging economic growth, environmental sustainability, and community wellbeing. This strategy ensures that our approach to property is proactive, data-driven and aligned with council visions and objectives.

This Framework sets out our policies and strategies to ensure council owned land and buildings enable collaborative working, reduce our carbon footprint, contribute to nature's recovery, deliver financial returns and unlock opportunities for regeneration and partnership. We will use our buildings and land to support local communities and create places that people are proud of and also create buildings where council staff have a safe, engaging environment to work in.

We are committed to transparency, accountability, and collaboration in the delivery of this Framework and through strong leadership, clear governance and by challenging our assets, we will ensure that our property decisions are robust, inclusive, and future-focused.



Executive Summary

South Oxfordshire (South) and Vale of White Horse (Vale) District Councils own a range of land and buildings for:

- operational purposes (delivering services);
- for community purposes;
- investment purposes (producing income and/or capital growth); and
- amenity land.

This Corporate Asset Management Framework (CAMF) sets out high-level policies and intermediate strategies for managing and use of council owned land and buildings.

Their aim is to support the delivery of South and Vale district councils' visions and objectives set out in their Council Plans. The high-level policies are guiding principles establishing the approach for managing our land and buildings. The intermediate strategies inform and support how the councils will manage our land and buildings. These policies and strategies are key to decision-making for what we do with our land and buildings.

The CAMF also sets out details for ensuring our assets are fit for purpose through:

- governance in making decisions for using and disposing of our land and buildings and where necessary, acquiring land and buildings; and
- an asset challenge process for reviewing our land and buildings and to be used to inform decisions.



Timeline for implementation and next steps



This CAMF is planned to cover the period from its adoption until the end of 2029 when it will be fully reviewed to ensure it is up to date and aligned with South and Vale visions and objectives, or those of any successor council following planned Local Government Reorganisation.

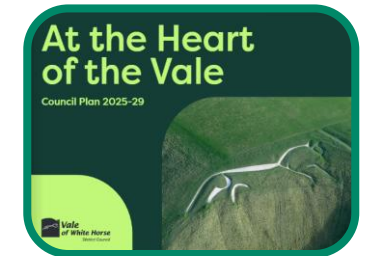
Purpose of the Corporate Asset Management Framework

A Corporate Landlord Model is being implemented by South and Vale District Councils. This follows the Development and Corporate Landlord service restructure on 1 April 2025. As a result, a central team will act as the landlord and has direct responsibility for budgets, asset plans, the management and maintenance of council land and buildings, with the council team delivering the services acting as the tenant.

Production of a CAMF is a key element of the Strategic Asset Management function of the Corporate Landlord Model. This CAMF addresses council owned land and buildings only. Therefore, any reference to 'council land and buildings', 'council assets', 'our land and buildings' or 'assets' in this document refers to South and Vale council owned land and buildings (freehold and leasehold), plus any buildings which are operated under a Joint Use Agreement.

The Council Plans

This CAMF supports the delivery of the visions and objectives which are detailed in the Council Plans 2025 - 2029; South's "The Way Ahead" and Vale's "At the Heart of the Vale". The council visions are on the next pages.



A joint CAMF for South and Vale councils

This is a joint CAMF setting out the overall policy direction and strategies for the management of the councils' assets. It ensures strong links with the delivery of South and Vale council visions and objectives. It also needs to be read alongside the plans and strategies at Appendix 1. The councils' land and buildings are a key resource in delivering and supporting services delivered by the councils. Each council asset has a separate purpose whether operational, income producing, regeneration or a community-based service. This CAMF sets out measures for delivering council visions through a strategic framework considering the use of council owned land and buildings for service delivery, property rationalisation, development, regeneration, growth and investment.

“The Way Ahead for South Oxfordshire: “building a sustainable, inclusive and prosperous future”

“Our vision for South Oxfordshire is to build on our past successes and lead the way in creating a vibrant, resilient, and inclusive district. We are committed to bold local action on tackling and adapting to climate change, fostering community wellbeing, restoring nature, and promoting sustainable development. We aspire to create a greener, fairer, and prosperous community where all residents enjoy a high quality of life, equitable access to resources, and robust support systems. To do this we commit to working together with all sections of our local community to encourage innovation, champion inclusivity, and to build a sustainable future for generations to come.”

Action on climate change and nature recovery:

Leading in building climate resilient communities, reducing carbon emissions and restoring our natural environment.



Participation, accessibility, and accountability:

Ensuring robust governance, transparency, and equitable access to council services.



Financial stability and innovative transformation:

Continuous innovation and responsible investment to achieve financial stability.



Homes and infrastructure that meet local needs:

Meeting local housing needs through sustainable development that is supported by appropriate infrastructure, protects green spaces, and mitigates the effects of climate change.



Thriving, healthy, and inclusive communities:

Nurturing healthy, safe, and resilient communities in our rural and urban areas while being responsive to the impact of national changes on local need. Championing local businesses, local food production and a thriving, sustainable local economy and fostering community cohesion and inclusion.



At the Heart of the Vale: “For Vale of White Horse to be a vibrant and sustainable district where residents, communities, and businesses thrive.”

“Placing climate action and nature recovery at the heart of everything we do, we will support our businesses and communities to adapt to the impacts of climate change and foster climate resilience. We will focus on delivering the homes people need, prioritising affordability and high-quality, sustainable development, while working with partners to enhance or provide infrastructure which integrates seamlessly with existing communities. In collaboration with key partners, our local services will promote community resilience and public health, champion inclusivity, and deliver value for money. Our district will be a place that people of all ages are proud to live, work, learn, and play in, where visitors are met with a warm welcome.”

Action on climate change and nature recovery:

Protecting and enhancing our environment, building resilience and adapting to the effects of climate change, and leading the district to net zero.



Promoting healthy, sustainable, and inclusive communities:

Building vibrant, inclusive, and resilient communities where all residents can lead healthy and fulfilling lives.



Providing the homes and infrastructure people need:

Supporting access to high-quality, affordable housing and essential infrastructure that meets local needs and supports wellbeing.



Financial stability and innovative transformation:

Continuous innovation and responsible investment to achieve financial stability and ensure equitable access to services.



Financial stability

Implementing the Corporate Landlord Model requires use of our land and buildings to be fully integrated into service and resource planning. Through the Corporate Landlord Model there will be central control and monitoring of budgets.

Revenue budgets relating to expenditure on property should be transferred from the services to the Development and Corporate Landlord budget where appropriate. This enables visibility of costs and effective management by the property and facilities experts. The CAMF provides opportunities to manage our assets in a way that achieves value for money including potential to deliver income which may benefit the councils' medium term financial plans.

Allocation of repairs and maintenance budgets should be:

- Based on an understanding of the whole picture;
- Linked to prioritisation of need; and
- Linked to future asset use through Asset Management Planning.

Capital should be managed and programmed corporately with prioritisation of council visions and objectives, through to service aims and objectives.



Our Portfolio

The councils currently own, lease and manage some 737 buildings and areas of land that are diverse in their nature and use (South 254 assets and Vale 483 assets). Our portfolio is split by:

Operational portfolio

Corporate assets and land and buildings delivering services to residents. E.g. housing, leisure centres, car parks, public parks/play areas, private roads and paths, public toilets, arts centres, council office.

Investment portfolio

Income producing assets/long leases and assets held for capital appreciation. E.g. offices, industrial premises, retail.

Community portfolio

Land and buildings most of which are leased out for community purposes. E.g. community centres, sports clubs, allotments.

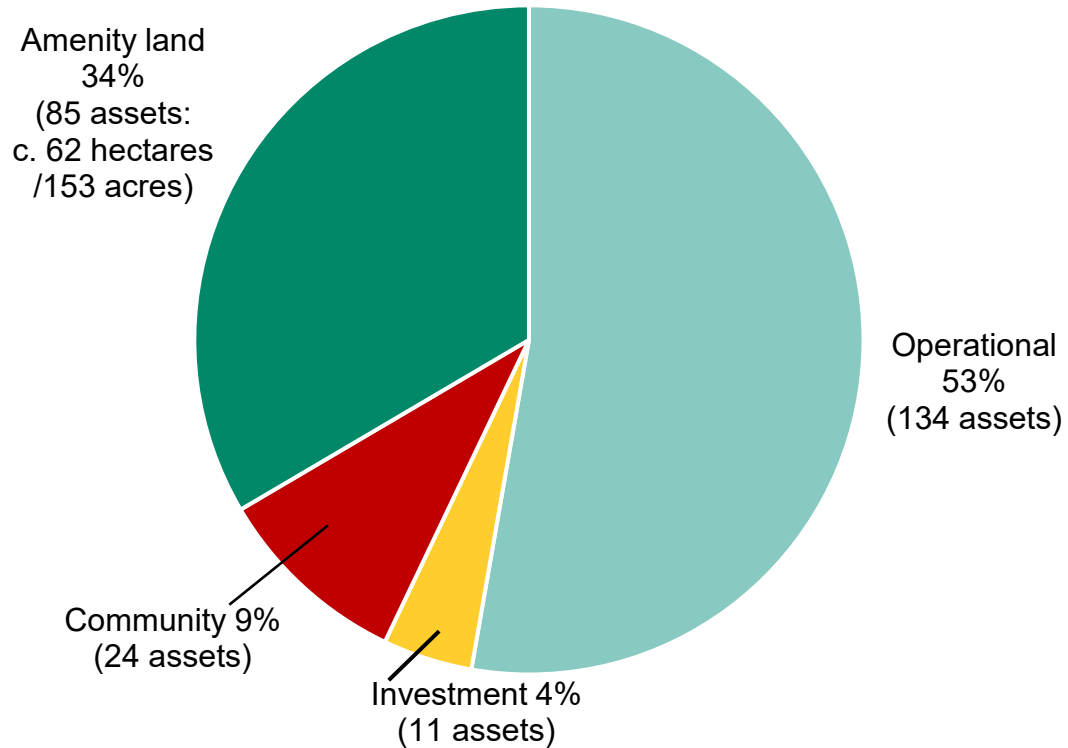
Amenity land portfolio

For example, countryside sites, nature reserves, open spaces and roadside verges.

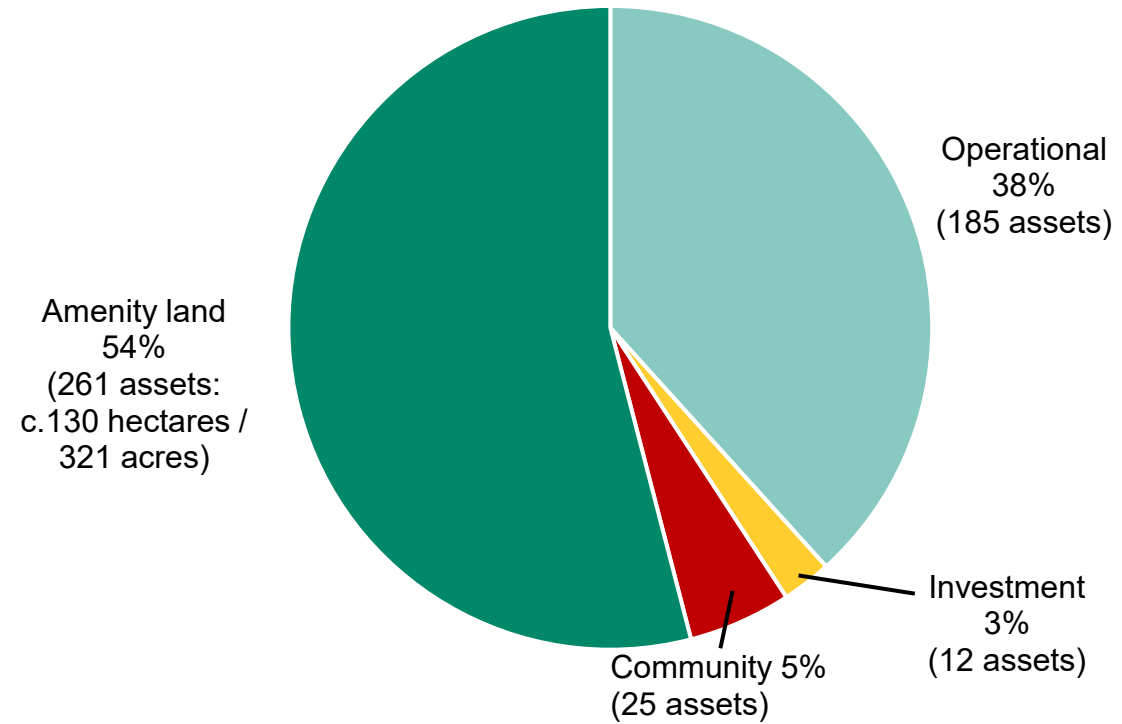
Some of our assets are leased by third parties and whilst not within the direct control of the council, these assets are forecast to produce income of circa £1.4 million per annum for South and circa £550,000 per annum for Vale in 2026/27.

The charts below illustrate the split of the portfolio based on the number of assets held by the councils. ¹

South



Vale



¹ Figures correct as of 31 March 2026

Asset Management Policy

The policies set out in this CAMF are high-level guiding principles. They provide a clear approach by which the councils aim to manage their land and buildings in response to council visions and objectives set out in the Council Plans.

Key drivers for change and areas of focus

By 2029, the councils aim to have made significant progress towards achieving carbon emission reductions with targets of becoming net zero in their operations by 2030 and the districts to be on track to becoming net zero by 2045. The councils want residents to be able to live healthy lives, supported by inclusive and accessible facilities and green spaces. We want residents to embrace differences and create cohesive, empowered and adaptive communities that can recover from unforeseen and challenging events. Natural habitats will help provide safe havens for wildlife and enhance biodiversity. We need to achieve these ambitions whilst being financially resilient.

In managing our assets, the objectives of delivering for the community whilst ensuring financial resilience may conflict. The councils must balance the need to maximise capital receipts or income from their assets to fund the delivery of services to benefit the community or improvements in land and buildings. Consideration will be given to all the costs and benefits to the wider community, both financially, socially and environmentally, and having regard to the relevant statutory obligations, particularly obtaining 'best consideration' in accordance with section 123 of the Local Government Act 1972 and The General Disposal Consent (England) 2003 which takes account of economic, social and environmental well-being.



Asset Management Strategy

To deliver the asset management policies above, the following intermediate strategies have been developed with each relating to key topics set out in the Council Plans and detailed above. The strategies will inform and support the way in which the councils will manage our land and buildings. They are key to decision making in the management and use of our land and buildings.

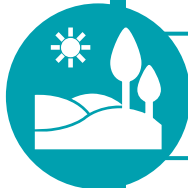


Policies

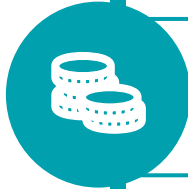
Considering the councils' visions and objectives, the drivers for change and engagement with council service teams, the following high-level asset management policies have been formed:



Implement the councils' vision for a Corporate Landlord Model to manage, operate and maintain our land and buildings, and ensure a transparent governance process.



Optimise opportunities on our land and buildings to meet our targets for reducing carbon emissions to net zero and delivering biodiversity enhancements.



Ensure our land and buildings are used effectively and efficiently to deliver service requirements, generate income, reduce operational costs where possible and minimise risk.



Use our land and buildings to promote active, healthy and skilled residents to aid sustainable and inclusive local communities.



Use our land and buildings to assist in providing the right property in the right place to meet our identified housing needs and supporting infrastructure.



Facilitate equitable access to our land and buildings by being well designed and in the most suitable location to meet current council service needs and support future service delivery.



Policy - Implement the councils' vision for a Corporate Landlord Model to manage, operate and maintain our land and buildings and ensure a transparent governance process.

Strategies

- Create a sustainable, efficient, and innovative property portfolio that seeks to maximise value, enhance performance and support organisational success.
- Manage land and building projects with expertise, efficiency, affordability, and alignment to corporate priorities.
- Deliver consistent, best practice estates management across council owned land and building portfolios, enabling services to focus on outcomes while property is planned, operated and transacted efficiently and transparently.
- Ensure safe and compliant facilities management and operation of council owned land and buildings through expert guidance, streamlined processes and accountability.
- Deliver facilities management that creates safe, efficient, engaging and sustainable workplaces, optimising resources, enhancing user experience, and driving continuous improvement across all council owned land and buildings.
- Hold assets that meet council objectives for operational, socio-economic or investment purposes.
- Establish clear governance for a rolling asset challenge review programme.
- Create a clear governance structure to effectively and transparently manage council owned land and buildings.



Policy - Optimise opportunities on our land and buildings to meet our targets for reducing carbon emissions to net zero and delivering biodiversity enhancements.

Strategies

- Review opportunities to maximise and deliver renewable energy installations on council owned land and buildings.
- Review, identify and seek funding opportunities for energy efficiency improvements and reduce the carbon footprint within our existing and future buildings.
- Ensure that any new assets optimise sustainability.
- Review land assets to identify opportunities to deliver nature recovery including tree planting.
- Review parks and open space maintenance operations and equipment to identify measures to reduce carbon emissions and deliver nature recovery.
- Identify and support opportunities to help reduce flood risks and implement nature-based solutions and natural flood management where practicable.
- Encourage responsible environmental performance by our suppliers, contractors and in agreements with community organisations.



Policy - Ensure our land and buildings are used effectively and efficiently to deliver service requirements, generate income, reduce operational costs where possible and minimise risk.

Strategies

- Regularly review the contribution of council owned land and buildings to the delivery of council objectives.
- Maximise use and value (both financial and social) of council owned land and buildings.
- Ensure revenue from the estate is maximised where possible through the robust negotiation of land and property transactions.
- Minimise costs of holding vacant properties whilst ensuring capital receipts are maximised from surplus property sales.
- Undertake proactive management of the tenanted property portfolios.
- Develop a property works prioritisation methodology that enables projects to be allocated appropriately in support of the Council Plans.
- Put in place a planned preventative maintenance programme for council owned land and buildings to assist with medium term financial planning.
- Manage and maintain council owned land and buildings within budget constraints.
- Explore external funding opportunities.
- Ensure all assets are managed in accordance with relevant council policies and strategies.



Policy - Use our land and buildings to promote active, healthy and skilled residents to aid sustainable and inclusive local communities.

Strategies

- Where possible use the assets that we control to benefit the local environment, creating an attractive place to use, visit, live or undertake business.
- Consider opportunities to support local businesses and voluntary sector organisations through innovative and ambitious use of council owned land and buildings.
- Focus on social impact and leveraging the role of council owned land and buildings and activities in supporting community resilience.
- Consider opportunities to support health and well-being through use of the councils' community, cultural, recreational and sporting assets.
- Work with partners to identify and support the delivery of infrastructure (including health and community facilities) on council owned land.



Policy - Use our land and buildings to assist in providing the right property in the right place to meet our identified housing needs and supporting infrastructure.

Strategies

- Effectively manage our existing housing stock and mobile home parks.
- Consider current and future local need in providing good quality new homes on council owned land.
- Consider opportunities for delivery of different types of housing on council owned land including affordable housing on new build developments, and new mobile home pitches as part of the existing sites.
- Where appropriate, consider opportunities for council or community led housing initiatives using council owned land.
- Consider opportunities to plan for reduced carbon emissions in new housing developments on council owned land.
- Where justified, provide opportunities to deliver supporting infrastructure and community facilities.



Policy - Facilitate equitable access to our land and buildings by being well designed and in the most suitable location to meet current council service needs and support future service delivery.

Strategies

- Identify the current and future needs of our services to understand how access to council owned land and buildings is required to support service delivery.
- Consider opportunities to provide more accessible and inclusive facilities, services and spaces as part of council owned buildings, making sure they are available in appropriate locations to improve accessibility and inclusivity.

Governance and decision making

“Managing property assets requires co-ordination with all parts of an organisation. It is strategic and business led and requires the co-operation of the whole organisation to be successful in order that the most effective space is delivered”. (Quote from the RICS Public Sector Asset Management guidelines).

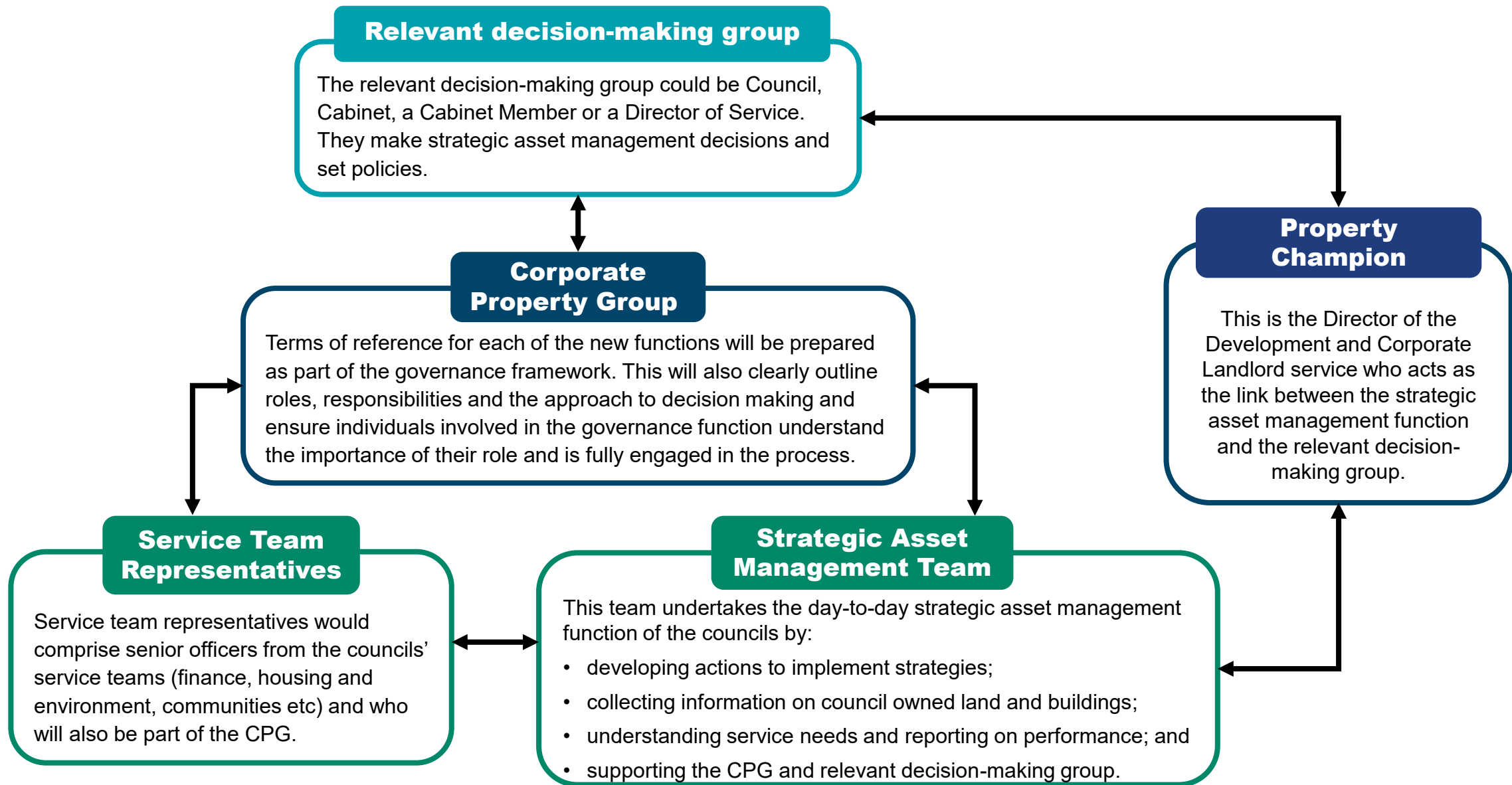
Robust governance arrangements are necessary to oversee progress with identified projects and respond to opportunities as they arise.

South and Vale Councils and Cabinets are key democratic decision-making bodies. South and Vale have a joint Constitution which details the scheme of delegation of decisions to senior officers.

As part of the implementation of the Corporate Landlord Model, it is proposed that a Corporate Property Group (CPG) is set up which will include senior officers from across the South and Vale council service areas. The CPG will drive and co-ordinate the councils’ asset management vision, moderate between competing priorities and make recommendations to the relevant decision-making group in accordance with the joint Constitution. The diagram below shows the links between the groups, and the text below each group, describes their functions.



Governance Diagram ¹



¹ Diagram source - CIPFA / ACES - Diploma in Public Sector Asset Management 2025

The Asset Challenge

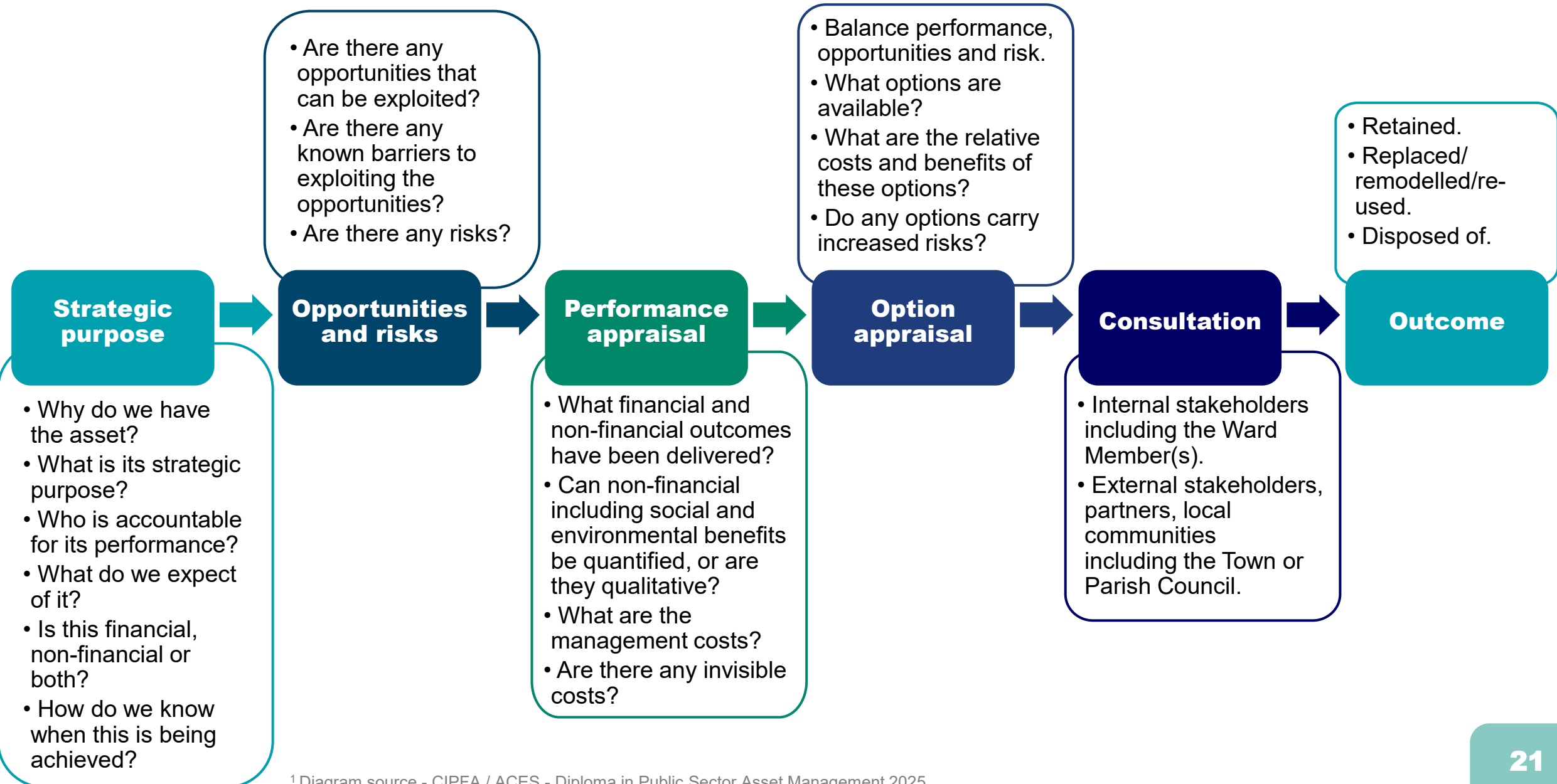
Asset Challenge means we will review all our land and buildings portfolio on a continuous rolling programme. This ensures only those assets that are needed are retained. The ultimate aims of Asset Challenge are to:

- Reduce costs;
- Identify assets that should be retained for use and/or invested in; and
- Identify those that are surplus to requirements and can be disposed of.

To do this, each asset is assessed using a step-by-step challenge process as shown on the next page, ensuring that every asset has been tested against a common set of criteria. In decision making, the social and environmental benefits of an asset are an important consideration.



Our proposed outline challenge process ¹



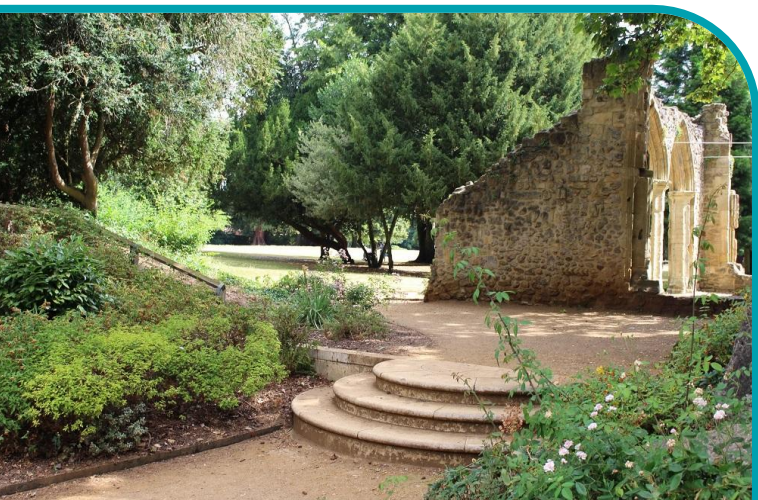
¹ Diagram source - CIPFA / ACES - Diploma in Public Sector Asset Management 2025

Conclusion

The aim of this CAMF is to support implementation of the Corporate Landlord Model and ensure the South and Vale councils have clear high-level policies and intermediate strategies when read in conjunction with the plans and strategies listed in Appendix 1, for managing council owned land and buildings.

In moving forward this will ensure that the councils have a fit for purpose portfolio of land and buildings capable of delivering and meeting the needs of the services it delivers, meeting council visions and objectives whilst providing best value economically, socially and environmentally.

The CAMF covers the period from adoption until the end of 2029 following which it will be reviewed. With Local Government Reorganisation on the horizon and a 'shadow council' potentially due to be formed in 2027, it is possible the CAMF will be reviewed before 2029 to ensure it aligns with a future authority's visions. The fact our councils have implemented a Corporate Landlord Model is an advantage as we move forward into a new unitary authority, but there would be additional strength associated with the Corporate Landlord Model with this CAMF in place.



Appendix 1. Council plans and strategies

South Oxfordshire Council Plan 2025 - 2029

Vale of White Horse Council Plan 2025 - 2029

South Oxfordshire and Vale of White Horse Housing Delivery Strategy 2022-24

Homelessness and Rough Sleeping Strategy 2025-2028 (South and Vale)

South and Vale Nature and Climate Action Plan

South Oxfordshire Riverside Meadows Site Management Plan 2020-2025

South Oxfordshire Wallingford Castle Meadows Site Management Plan 2019-2024

South Oxfordshire Mowbray Fields Site Management Plan 2020-2025

South Oxfordshire Local Plan 2035

Vale of White Horse Local Plan 2031 Parts 1 and 2

South Oxfordshire Playing Pitch Strategy 2023-2041

South Oxfordshire Leisure Facilities Assessment and Strategy 2023-2041

Vale of White Horse Playing Pitch Strategy 2023-2041

Vale of White Horse Leisure Facilities Assessment and Strategy 2023-2041

South Oxfordshire Arts Centre Action Plan

Vale of White Horse Arts Centre Action Plan

South Oxfordshire Capital Strategy 2026/27 to 2035/36

South Oxfordshire Treasury Management and Investment Strategy 2026/27

South Oxfordshire Revenue Budget 2026/27

Vale of White Horse Capital Strategy 2026/27 to 2035/36

Vale of White Horse Treasury Management and Investment Strategy 2026/27

Vale of White Horse Revenue Budget 2026/27

South Oxfordshire and Vale of White Horse Waste Resources and Street Cleaning Strategy 2024

South Oxfordshire and Vale of White Horse Waste and Street Cleansing Vehicle Procurement Strategy

Central Abingdon Regeneration Framework (Vale)

Didcot Garden Town Delivery Plan (South and Vale)

Berinsfield Garden Village Delivery Plan (South)

Dalton Barracks, Abingdon Garden Village Delivery Plan (Vale)

Appendix 2. Glossary

ACES	The Association of Chief Estates Surveyors and Property Managers in the Public Sector.
CIPFA	The Chartered Institute of Public Finance and Accountancy
CAMF	Corporate Asset Management Framework (CAMF) this document, the Framework, that comprises the high-level policies and intermediate strategies.
Corporate Landlord Model	A centralised team with direct responsibility for budgets, asset plans and the management and maintenance of council owned land and buildings for the district councils' services using the land and buildings.
Council owned land and buildings - portfolio	South Oxfordshire and Vale of White Horse District Council owned land and buildings (freehold and leasehold), plus any buildings which are operated under a Joint Use Agreement.
Council Plans	Documents setting out South Oxfordshire and Vale of White Horse District Councils' visions and objectives and what they are seeking to achieve in the period 2025 to 2029. There are two Council Plans with one for South Oxfordshire called "The Way Ahead" and one for the Vale of White Horse called "At the Heart of the Vale".
Development and Corporate Landlord	Includes the district councils' service teams responsible for managing and maintaining council owned land and buildings.
LGR	Local Government Reorganisation (LGR). Central Government proposals to reorganise local government in England which will end the current two-tier system of for example, district councils and a county council and replace it with unitary councils.
Financial quarters 1, 2, 3 and 4	The periods 1 April to 30 June, 1 July to 30 September and 1 October to 31 December and 1 January to 31 March.
RICS	Royal Institution of Chartered Surveyors
Strategic Asset Management	Activity of aligning property assets with the strategic aims and direction of the councils and adding both financial and non-financial value to the councils as a result.

Get in touch

The Strategic Asset Management Team can be contacted via email at property@southandvale.gov.uk

Please do not hesitate to contact a member of the Strategic Asset Management Team if you would like this framework in an alternative format. These include large print, braille, audio, email, easy read and other languages.