



Delegated Decisions by Cabinet Member for Finance, Property and Transformation

***Friday, 12 December 2025 at 2.00 pm
Online***

If you wish to view proceedings, please click on this [Live Stream Link](#).
However, that will not allow you to participate in the meeting.

Items for Decision

The items for decision under individual Cabinet Members' delegated powers are listed overleaf, with indicative timings, and the related reports are attached. Decisions taken will become effective at the end of the working day on 17 December 2026 unless called in by that date for review by the appropriate Scrutiny Committee.

Copies of the reports are circulated (by e-mail) to all members of the County Council.

These proceedings are open to the public

Martin Reeves
Chief Executive

December 2025

Committee Officer:

Email:

committeesdemocraticservices@oxfordshire.gov.uk

Note: Date of next meeting: 9 January 2026

If you have any special requirements (such as a large print version of these papers or special access facilities) please contact the officer named on the front page, but please give as much notice as possible before the meeting.

Items for Decision

1. Declarations of Interest

See guidance below.

2. Questions from County Councillors

Any county councillor may, by giving notice to the Proper Officer by 9 am three working days before the meeting, ask a question on an item on the agenda.

The number of questions which may be asked by any councillor at any one meeting is limited to two (or one question with notice and a supplementary question at the meeting) and the time for questions will be limited to 30 minutes in total. As with questions at Council, any questions which remain unanswered at the end of this item will receive a written response.

Questions submitted prior to the agenda being despatched are shown below and will be the subject of a response from the appropriate Cabinet Member or such other councillor or officer as is determined by the Cabinet Member, and shall not be the subject of further debate at this meeting. Questions received after the despatch of the agenda, but before the deadline, will be shown on the Schedule of Addenda circulated at the meeting, together with any written response which is available at that time.

3. Petitions and Public Address

Members of the public who wish to speak on an item on the agenda at this meeting, or present a petition, can attend the meeting in person or 'virtually' through an online connection.

Requests to present a petition must be submitted no later than 9am ten working days before the meeting.

Requests to speak must be submitted no later than 9am three working days before the meeting.

Requests should be submitted to committeesdemocraticservices@oxfordshire.gov.uk

If you are speaking 'virtually', you may submit a written statement of your presentation to ensure that if the technology fails, then your views can still be taken into account. A written copy of your statement can be provided no later than 9am on the day of the meeting. Written submissions should be no longer than 1 A4 sheet.

EXEMPT ITEM

In the event that any Member or Officer wishes to discuss the information set out in the appendix to Agenda Item 4, the Committee will be invited to resolve to exclude the public for the consideration of the appendix by passing a resolution in the following terms:

"that the public be excluded during the consideration of the appendix since it is likely that if they were present during that discussion there would be a disclosure of "exempt"

information as described in Part I of Schedule 12A to the Local Government Act, 1972 and specified below the item in the Agenda".

NOTE: The report does not contain exempt information and is available to the public

THE APPENDIX TO THE ITEM NAMED HAS NOT BEEN MADE PUBLIC AND SHOULD BE REGARDED AS 'CONFIDENTIAL' BY MEMBERS AND OFFICERS ENTITLED TO RECEIVE THEM.

4. Leasehold Acquisition of Warehouse (Pages 1 - 6)

Cabinet Member: Finance, Property & Transformation

Forward Plan Ref: 2025/261

Contact: Henry White, Operational Manager - Assets and Investment,
Henry.White@Oxfordshire.gov.uk

Report by the Director of Property and Assets..

To lease a warehouse required for the Integrated Community Equipment Service.

The information in this case is exempt in that it falls within the following prescribed categories:

3. Information relating to the financial or business affairs of any particular person (including the authority holding that information)

and since it is considered that, in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

The appendix containing exempt information under the above paragraph is attached.

The Cabinet Member is RECOMMENDED to:

- a) Approve option 1 in Appendix 1 for the leasehold acquisition of a warehouse in Bicester for use by Adult Social Service and their contractor for the Integrated Community Equipment Service (ICES).**

Councillors declaring interests

General duty

You must declare any disclosable pecuniary interests when the meeting reaches the item on the agenda headed 'Declarations of Interest' or as soon as it becomes apparent to you.

What is a disclosable pecuniary interest?

Disclosable pecuniary interests relate to your employment; sponsorship (i.e. payment for expenses incurred by you in carrying out your duties as a councillor or towards your election expenses); contracts; land in the Council's area; licenses for land in the Council's area; corporate tenancies; and securities. These declarations must be recorded in each councillor's Register of Interests which is publicly available on the Council's website.

Disclosable pecuniary interests that must be declared are not only those of the member her or himself but also those member's spouse, civil partner or person they are living with as husband or wife or as if they were civil partners.

Declaring an interest

Where any matter disclosed in your Register of Interests is being considered at a meeting, you must declare that you have an interest. You should also disclose the nature as well as the existence of the interest. If you have a disclosable pecuniary interest, after having declared it at the meeting you must not participate in discussion or voting on the item and must withdraw from the meeting whilst the matter is discussed.

Members' Code of Conduct and public perception

Even if you do not have a disclosable pecuniary interest in a matter, the Members' Code of Conduct says that a member 'must serve only the public interest and must never improperly confer an advantage or disadvantage on any person including yourself' and that 'you must not place yourself in situations where your honesty and integrity may be questioned'.

Members Code – Other registrable interests

Where a matter arises at a meeting which directly relates to the financial interest or wellbeing of one of your other registerable interests then you must declare an interest. You must not participate in discussion or voting on the item and you must withdraw from the meeting whilst the matter is discussed.

Wellbeing can be described as a condition of contentedness, healthiness and happiness; anything that could be said to affect a person's quality of life, either positively or negatively, is likely to affect their wellbeing.

Other registrable interests include:

- a) Any unpaid directorships

- b) Any body of which you are a member or are in a position of general control or management and to which you are nominated or appointed by your authority.
- c) Any body (i) exercising functions of a public nature (ii) directed to charitable purposes or (iii) one of whose principal purposes includes the influence of public opinion or policy (including any political party or trade union) of which you are a member or in a position of general control or management.

Members Code – Non-registrable interests

Where a matter arises at a meeting which directly relates to your financial interest or wellbeing (and does not fall under disclosable pecuniary interests), or the financial interest or wellbeing of a relative or close associate, you must declare the interest.

Where a matter arises at a meeting which affects your own financial interest or wellbeing, a financial interest or wellbeing of a relative or close associate or a financial interest or wellbeing of a body included under other registrable interests, then you must declare the interest.

In order to determine whether you can remain in the meeting after disclosing your interest the following test should be applied:

Where a matter affects the financial interest or well-being:

- a) to a greater extent than it affects the financial interests of the majority of inhabitants of the ward affected by the decision and;
- b) a reasonable member of the public knowing all the facts would believe that it would affect your view of the wider public interest.

You may speak on the matter only if members of the public are also allowed to speak at the meeting. Otherwise you must not take part in any discussion or vote on the matter and must not remain in the room unless you have been granted a dispensation.

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Divisions Affected – Chesterton & Launton

DELEGATED DECISIONS BY THE CABINET MEMBER FOR FINANCE, PROPERTY AND TRANSFORMATION

12 December 2025

Leasehold Acquisition of Warehouse

Report by the Director of Property and Assets

RECOMMENDATION

The Cabinet Member is RECOMMENDED to:

- a) Approve option 1 in Appendix 1 for the leasehold acquisition of a warehouse in Bicester for use by Adult Social Service and their contractor for the Integrated Community Equipment Service (ICES).

Detail

1. NRS Healthcare, Oxfordshire's previous provider for the Integrated Community Equipment Service (ICES) entered liquidation in August 2025. A 3-year contract, running from 1 August 2025 – 31 July 2028, was awarded to Millbrook Healthcare Limited under emergency provision.
2. The service requires a warehouse to enable storage, decontamination, recycling and refurbishment of a significant amount of equipment, and to support county-wide transportation of equipment to and from hospitals, peripheral stores and people's homes.
3. Following the collapse of NRS and the transfer of responsibilities to PWC as Official Receiver, OCC was unable to access NRS Healthcare's previous warehouse in Bicester, for several weeks. OCC sourced 5 temporary storage solutions around the County to maintain an emergency level of service for residents. The ambition in Oxfordshire, and other Local Authorities standing up emergency equipment services, was to gain access to the previous warehousing arrangements as soon as possible to minimise disruption to the service. Setting up somewhere new would require an extensive, costly and time-consuming fit out before the service could resume.
4. At the time of the NRS collapse, the unit NRS rented was in the process of being sold. This meant that, while other Local Authorities were able to transfer leases for their warehouses relatively smoothly as part of the liquidation process, Oxfordshire

was unable to do so until the building was sold. In late October, the building was successfully sold to new owners.

5. The OCC Property Team assumed responsibility for securing the building and negotiated a new three year lease. Due to the sale mentioned in point 4 above, the new landlord insisted on a mutual break clause at three months to give themselves flexibility. Due to the need to access the property for the equipment and provide some sort of provision, we had no other options but to agree to the lease.
6. However, on 22 October 2025, the new landlord, exercised their contractual right to serve 3 month's notice, thereby terminating the lease early. Since then, Millbrook and the Age Well and Property teams have been working on the assumption that we had to move warehouses by 22nd January 2026. This has been highlighted to system partners via the weekly Bronze and Gold updates and the monthly Joint Commissioning Executive.
7. The OCC Property team have worked with Millbrook to urgently identify suitable replacement warehouses over the last couple of months. It was decided that the service should remain in Bicester to reduce the risk of losing NRS staff now working for Millbrook and consequently impact service delivery. However this has narrowed the options available.
8. The Property team identified an alternative property in Bicester and agreed heads of terms to enter into a six-year lease, which included a break clause exercisable after 1st August 2028 subject to 3 months prior written notice, to align with the end date of the contract with Millbrook.
9. Millbrook advised that in order to operate from this property, alterations to the property would be needed which had been agreed with the Landlord. Given the time pressure to meet the 22nd January, it was agreed that Millbrook would action these changes however, given the timescales, it is impossible that these works will be completed by the 22nd January deadline.
10. On the 12th November the new landlord for the existing building offered OCC the opportunity to renegotiate terms for a new lease. After a period of negotiation, we have a final offer that requires a decision.
11. Property, Commissioning and Millbrook have had several meetings to discuss the available options. An overview is provided in the appendix to this report.
12. It was decided at Adult Social Care DLT on Monday the 1st December to proceed with Option 1. Due to the level of rent over the length of the term, this acquisition requires a key decision.

Risk Management

13. As demonstrated in the comparison in the appendix, the financials of the two options are relatively close. The key differential is the risk to service delivery. The option recommended poses the least amount of risk to service delivery.

Corporate Policies and Priorities

14. In normal circumstances, it would be the Provider's responsibility to source warehousing to deliver the service. However, given the cost of the emergency stand up and additional 6+6% margin OCC is paying to Millbrook, OCC explored opportunities to mitigate. It was suggested that, to save on the 6+6%, OCC could take on the lease of the warehouse directly. This would avoid the 6+6% payment, remove the risk of access issues in the event of another provider failure and is in alignment with OCC's ambition to become a corporate landlord in line with the approved Property Strategy. It also builds on the success of the support OCC's facilities management team provided during the emergency response

Staff Implications

15. Option 1 will mean no further OCC staffing time beyond BAU. Option 2 will need a significant input of both ASC and Property staff time.

Equality & Inclusion Implications

16. There are no equality and inclusion implications.

Financial Implications

17. The Community Equipment service with Millbrook was estimated to cost £9.8m pa. These costs are split between OCC and the ICB as part of the S75 pooled budgeting arrangements. This projection included estimated warehousing costs at c.£500k pa which, as with all other costs in the contract, would be subject to a 6+6% additional fee – equating to a 13.6% additional charge - totalling £568k pa.
18. Both options proposed are significantly below this estimate. The preferred option of option 1 which costs £448k pa (rent, service charge and an estimated sum for utilities etc) is therefore £120kpa cheaper compared to Millbrook's forecast.
19. Option 1 has higher revenue costs with the overall difference between the two proposed warehousing options being £91,000 per annum. However, option 1 avoids the need to move the equipment service, causing significant disruption over winter, the cost of which would likely exceed the cost differential between the options in bed days, bed occupancy, and deconditioning leading to larger care packages because of increased length of stay in hospital. Option 1 also avoids a £639k upfront fit out cost in year 1, when the budget for community equipment is already forecasting an £800k overspend this year across OCC and ICB.

20. The Council is acquiring this lease, instead of Millbrook, where we would have to pay an additional 6+6% which is projected to reduce spend by £295k over the duration of the contract.

Financial Comments checked by:
Stephen Rowles - ASC Finance Business Partner

Legal Implications

21. The unit will be occupied by way of a lease. The lease will not be protected by the Landlord and Tenant Act 1954 (ie when it comes to an end, OCC will have no right to remain). The lease is for ten years with a five year break clause which only OCC can activate. It can be activated on providing six months written notice to the landlord. This will need to be diarised and OCC will need to ensure all rent payments are up to date to be able to serve this notice. The terms proposed for the draft lease are in line with normal commercial leases and will include a provision allowing OCC to share occupation with Millbrook. The rent is £278,928 + VAT pa (after a 3 month rent free period) and will be reviewed upwards in line with RPI after 5 years. There will also be a service charge to pay (amount TBC). Stamp Duty Land Tax will come to around £25,500.

Legal Comments checked by:
Richard Hodby, Solicitor, Law and Governance

Sustainability Implications

22. There are no sustainability implications

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4 December 2025

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

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