

# Agenda for a meeting of the



## Shareholder and Joint Venture Group for Oxford City Council Companies

Date: **Wednesday 25 September 2019**

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Time: **6.00 pm**

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Place: **Long Room - Oxford Town Hall**

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For any further information please contact the Committee Services Officer:

**Jennifer Thompson**

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This meeting will be held mostly or entirely in private session as the Group will be discussing commercially sensitive matters and information relating to the Council's companies.

Many of the reports are not available to the public as they contain commercially sensitive information relating to the Council's companies.



*Barton Oxford  
LLP*

# Shareholder and Joint Venture Group

## Membership

**Chair** Councillor Susan Brown

**Vice-Chairs** Councillor Linda Smith Councillor Ed Turner

<b>Members</b>	Councillor Nigel Chapman	Councillor Mary Clarkson
	Councillor Tom Hayes	Councillor Alex Hollingsworth
	Councillor Mike Rowley	Councillor Marie Tidball
	Councillor Louise Upton	

The quorum for this meeting is three members.

All Members of Cabinet are Members of this Group (the SJVG).

## Advisers to the Group (the SJVG)

Anita Bradley	Monitoring Officer/ Head of Law and Governance	Nigel Kennedy	s151 Officer / Head of Financial Services
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## Copies of this agenda

Reference copies are available to consult in the Town Hall Reception. Agendas are published 6 working days before the meeting and the draft minutes a few days after.

All agendas, public reports and public minutes are available online and can be:

- viewed on our website – [mycouncil.oxford.gov.uk](http://mycouncil.oxford.gov.uk)
- downloaded from our website
- viewed using the computers in the Customer Services, St Aldate's, or
- subscribed to electronically by registering online at [mycouncil.oxford.gov.uk](http://mycouncil.oxford.gov.uk)

# AGENDA

	Pages
<b>1 Apologies for absence</b>	
<b>2 Declarations of interest</b>	
<b>3 SJVG Confidentiality and private session</b>	
	<p><b>Access to reports and admission to Shareholder and Joint Venture Group Meetings</b></p> <p>A limited company in which a local authority holds an interest, even a 100% interest, falls outside the strict requirements of local government law.</p> <p>It follows, therefore, that meetings between the shareholder of a private limited company and the directors of such company are essentially private matters, to which the public holds no automatic right of admittance.</p> <p>While this Council would be entitled, therefore, to treat its shareholder meetings as entirely private matters, in the spirit of transparency it has allowed public access to the “open” parts of the meeting, only going into private session when any matters of a confidential, commercial or financial nature are discussed.</p> <p><b>The agenda lists all reports to be considered and whether access to these is ‘public’ or ‘private’.</b></p> <p><b>The Chair of the SJVG will confirm at the start of the meeting:</b></p> <ul style="list-style-type: none"><li>• <b>which reports and parts of the business are to be discussed in public session (to which the public and those not directly involved in the Company can be admitted) and</b></li><li>• <b>which reports and parts of the business are to be discussed in private (to which only the relevant Company’s directors and their advisers will be admitted).</b></li></ul> <p><b>The Chair at her discretion may decide to move from public to private discussion or vice-versa at any point during the meeting.</b></p>
<b>4 SJVG Terms of reference and meeting arrangements</b>	15 - 18
	<p><b>Purpose of report:</b> to set out the terms of reference and meeting arrangements for this Group.</p>

The Head of Law and Governance will present this report.

**Recommendation:** to agree the terms of reference and meeting arrangements for the Shareholder and Joint Venture Group.

## 5 Scrutiny comments and/or recommendations

The Group is asked to consider any comments and/or recommendations from the Companies' Scrutiny Panel meeting on 19 September 2019.

### Items relating to the Companies

The agenda item text indicates which documents are public and which are private.

## 6 Oxford City Housing Ltd - the Housing Group

Company Directors:	Others in attendance
Richard Connolly	Lindsay Cane (Company Secretary)
Stephen Clarke	Alan Wylde (Adviser)
Jane Winfield	David Watt (Strategic Finance Manager)

### 6a The future strategic direction of the Council's Group of Housing Companies (draft Business Plan) [Private]

**Purpose of report:** to introduce the first draft of both the OCHL Strategic Plan and 10 year indicative Business Plan and to seek shareholder endorsement. At this stage the draft Business Plan is provided within the Strategic Plan, to establish an indicative 'envelope' within which the OCHL Group may progress to the detailed Business Plan for the Shareholder on 19 November 2019.

**Recommendations:** the Shareholder and Joint Venture Group is asked to:

1. Review and endorse the first draft of both the OCHL Strategic Plan and indicative Business Plan at Appendix 1.
2. Consider the specific points raised in the report, to inform the progress of the Strategic Plan and detailed Business Plan for the Shareholder meeting on 19 November 2019.

*The report and appendices are private as they include matters considered to be commercially sensitive and relating to the finance or business affairs of the Council, the company, and other third-parties.*

6b	<b>Housing Group - Quarterly reporting on finance and progress [Part private]</b>	19 - 22		
<b>Purpose of report:</b>		<p>This report incorporates and seeks to measure the impact of the most recent changes made to the previous approved development programme within OCHL's current Business Plan (BP). The Risk Register is undergoing a significant review given the change in strategic development, accelerated programme activity and future partnering arrangements and this will be reported at the next meeting. Furthermore, a series of development Key Performance Indicators (KPI's) along with several financial performance measures are being identified and collated for reporting in future OCHL performance reports to the Shareholder meetings for review, comment and feedback.</p>		
<b>Recommendations:</b> that the Shareholder and Joint Venture Group resolves to:		<ol style="list-style-type: none"> <li>1. Note the revised development modelling (dashboards), financial performance and financial position of OCHL's combined activities.</li> <li>2. Note the revised draft Business Plan schedule of projects at Appendix 1.</li> <li>3. Note the impact of the proposed 10 year development programme will have on OCHL activity and debt redemption possibilities, OGD social rented dwelling delivery, HRA headroom borrowing, future OCHL MTFP obligations and new build numbers.</li> </ol>	<p><i>The report is public. The three appendices are private as they include matters considered to be commercially sensitive and relating to the finance or business affairs of the Council, the companies, and other third-parties.</i></p>	
6c	<b>Housing Group - Project Delivery Programme update [Public]</b>	23 - 26		
<b>Purpose of report:</b> to provide an update to the SJVG on the status and progress of the Housing Group's development site delivery programme.		<b>Recommendation:</b> that the Shareholder and Joint Venture Group resolves to note the status of the Housing Group Delivery Programme.		
<i>The report is public.</i>				

6d	<b>Furnished Tenancy Scheme (Reserved under Rent &amp; Lettings Policy) [Public]</b>	27 - 38
	<p><b>Purpose of report:</b> to seek approval from the SJVG for an amendment to the Rent and Lettings Policy to include a Furnished Tenancy Scheme.</p>	
	<p><b>Recommendation:</b> that the Shareholder and Joint Venture Group resolves to approve an amendment to the Housing Group's Rent and Lettings Policy to include a Furnished Tenancy Scheme.</p>	
	<p><i>The report and the two appendices are public.</i></p>	
6e	<b>Governance arrangements for the OCHL Group of Companies [Part private]</b>	39 - 46
	<p><b>Purpose of report:</b> to seek approval for the proposed governance arrangements.</p>	
	<p><b>Recommendations:</b></p>	
	<p>that the Shareholder and Joint Venture Group resolves to:</p>	
	<ol style="list-style-type: none"> <li>1. Approve the proposals for the recruitment of two NEDs (Non-Executive Directors) for the OCHL group of companies, the proposed job description and the proposed remuneration;</li> <li>2. Agree that two elected members as representatives of the Shareholder, the Chief Executive of the Council and an OCHL Board Director will be included in the recruitment panel;</li> <li>3. Agree that formal shareholder consent be obtained on the final selected NED applicants chosen for appointment;</li> <li>4. Agree that consideration is given to the need for and recruitment of a permanent MD as part of the outcomes of the current OCHL review.</li> </ol>	
	<p><i>The report and Appendix 2 are public. Appendix 1 is private as it includes matters considered to be commercially sensitive and relating to the finance or business affairs of the Council, the company, and other third-parties.</i></p>	

7	<b>Barton Oxford Limited Liability Partnership (LLP):</b>	
	<b>City Council's representatives on the Limited Liability Partnership (LLP):</b>	
Stephen Clarke		
7a	<b>Barton Park Development Quarterly progress report [Part private]</b>	47 - 52
	<b>Purpose of report:</b> to provide an update into the activities of Barton Oxford LLP (BOLLP) over the quarter and progress of housing delivery at Barton Park.	
	<b>Recommendation:</b> the Shareholder and Joint Venture Group resolves to note the contents of the report and the appendix.	
	<i>The report is public. The one appendix is private as it includes matters considered to be commercially sensitive and relating to the finance or business affairs of the Council, the LLP and other third-parties.</i>	
8	<b>Oxford Direct Services Ltd and Oxford Direct Services Trading Ltd (ODS)</b>	
	<b>Company Directors:</b>	<b>Others in attendance</b>
	Simon Howick	Lindsay Cane (Company Secretary)
	Aled Bath	
	Tim Sadler	
8a	<b>Oxford Direct Services (ODS) Board Quarterly update report [Private]</b>	
	<b>Purpose of report:</b> to provide the SJVG with an update on the companies' activities.	
	<b>Recommendation:</b> that the Shareholder and Joint Venture Group resolves to note the report.	
	<i>The report is private as it includes matters considered to be commercially sensitive and relating to the finance or business affairs of the Council, the companies, and other third-parties.</i>	

<b>9</b>	<b>Oxford West End Development (OxWED)</b>							
	<table border="1"> <tr> <td><b>Oxford City Council's Company Directors</b></td><td><b>Others in attendance</b></td></tr> <tr> <td>Gordon Mitchell</td><td>Lindsay Cane (Company Secretary)</td></tr> <tr> <td>Tom Bridgman</td><td>Stephen Hing (OxWED Development Director)</td></tr> </table>	<b>Oxford City Council's Company Directors</b>	<b>Others in attendance</b>	Gordon Mitchell	Lindsay Cane (Company Secretary)	Tom Bridgman	Stephen Hing (OxWED Development Director)	
<b>Oxford City Council's Company Directors</b>	<b>Others in attendance</b>							
Gordon Mitchell	Lindsay Cane (Company Secretary)							
Tom Bridgman	Stephen Hing (OxWED Development Director)							
<b>9a</b>	<b>OxWED Quarterly Oxford City Council Shareholder Update [Part private]</b>	53 - 56						
	<p><b>Purpose of report:</b> to provide an update on the company's activity.</p> <p><b>Recommendation:</b> that the Shareholder and Joint Venture Group resolves to note the report and the appendices.</p> <p><i>The report is public. There are three appendices to this report: one which is public and two which are private as they include matters considered to be commercially sensitive and relating to the finance or business affairs of the Council, the company, and other third-parties.</i></p>							
<b>10</b>	<b>Minutes of the previous meeting (Shareholder meeting, 23 July 2019) [Part private]</b>	57 - 62						
	<p><b>Recommendation:</b> to approve the public and private minutes of the Shareholder meeting of 23 July 2019 as a true and correct record.</p>							

## **Commercially sensitive information**

The private/ restricted access parts of this agenda contain commercially sensitive information relating to the Council's companies and joint ventures. The handling of confidential information is an important element in the relationship of trust that exists between members, officers and the public.

A mishandling of such information or its accidental or deliberate disclosure will damage that trust as well as possibly lead to formal proceedings being taken against the Council, individual members or officers.

The duty not to disclose information provided to a member in confidence is governed by the General Obligations under the Members' Code of Conduct contained in the Council's constitution (Paragraph 22.7).

## **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 (ie 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.

### **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". What this means is that the matter of interests must be viewed within the context of the Code as a whole and regard should continue to be paid to the perception of the public.

\*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.

## **Shareholder and Joint Venture Group**

### **Information about Oxford City Council companies**

Information about each company is also available on the [Companies House](#) website.



#### **1. Oxford Direct Services (ODS)**

ODS is the wholly owned trading arm of the Council. It is structured as two companies that work together to deliver cost-effective public and commercial services include building, waste & recycling, streetscene, parks & open spaces, highways & engineering, motor transport and pest control.

##### **Companies:**

- (i) **Oxford Direct Services Limited (ODSL)** (Company no.10719222 )  
a “Teckal” company\* which provides services directly to the Council; and
- (ii) **Oxford Direct Services Trading Limited (ODSTL)** Company no.10719214  
is a trading company which trades and competes for business in the wider city economy:

Oxford City Council is the sole shareholder in both companies and both are controlled by the same Board of Directors.

\*see para 5 for the definition of “Tekal”



#### **2. The Housing Group Oxford**

Oxford City Housing Limited (OCHL) is the Council's wholly owned housing company which is aims to increase housing supply in Oxford. OCHL has two wholly-owned subsidiaries and the three companies are known collectively as “The Housing Group”

The Housing Group benefits from “Teckal” status

##### **Oxford City Housing Limited – OCHL (Company no.10212716)**

This is the parent or holding company for the two subsidiaries (listed below) which were established for the purposes of:

- (i) Buying and selling of own real estate and
- (ii) Letting and operation of own or leased real estate
- (iii) Development of housing projects

##### **Oxford City Housing (Investment) Limited – OCH(I)L (Company no.10370637)**

The purposes include:

- (i) Buying and selling of own real estate and
- (ii) Letting and operation of own or leased real estate

The company primarily procures the social rented housing being delivered at the major new mixed-tenure development at Barton Park, required of housebuilders as part of the Section 106 Agreement entered into by Barton Park LLP (the joint venture between the City Council and Grosvenor Estates). This arrangement is planned to continue for both current and future phases and is anticipated to provide in total 354 social rented homes over a number of years. The homes are let and managed by the Council but ownership remains with the company. The rental stream services the loans taken out by the company from the Council's General Fund. Future activity would also potentially include forms of ownership of market rented housing.

### **Oxford City Housing (Development) Limited – OCH(D)L (Company no.10370647)**

The purpose is:

- (i) Development of housing projects

The company delivers mixed tenure housing developments which include the sale of affordable housing units to the Council. For each development scheme there is:

- a 50% affordable housing requirement (subject to scheme viability) in the negotiated S106 agreement and
- 'additionality' where the Council secures grant/subsidy to support the purchase of some or all of the open market housing on each scheme, to 'flip the tenure' to achieve additional affordable housing, where this represents value for money.



### **3. Oxford West End Development Ltd (OXWED) (Company no.09957392)**

OXWED is a joint venture development partnership company with Nuffield College created to enable the delivery of a major new mixed used development on the Oxpens site, a key site to the west of Oxford City Centre.

The Council and Nuffield College each have a 50% holding in OXWED and each can appoint three directors to the OXWED Board which takes some strategic and all operational decisions.

OXWED has different shareholder arrangements from the other Council Companies because most shareholder decisions must only be taken by jointly by the shareholders (the Council and Nuffield College).

### **4. Barton Oxford Limited Liability Partnership (LLP) (Company no.OC368330)**

Barton Oxford LLP is a joint venture development partnership of the Council and Grosvenor Developments Ltd created to enable the delivery of the major new development now known as Barton Park.

The structure and governance of an LLP is different from that of a Limited Company.

## **5. Definitions**

**Teckal status:** The Housing Group and ODS benefit from “Teckal” status allowing them to trade (contract for works, services or supply) with the Council and other “Teckal” companies wholly within the ownership of the Council, without having to go through a competitive tender process.

A “Teckal” company benefits from contracts for works, services or supply from its controlling Contracting Authority (the Council) without having to go through a competitive tender process and must meet these tests among others:

- the Council must exercise a control which is similar to that which it exercises over its own departments – this means it/they must exercise a decisive influence over both strategic objectives and significant decisions of the controlled company either itself or through another subsidiary; and
- more than 80% of the activities of the company must be carried out in the performance of tasks entrusted to it by the Council.



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**To:** Shareholder and Joint Venture Group Meeting

**Date:** 25 September 2019

**Report of:** Head of Law and Governance

**Title of Report:** “Shareholder and Joint Venture Group” terms of reference and meeting arrangements

<b>Summary and recommendations</b>	
<b>Purpose of report:</b>	To set out the terms of reference and meeting arrangements for this Group.
<b>Recommendation(s): to:</b>	
1.	Note the terms of reference and meeting arrangements for the Shareholder and Joint Venture Group

## **“Shareholder and Joint Venture Group” terms of reference and meeting arrangements – September 2019**

### **Purpose**

1. The Shareholder and Joint Venture Group is responsible for acting as owner of the Council’s companies and for safeguarding and furthering the Council’s interests and investments in its companies and joint ventures. The Shareholder and Joint Venture Group will take decisions on any matters that are reserved to the Council as shareholder in the companies’ Articles of Association or Shareholders Agreement and will receive annual and quarterly reports for each of the companies in which the Council has an interest:
  - Oxford Direct Services: Oxford Direct Services Limited (ODSL) (Company number 10719222) and Oxford Direct Services Trading Limited (ODSTL) (10719214)
  - The Housing Group: Oxford City Housing Limited (OCHL) (10212716) and its subsidiaries OCH(I)L (10370637) and OCH(D)L (10370647)
  - Oxford West End Development Limited (OxWED)\* (09957392)
  - Barton Oxford LLP\*\* (OC368330)

\*OxWED is a partnership vehicle jointly owned by the Council and Nuffield College. Some decisions are reserved to each shareholder and some decisions will require the consent of both shareholders.

\*\*Barton Oxford LLP is a partnership vehicle in which the Council has joint responsibility but no shareholding. Any Council decisions relating to Barton LLP would be a matter for Cabinet rather than the Shareholder.

### **Membership and quorum**

2. Membership of the Shareholder and Joint Venture Group will be all members of Cabinet. The quorum is 3 members which must include the Leader of the Council or a Deputy Leader. Substitutions will not be allowed.

### **Chairing**

3. Meetings will be chaired by the Leader of the Council or in their absence, a Deputy Leader.

### **Meeting frequency**

4. Meetings of the Shareholder and Joint Venture Group will be scheduled to take place quarterly on dates and times agreed by the Leader of the Council, having regard to company reporting cycles and decision making requirements.

### **Additional meetings**

5. Additional meetings can be called at any time on dates and times agreed by the Leader of the Council.

### **Meeting structure**

6. The public and private business for the different companies and joint ventures will be taken sequentially in an order to be determined for each meeting by the Head of Law and Governance in consultation with the Leader of the Council.

### **Decision making**

7. Decisions will be taken by a consensus of members present unless any member of the Shareholder and Joint Venture Group requests a vote, in which case a majority decision will be taken with each member present having a single vote. In the event of a tie the Chair will have a casting vote.

### **Attendees**

8. Company Directors and Company Secretaries will be invited to attend Shareholder and Joint Venture Group meetings for the public and private business relating to their companies but not the private business relating to other companies. The Council's statutory officers will attend the whole of meetings.

## Access to information

9. Meetings will be operated in accordance with the following rules:
  - Agendas will be published 5 clear working days in advance of meetings.
  - Members of Council will be able to observe public and private parts of meetings and to access papers relating to the public and private business of each company and joint venture.
  - Members of the public will be able to observe the public parts of meetings and access papers relating to any public business for each company and joint venture.
  - Officers on the Council will be able to observe the public parts of meetings and access papers relating to any public business for each company and joint venture but will only be able to attend private parts of meetings and access papers relating to private business where specifically authorised to do so by the Chair or a statutory officer.

## Relationship to Scrutiny

10. The Scrutiny Committee has the ability to scrutinise the business and decisions of the Shareholder and Joint Venture Group in accordance with a scrutiny protocol, and to make recommendations to the Shareholder and Joint Venture Group. There is no right of call in.

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**To:** Shareholder and Joint Venture Group Meeting  
**Date:** 25 September 2019  
**Report of:** Housing Group  
**Title of Report:** Monthly Finance Report – June (Q1 - Period 3)

<b>Summary and recommendations</b>	
<b>Purpose of report:</b>	This report incorporates and seeks to measure the impact of the most recent changes made to the previous approved development programme within OCHL's current Business Plan (BP). The Risk Register is undergoing a significant review given the change in strategic development, accelerated programme activity and future partnering arrangements and this will be reported at the next meeting. Furthermore, a series of development Key Performance Indicators (KPI's) along with several financial performance measures are being identified and collated for reporting in future OCHL performance reports to the Shareholder meetings for review, comment and feedback.
<b>Recommendation(s):That the Shareholder and Joint Venture Group resolves to:</b>	
1.	Note the revised development modelling (dashboards), financial performance and financial position of OCHL's combined activities.
2.	Note the revised draft Business Plan schedule of projects at Appendix 1.
3.	Note the impact of the proposed 10 year development programme will have on OCHL activity and debt redemption possibilities, OGD social rented dwelling delivery, HRA headroom borrowing, future OCHL MTFP obligations and new build numbers.

<b>Appendices</b>	
Appendix 1	Revised Development Programme - Exempt
Appendix 2	Development Dashboards (Current Programme and Extensions) - Exempt
Appendix 3	Financial Statements - Exempt

## **Introduction and background**

1. This report seeks to identify, incorporate and comment upon the recent revisions made to the company's development programme and how this impacts on the financial performance and position of OCHL across its companies and the link with its Medium Term Financial Plan (MTFP) obligations.

## **Development Programme**

2. It is clear that OCHL's development programme needs to work alongside and be part of the wider strategic activity being undertaken by the Council in terms of:
  - a. Influencing and actively providing additional new build affordable housing for Oxford as a contribution towards meeting the ambitious additional homes needed for the city and region if the growth aspirations for the area are to be met;
  - b. Raising the standards of new build in the City in meeting carbon emissions targets and sustainability aspirations;
  - c. Assist and enable the social rented numbers of the Oxfordshire Growth Deal (OGD) to be achieved that will in turn secure future Government infrastructure investment that will lay the foundations for the future growth opportunities;
  - d. Utilise the HRA as both a registered landlord and another delivery vehicle that with the removal of the borrowing cap be able to procure OCHL new build social housing to increase its stock and secure Government grant funding, be it part of the OGD initially and Homes England over the longer term,
  - e. Contribute towards the Shareholder's MTFP by ensuring OCHL continues to be seen as a positive investment opportunity that is providing the much needed returns over the next 4/5 years and beyond with future pipelines of development.

## Development Dashboards

3. The revised Development Dashboards for schemes associated with the "*Current Development Programme*" and "*Extensions Programme*" are provided on Appendix 2. These provide a headline overview of the performance projected for each of the development schemes at present.

## Development Performance

4. All of the revised development schemes post review continue to meet the company thresholds set for Payback terms (40 years), Net Present Value (NPV) (to be overall positive) and the Internal Rate of Return (IRR) (4%). Given the change in development strategy, namely to sell all dwellings to both the HRA (for the affordable dwellings that includes social rent, affordable rent and shared ownership) with the balance to be sold to the open market instead of managing the properties long term this has clearly given rise to more projected surpluses from sales, if the programme is adhered to and delivered as estimated, that does allow for in turn accelerated debt redemption of company's borrowing position in the early years of the BP. The original BP did indicate that where possible the company would seek to redeem its debt liabilities as quickly as possible and this has continued to be reflected in the revised BP.

5. Clearly, meeting Shareholder MTFP obligations does suggest that resources going back to OCC may change in form, namely from debt uplifts on borrowing to dividends. To that end continuing discussions between the company and the shareholder to meet future MTFP obligations, whatever the activity within OCHL's development programme will be an on-going dialogue so these aspirations are met.
  6. Appendix 1 suggests the total development programme will deliver over 1,883 dwellings with Barton providing another 354 for long term management. Of this sum 50.1% will be at SR, 3.0% at AR and 8.9% at SO, 1,386 new dwellings in total.
  7. Appendix 1 also shows the proposed phasing of activity and this suggests in 2019/20 this will relate to the initial "*Current Development Programme*" and "*Extension Programme*". It is proposed several new KPI's used as industry standards in this area of activity will be introduced for future monitoring of development performance. These will relate to meeting development deadlines so the programme of activity is not unduly delayed and corrective action can be undertaken. The KPI's may include the following:
    - a. Start on site dates
    - b. Costs/Tender Prices
    - c. Phasing of delivery
    - d. Sales Receipts
    - e. Profit ratio's and financial surpluses
  8. As the OCHL stock grows via Barton acquisitions then KPI's relating to landlord management performance, repairs and maintenance costs, rent collection and customer care etc., will also become a permanent feature of future performance reports.
  9. A number of corresponding HRA development schemes have been undertaken reflecting the HRA borrowing position liabilities being considered, utilising the debt cap flexibilities now available, together with potential OGD grant/Homes England grant where applicable. Given the increased higher financial resilience associated with the Council's HRA the development performance thresholds have been slightly relaxed a little for the HRA. This resulted in Payback being extended to 60 years, NPV remaining positive and IRR being 3%. Appendix 1 again shows that all HRA activity meets these parameters for the proposed acquisitions.
  10. The revised 10 year programme suggests a 17% return will be delivered, equating to £91m. It is these resources that have been profiled to redeem OCHL debt in the current BP but this is as has been said previously an option that will be continually reviewed in discussions between OCHL and OCC via its shareholder.
- Financial Statements
11. Appendix 3 shows the revised financial statements for the period 2019/20 to 2022/23 being the existing MTFP period.
  12. The *Statement of Profit and Loss and Other Comprehensive Income* suggests that at the end of 2019/20 the cumulative loss for the year, ignoring non-cash adjustments such as revaluation gains etc. will be £345k. There has been a significant amount of activity during 2019/20 so far boosting the teams necessary to ensure the conveyor belt of development is identified as well as the appointment of an Interim MD to provide the strategic vision necessary as well as the expectation

- of the introduction of Non-Executive Directors to bolster independent challenge, scrutiny and enhance company governance.
13. In addition the establishment of the Strategic Finance Position, enhanced SLA's reflecting increased Development Team numbers and the introduction of costs associated with the current Directors have all contributed towards this deficit position for the year. That said the cumulative deficits and increased company annual revenue costs are easily covered by anticipated receipts from future sales receipts that suggests the cumulative income is just under £14m by 2022/23.
  14. The *Statement of Financial Position* indicates that as at the end of 2022/23 the asset base of OCHL (before any intermediary revaluations) will have a value of just under £31m, with development activity amounting to just over £53m. Long Term loans will amount to just over £68m.
  15. The *Statement of Cash Flows* shows the increase in rental income and management costs, as more Barton properties are delivered in Phase 2 onwards and despite the increased borrowing activity by 2022/23 there are annual positive cash flows being predicted if development occurs as planned and at the costs predicted.

### **OCHL Borrowing link with Oxford City Council MTFP**

16. The revised programme continues to generate resources able to meet the company's MTFP obligations.

### **Financial implications**

17. These are as detailed in the report.

### **Legal issues**

18. There are no legal issues arising from this report.

### **Level of risk**

19. A revised Risk Register is being compiled given the changes experienced and will be reported at the next meeting.

<b>Report author</b>	David Watt Finance Strategy Manager, Housing Group
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**To:** Shareholder and Joint Venture Group Meeting  
**Date:** 25 September 2019  
**Report of:** Housing Group  
**Title of Report:** The Housing Group development site delivery programme

<b>Summary and recommendations</b>	
<b>Purpose of report:</b>	To provide an update on the status and progress of the Housing Group's development site delivery programme.
<b>Recommendation(s):</b> That the Shareholder and Joint Venture Group resolves to:	
1. Note the status of the Housing Group Delivery Programme	

## Highlights

- Rose Hill has started on site with a breaking ground ceremony planned.
- Pre-commencement conditions have been cleared at Warren Crescent in order to secure the permission and prevent it expiring.
- Tendering exercise concluded for Elsfield, Cumberlege and Between Towns Road with contractor appointment imminent.

## Current programme

2. The table below summarises progress with the first phase development sites. In addition, so far 35 of the 95 social rented units in the first phase of Barton Park have been handed over with 12 more due by the end of the month and a further 7 due in October. Phase 3 (Redrow) is currently moving ahead, with potentially 83 social rent homes to be delivered.

<b>Scheme</b>	<b>Number of homes- Total</b>	<b>Market sale</b>	<b>S`106 Affordable Housing split : Social Rent SR. Affordable Rent AR. Shared Ownership SO.</b>	<b>Comments</b>	<b>Estimated Completion</b>
Rose Hill	43 (all affordable)	0	18 SR 25 SO	Planning permission obtained – build contract signed with Feltham. Start on Site achieved.	Dec 2020
Warren Crescent	10 (all affordable)	0	4 SR 6 AR	Planning permission obtained – build contract signed with Leighfield. Pre-commencement Planning conditions discharged. Start on site – Sep 19 Footpath diversion to resolve	Dec 2021
Elsfield Hall and Cumberlege Close	35 (18 affordable)	17	15 SR 3 SO	Planning permission obtained. Contractor appointment imminent for	June 2021

				a start on site Dec 19	
Between Towns Road	38 (all affordable subject to Business Plan approval)	0	16 SR 2 AR 20 SO	Planning permission obtained. Contractor appointment imminent for a start on site Dec 19.	June 2021
Harts Close	2 (both affordable)	0	1 SR 1 SO	Planning permission obtained Price agreed with contractor for start this month	Sep 2020
Lucy Faithfull House	36 (18 affordable)	18	15 SR 3 AR	Planning application being prepared for submission next month	Aug 2021
Underhill Circus	36 (18 affordable)	18	16 SR 2 AR	Further design work underway in conjunction with Planning.	March 2022
Edgecombe Drive	7 (all affordable)	0	3 SR 4 SO	Planning application to be submitted this month.	March 2021
Bracegirdle, Mortimer, Broad Oak	8 (all affordable)	0	3 SR 5 AR	Planning permission obtained. ODS appointed to deliver schemes. Start on site due by end of October	Oct 2020

## **Developing a delivery programme of the next batch of council sites potentially for the Housing Group**

3. A detailed review of the potential pipeline of Oxford City Council sites is being undertaken by OCHL in conjunction with Planning as part of the wider review of deliverable sites across the City. These sites are not programmed as yet as their feasibility is still being investigated.

### **Financial implications**

4. There are no financial implications arising directly from this report. Any financial issues that arise will be addressed on a site by site basis as required.

### **Legal issues**

5. There are no legal implications arising directly from this report. Any legal issues that arise will be addressed on a site by site basis as required.

### **Level of risk**

6. There are no risks arising directly from this report. Risks relating to individual sites will be addressed in the company risk register.

<b>Report author</b>	Alan Wylde
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**Housing Group** 17/9/19 – all Directors  
**Board clearance:**

**Finance clearance:** 17/9/19 – David Watt

**Legal clearance:** 17/9/19 – L Cane

**To:** Shareholder and Joint Venture Group Meeting  
**Date:** 25 September 2019  
**Report of:** Interim Managing Director OCHL  
**Title of Report:** Furnished Tenancy Scheme

<b>Summary and recommendations</b>	
<b>Purpose of report:</b>	To seek approval for an amendment to the Rent and Lettings Policy to include a Furnished Tenancy Scheme.
<b>Recommendation(s):That the Shareholder and Joint Venture Group resolves to:</b>	
1.	Approve an amendment to the Housing Group's Rent and Lettings Policy to include a Furnished Tenancy Scheme
<b>Appendices</b>	
Appendix 1	<b>Report to the Board of the Housing Group proposing the introduction of a Furnished Tenancy Scheme</b>
Appendix 2	<b>The Housing Group's Rent and Lettings Policy March 2018 (Reserved Final)</b>

## Introduction and Background

1. Oxford City Council operates a furnished tenancy scheme whereby new tenants who have not previously held a social housing tenancy in Oxford are offered the opportunity to hold a furnished tenancy.
2. The purpose of the Oxford City Council scheme is to provide new tenants with the best possible opportunity to succeed in their tenancy by removing much of the immediate financial demands that providing furniture for a first home can bring; thus reducing the risk of high levels of indebtedness.
3. The scheme operated by the Council provides certain furnishings and fittings which remain in the ownership of the Council. An additional service charge is levied depending on the furniture provided.
4. OCHL Housing Group does not currently operate a Furnished Tenancy Scheme and this places a financial burden on some new tenants on Barton Park, reducing the likelihood of a tenancy being sustainable.

5. The report at Appendix 1 sets out a proposal for a Housing Group Furnished Tenancy Scheme.
6. The report at Appendix 1 sets out that a new paragraph 4 should be inserted in the Housing Group's Rent and Letting Policy to read, "OCHL will offer prospective starter tenants the opportunity to participate in OCHL's Furnished Tenancy Scheme. OCHL will provide furniture to the tenant at the start of the tenancy and the furniture will remain in the ownership of OCHL at all times. A charge will be made for the furnishings within the total rental charge for the property."

### **Financial implications**

6. The cost of the scheme will be covered by universal credit/housing benefit and the OCHL business plan has been adjusted accordingly.

### **Legal issues**

7. There are no legal implications arising directly from this report.

### **Level of risk**

8. There are no risks arising directly from this report.

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<b>Housing Group Board clearance:</b>	12 September 2019
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## Oxford City Housing Limited Board Meeting VBD – 12 September 2019

**Furnished Tenancy Scheme**  
**Bill Graves, Landlord Services Manager**

### **Summary and recommendations**

The Board note the contents of this report and agree the recommendations.

#### **Recommendation: That the Oxford City Housing Limited Board:**

- 1. Resolves to support the introduction of a Furnished Tenancy Scheme for its tenants.**
- 2. Resolves to recommend to the Shareholder that the OCHL Rent and Lettings Policy be amended to include a Furnished Tenancy element.**
- 3. Resolves to propose future iterations of the OCHL Business Plan to accommodate outlay on furniture and carpet purchases offset by additional rental income.**
- 4. Resolves to operate the scheme, if approved by the Shareholder, initially on the remaining properties that become available on Phase 1 at Barton Park (approx. 30 properties).**

### **Appendices**

#### **Appendix A – OCHL Rent and Lettings Policy**

#### **Introduction and Background**

1. Oxford City Council operates a furnished tenancy scheme whereby new tenants who have not previously held a social housing tenancy in Oxford are offered the opportunity to hold a furnished tenancy.
2. The purpose of the Oxford City Council scheme is to provide new tenants with the best possible opportunity to succeed in their tenancy by removing much of

## **Appendix 1**

immediate financial demands that providing furniture for a first home can bring, thus reducing the risk of high levels of indebtedness.

3. The scheme operates by the Council providing certain furnishings and fittings which remain in the ownership of the Council. An additional service charge is levied depending on the furniture provided.
4. OCHL does not currently operate a Furnished Tenancy Scheme and this places a financial burden on some new tenants on Barton Park, reducing the likelihood of a tenancy being sustainable.
5. This report sets out a proposal for an OCHL Furnished Tenancy Scheme.

### **Summary of the proposed OCHL Furnished Tenancy Scheme**

6. The scheme is intended for tenants who have not previously held a social housing tenancy with the Council or an RP immediately before moving in to an OCHL home.
7. The furniture will be a landlord's fixture and fitting and will remain in the ownership of OCHL for the duration of the tenancy. OCHL will repair, maintain (including gas servicing) or replace the furniture as required where it is necessary through fair wear and tear.
8. In the event of damage, destruction or disposal of the furniture by the tenant, OCHL will charge the tenant the full cost of replacement. A charge will be made for the furniture through the rent (rent and service charge) and these issues are covered in the tenancy agreement.
9. The existing contract that the Council has for the furniture from the supplier includes provision that this includes the supply to any subsidiary companies such as OCHL.
10. The funding for the purchase of the furniture is not in the current OCHL Business Plan which will need amending so that the purchases can be made. The rental charges will be set to ensure that the cost of the furniture and all servicing and maintenance are covered within a maximum five year period.
11. The majority of new tenants are likely to take up the offer relating to carpets only however the furniture items available are:
  - Cooker
  - Fridge
  - Table & chairs
  - Beds
  - Bedding
  - Wardrobe
  - Sofa

## **Appendix 1**

### **Housing Benefit and Universal Credit**

12. As OCHL is a private landlord, providing that the total rent charged to its tenants remains below the LHA rate, Housing Benefit or the Housing element of Universal Credit will generally cover the total rent due for the property.
13. There is however a degree of scrutiny in both the Universal Credit and Housing Benefit regulation in relation to eligible payments for goods and services covered under the rental agreement.
14. The “2012 Universal Credit Service Charges – guidance for landlords version 1.0” lists eligible service charge categories and includes at Category D:

*“Charges relating to the rental of basic furniture or essential domestic appliances to tenants in the accommodation they occupy, only where the items being rented remain the property of the original owner and do not form part of a purchase or part-ownership agreement”.*

Similar provisions apply within the Housing Benefit regulations.

The proposals for the OCHL scheme are therefore in accordance with this guidance and regulations

15. Existing total rent levels have a significant headroom against the LHA rates with the closest being £150 pcm below the LHA rate although affordability will be reviewed when considering applicants.

### **Amendment to OCHL Rent and Lettings Policy**

16. The OCHL Rent and Lettings Policy will require amendment. The proposal is that reference is inserted after the exiting paragraph three of the Policy Statement to read, *“OCHL will offer prospective Starter tenants the opportunity to participate in OCHL’s Furnished Tenancy Scheme. OCHL will provide furniture to the tenant at the start of the tenancy and the furniture will remain in the ownership of OCHL at all times. A charge will be made for the furnishings within the total rental charge for the property.”*

### **Amendment to the Assured Shorthold Tenancy**

17. The AST Agreements for Starter Tenants are amended to reflect the scheme and the obligations on both OCHL and tenants where a furnished tenancy is to be created.

### **Scheme Operation**

18. OCHL will undertake to operate the scheme on initially to establish the financial risk of tenants damaging/selling furniture or otherwise not paying the rent charges. The scheme will operate initially on the remainder of the properties available for rent in Phase 1 at Barton Park.

## **Appendix 1**

### **Legal Implications**

19. Oxford City Council's Legal Service have provided advice regarding the operation of the scheme, the eligibility of the charges to qualify under Universal Credit and Housing Benefit regulations and the revisions to the existing AST Tenancy Agreement for Starter Tenants.

### **Financial Implications**

20. It is important to note that the *exempt* VAT status arising from the principal activities undertaken by OCH(Investment)L (the housing company subsidiary from where the Barton properties will be managed from within the OCHL group) results in all supplies and services procured by OCH(I)L to be accounted for at gross costs and consequently any associated weekly service charges recovering these costs from OCHL tenants will similarly reflect the gross position.

21. Initial estimated calculations have been undertaken to determine the potential maximum weekly charges for OCH(I)L tenants and these are provided in the table below:

22. **Table 1 – Estimated Maximum Weekly Furnished Tenancy Costs for OCHL Tenants in 2019/20**

	Tenure Type			
	1 Bed	2 Bed	3 Bed	4 Bed
	£	£	£	£
Max. Weekly Charge	15.53	19.06	24.99	26.68

23. The financial analysis has taken account that OCH(I)L will be undertaking working capital borrowing from Oxford City Council's drawdown funding facility and the multiplier is the same as that used for HRA tenants, namely 1.464. The outcome of this analysis even after accounting for a bad debts provision suggests that all costs are recovered by the company within five years.

## Appendix 2 - Rent & Lettings Policy (Reserved Policy)

### Policy Statement

OCHL properties to be let at social, affordable, intermediate or market rents levels will be let to nominees of Oxford City Council under its Choice Based Lettings system, in accordance with Oxford City Council's Allocations Scheme.

Where an applicant is a Secure tenant of a Local Authority or an Assured (Non-Shorthold) tenant of a Registered Provider, they will be offered an Assured (Non-Shorthold) Tenancy.

Where an applicant is not a Secure tenant of a Local Authority or an Assured (Non-Shorthold) tenant of a Registered Provider, they will be offered a Starter Tenancy which will be an Assured Shorthold Tenancy. Providing that the tenant does not breach any of the conditions of the Tenancy Agreement, after 12 months they will be offered an Assured (Non-Shorthold) Tenancy.

OCHL determines that certain categories of applicant would not be considered as suitable as nominees. Those categories are set out in this policy.

This policy sets out the methodology to be adopted by OCHL with regards to its rent and service charges setting activities across all its rental tenure types.

OCHL will set initial property rent at social, affordable, intermediate or market levels, in accordance with the requirements of the individual development scheme and the OCHL Business Plan. The tenancy agreement sets out the provisions for increasing rent during the term of an Assured Non-Shorthold Tenancy or an Assured Shorthold Tenancy.

This policy supports the strategic requirements of the OCHL Business and Strategic Development Plan.

### Objectives

The policy ensures that:

- OCHL makes the best use of its housing stock and minimises the risk of excessive rent loss and tenancy failure by making appropriate allocations
- To ensure that properties are let to those in housing need and that the accommodation offered is appropriate to their needs
- Tenants are treated fairly and in accordance with the Equality, Diversity & Customer Care Policy.
- Tenants are fully aware of the rent increase mechanisms that will operate during the course of their tenancy.

- Tenants are fully aware what their rent and service charges will be spent on
- Rents are broadly consistent with comparable rents charged by similar local social landlords in similar circumstances
- Sufficient income is generated to meet all financial requirements including the costs of managing and maintaining the homes and any associated borrowings

DRAFT ONLY

## Specific Policy Decisions

### Rent & Rent Review

Rental periods will be monthly and the rent becomes due on the 1<sup>st</sup> day of each month. For new lettings, an apportionment of the months' rent becomes due on the tenancy commencement.

The rent "review date" means the first day of the month immediately following the first anniversary of the start of the Tenancy and each anniversary of that date. For example, if the tenancy started on 10<sup>th</sup> September 2017, the anniversary would be 10<sup>th</sup> September 2018 and the first review date would be 1<sup>st</sup> October 2018 and 1<sup>st</sup> October in subsequent years.

In order to increase the rent, OCHL must serve a rent review notice on the tenant not less than 28 days but not more than 90 days before the relevant review date specifying the percentage by which the rent will increase on the relevant review date and the new rent payable from the relevant review date.

OCHL will increase the rent on each review date by a maximum of the percentage change in the Consumer Prices Index over the preceding year plus no more than 6%.

This must be calculated by reference to the last index published before the date on which the rent increase notice is served and the 11 previous indices.

## Service Charges

OCHL will operate a Variable Service Charge regime.

Service charges will be payable on a monthly basis on the same day as the rent is due. Any reference to rent, rent due or the payment of rent will mean rent and any service charges applicable, as a single entity.

Service charges for the first year of occupation of a property will be estimated and charged on a monthly basis with the rent. Where there is a difference between the estimate for year one and the actual for year one, this will be factored into the year two charges.

Service charges for the second and subsequent years will be based on the actual charges for the previous year.

Service charges will apply if the property benefits from the service and is not dependant on the residents making use of the service.

Service charges will be apportioned equally between the number of properties of a block, regardless of size so if there are 10 properties in a block, each tenant will be charged 10 per cent of the total charges for the block.

OCHL will consult with residents before introducing a new service which will result in a charge. We will take the views of residents into account, however, some services may be required to comply with legislation, regulation or health and safety requirements. The consensus of all residents to introduce new services is not required.

## Allocation of Assured (Non-Shorthold) and Assured Shorthold Tenancies

Properties will be allocated in accordance with the Oxford City Council Allocations Scheme and the Oxford Register for Affordable Housing (ORAH) Partnership Agreement. Oxford City Council's Allocation Scheme sets out the criteria for the assessment of housing need and priority for housing.

The priority for housing will be determined by Oxford City Council taking into account a number of factors, including

- Overcrowding
- Homeless/threatened with homelessness
- Health or social and welfare needs
- Unsuitable housing
- Under-occupation
- Decant need

Oxford City Council will confirm the identity and status of all household members on an application, including

- Eligibility (passport/ immigration status)
- Proof of Identity
- Proof of Income/Savings

Oxford City Council will consider how suitable an applicant is for a particular property, taking account of issues such as

- Affordability
- The size and type of the property
- Family pets

OCHL will consider whether an applicant is suitable for an offer of accommodation. The reasons for this could include a history of unacceptable behaviour, such as:

- Rent arrears
- Anti-social behaviour or nuisance
- Housing fraud.

An applicant will also be considered unsuitable if they would not be able to afford to meet the rent payments on the property.

## Reviews and Appeals

An OCHL appeal panel will consider requests for a review from applicants who have been rejected as unsuitable for a nomination.

Nine months into the Assured Shorthold Tenancy (Starter Tenancy), a review of the tenant's conduct will be carried out, to determine whether an Assured (Non-Shorthold) Tenancy should be offered at the end of 12 months or whether the tenancy should be ended at the end of 12 months through the service of a Section 21 Notice. The rent payment history and the behaviour of the tenant will be considered as part of the review.

OCHL will ensure that there is an appeals process and that the Appeals Panel will decide the merits of the case and determine whether possession should be sought or whether an Assured (Non-Shorthold) Tenancy should be granted.

## Monitoring

This policy will be monitored through the regular policy review programme.

**To:** Shareholder and Joint Venture Group Meeting  
**Date:** 25 September 2019  
**Report of:** Housing Group  
**Title of Report:** Governance arrangements for the OCHL Group of Companies

Summary and recommendations	
<b>Purpose of report:</b>	To seek approval for the proposed governance arrangements.
<b>Recommendation(s):That the Shareholder and Joint Venture Group resolves to:</b>	
1.	Approve the proposals for the recruitment of two NEDs for the OCHL group of companies, the proposed job description and the proposed remuneration;
2.	Agree that two elected members as representatives of the Shareholder, the Chief Executive of the Council and an OCHL Board Director will be included in the recruitment panel;
3.	Agree that formal shareholder consent be obtained on the final selected NED applicants chosen for appointment;
4.	Agree that consideration is given to the need for and recruitment of a permanent MD as part of the outcomes of the current OCHL review.

Appendices	
Appendix 1	Job description and T & C – Confidential Item
Appendix 2	Shareholder authorities – Extract of Articles

## Introduction and background

1. The OCHL Group consists of :
  - **Oxford City Housing Ltd** in the role of Parent or Holding Company - is established for the purposes of (i) *Buying and selling of own real estate and (ii) Letting and operation of own or leased real estate.*
  - **Oxford City Housing (Investment) Ltd** - is established for *Buying and selling of own real estate*. The company primarily procures the social rented housing being delivered at the major new mixed-tenure development at Barton Park, required

of housebuilders as part of the Section 106 Agreement entered into by Barton Park LLP (being a joint venture between The City Council and Grosvenor Estates). Going forward this arrangement is planned to continue for both current and future phases anticipated to provide in total 354 social rented homes over a number of years. The homes are let and managed by the Council's HRA team and ownership remains with the company. The rental stream services the loans taken out by the company from the Council's General Fund (PWLB). Future activity would also potentially include forms of ownership of market rented housing.

- **Oxford City Housing (Development) Ltd** –established for the *Development of building projects*. This company has been relatively dormant and is now planned to come to the fore with the change in strategic direction agreed with board and shareholder in July 2019 in light of the removal of the HRA borrowing cap; specifically to continue to develop mixed tenure housing developments but with sale of the affordable housing to the Council (instead of being retained in the Investment company). The existing approved development pipeline of c 215 homes will now be delivered by the Development company instead of the Investment company. The affordable housing forms (i) the 50% affordable housing requirement (subject to scheme viability) in the negotiated S106 agreements for each scheme and (ii)'additionality' where the Council secures grant/subsidy to support the purchase of some or all of the open market housing on each scheme, to 'flip the tenure' to achieve additional affordable housing, where this represents value for money.
- 2. The OCHL group benefits from 'Teckal' status allowing it to trade (contract for works, services or supply) with the Council and other teckal companies wholly within the ownership of the Council, without having to go through a competitive tender process. This status may change as the Development company increases its open market housing sales to third parties/individuals.
- 3. **Ambitious Business Plan** : The current strategic review is anticipated to result in an ambitious 10 year business plan that better aligns the OCHL group with the Council's plans to tackle the City's housing crisis and deliver more affordable homes. The Business Plan will aim to significantly increase the activities of the OCHL group as a local 'positive disruptor to the market seeking to accelerate delivery of housing and act as a catalyst to new homes carbon reduction'. It will seek to achieve this by increasing the size of the mixed-tenure development programmes, recognising the associated risk profile, planning for complementary new affordable tenure models for local working families, seeking to expand beyond the City boundaries into the wider Growth (travel) areas on the City fringes.

## Governance

- 4. **Ensuring good governance:** The purpose of corporate governance is to facilitate effective, entrepreneurial and prudent management that can deliver the long-term success of the company. Boards of directors are responsible for the governance of their companies. The shareholder's role in governance is to appoint the directors and the auditors and to satisfy themselves that an appropriate governance structure is in place. The responsibilities of the board include setting the company's strategic aims, providing the leadership to put them into effect, supervising the overall management of the business and reporting to the shareholder on their stewardship.

Corporate governance is therefore about how the board of a company operates, how it makes (or delegates ) decisions, and how it sets the values of the company. It is distinguished from the day to day operational management of the company by executive staff and officers. Good governance is fundamentally about improving transparency and accountability within existing systems, rigorous supervision of the management of the company ensuring that business is done competetently, with integrity and with due regards for the interest of all stakeholders. Well governed companies perform better in commercial terms.

5. Good governance is therefore a mixture of legislation, non-legislative codes, self-regulation and best practice, structure, culture and board competency. The current board of directors are:

- Richard Connolly (Chair) Interim MD
- Stephen Clarke
- Jane Winfield
- Lindsay Cane (Secretary) – resigning and replacement to be appointed

6. The board's skills and expertise:

- Richard has over 30 years senior and director-level experience of leading mixed tenure residential development programmes gained at national and major regional Housing Associations and most recently as CEO at a for-profit housing company. Richard also holds a number of NED board posts at Housing Associations and a Local Authority Housing development company.
- Stephen has significant Housing experience gained in Local Authority Housing and Property services at Director-level including L. B. Barking & Dagenham, was formerly CEO of Homes for Haringey (ALMO) and for the past 7 years as Head of Housing and Property services at Oxford City Council.
- Jane has over 10 years of experience at Oxford City Council and is currently the Head of Regeneration and major projects. Jane has previously been an equity partner of a firm of commercial property agents. She brings significant commercial, knowledgeable challenge and analysis skills to the board. Jane has a wealth of experience having led on the establishment of the JV and partner selection for Barton Park LLP, seeing the project through master-planning, selection of developers and the delivery of early phases.
- Lindsay is a qualified barrister with many years of experience of advising on corporate, commercial and local government law.

7. The current experienced staffing complement is:

- **Interim MD;** Richard Connolly is currently acting in the role on an interim basis. Consideration needs to be given to a permanent MD being recruited, to drive the housing company group forward following approval of the draft business plan in September and to report to the Board and Shareholder.
- **Development Team;** Alan Wylde, Housing Development Manager leading the development team of five Senior Development and Development Managers. This will shortly be expanded (subject to successful recruitment) to include two Development Managers reporting to Alan, specialising on residential land purchases and site assembly, new business and Joint venture partnerships.

- **Finance Team;** David Watts, Strategic Finance Manager appointed in August '19 on an 18 month secondment.
- **Service Level Agreements;** OCHL group have SLAs with the Council to provide a comprehensive range of key services. For the Investment company, this also includes Landlord and Property services, the latter provided by ODS.

## **Next steps**

8. **Proposed recruitment of two NEDs:** To ensure good governance the OCHL group would significantly benefit from the appointment of two NEDs recruited externally. The skills and experience required are:

- (i) Finance Director (or former FD or CEO with sound financial accountancy acumen) of a Housing Association or HA DevCo with a large mixed tenure development programme or active Local Authority Housing DevCo and
- (ii) Residential specialist with CEO or Director level experience in a regional or national housebuilder/developer with expertise in land, development and/or sales and working knowledge of the Oxford/wider Oxfordshire housing development market.

9. **Proposed Timetable:** The proposed timetable for recruitment allows for the summer holiday period, agreeing a targeted recruited drive with the right agency and an appropriate period for the campaign, as follows:

Estimated dates	Actions
w/c 30/9/19	External Adverts: on line only; Guardian or Times &/or Inside Housing (as advised by Agency) plus LinkedIn
w/c 14/10/19	closing date
w/c 21/10/19	Shortlisting
w/c 28/10/19	Interview
w/c 4/11/19	offer subject to references
w/c 18/11/19	Appointment
December 19 to January 2020	estimated start date subject to any notice/existing commitments

10. The intention is that these postholders would in turn, each act as Chair after an agreed period, subject to performance.

11. **Job Description:** The proposed Job Description and T & Cs are attached at Appendix 1

**12. Shortlisting, interview and selection:** two elected members as representatives of the Shareholder, the Chief Executive of the Council and an OCHL Board Director will be included in the recruitment panel.

**13. Shareholder approval:** Shareholder approval will be required prior to formal appointment in line with the Articles and Shareholder Agreement (Extracts at Appendix 2).

### **Financial implications**

14. The costs of these two NED posts will be met by the OCHL group of companies.

### **Legal issues**

15. The appointment of independent NEDs is recommended good practice (including the Cadbury report) for companies. The main structure of the company's governance is set out in the Shareholder's Agreement.

### **Level of risk**

16. The recruitment of two Non-Executive Directors seeks to ensure that the Housing Group secure identified commercial, specialist skills at Board-level and that the Management Team receive constructive challenge on the strategic direction of the Housing Group, annual plans and monitoring. The appointments will ensure further improvement of corporate, financial, operational and reputational risk management.

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## **Appendix 2: Housing Group Governance report**

### **Shareholder authorities - Extract of Articles**

The Articles of Association make provision for new Directors to be appointed by the Shareholder as follows:

#### **21 Appointment and Removal of Directors**

**21.1 Notwithstanding any other provision of these articles, the holder or holders of a majority in nominal value of the issued ordinary shares in the capital of the company may at any time and from time to time:**

**21.1.1 appoint any person to be a director (provided that any such appointment does not cause the number of directors to exceed a number fixed by or in accordance with these articles as the maximum number of directors); or**

**21.1.2 remove any director from office.**

**21.2 Every such appointment or removal shall be affected by notice in writing to the company and shall take effect immediately (or on such later date, if any, specified in the notice). Any such notice of appointment or removal may consist of several documents in similar form, each signed by or on behalf of one or more holders.**

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**To:** Shareholder and Joint Venture Group  
**Date:** 23 September 2019  
**Report of:** Jane Winfield, Regeneration and major projects service manager  
**Title of Report:** Quarterly progress report relating to Barton Park development

Summary and recommendations	
<b>Purpose of report:</b>	This report provides an update into the activities of Barton Oxford LLP (BOLLP) over the quarter and progress of housing delivery at Barton Park.
<b>Recommendation(s):</b> There is a resolution to:  Note the contents of the report and the not for publication commercial appendix.	

Appendices	
Appendix 1	Not for publication commercial sales and marketing information.

## Introduction and background

1. Cabinet resolved on 10 July 2019 to require quarterly reports to the Council's Shareholder and Joint Venture Group on the overall progress of the Barton Park development. It further resolved that those quarterly reports should include information on overall delivery of housing, with particular reference to social rented homes and the financial performance of the project in general. This is the first such report to the Shareholder and Joint Venture Group.
2. It was further agreed that the Shareholder meeting would have an expanded remit to receive reports from companies and joint ventures which do not have shareholders, (such as Barton Oxford LLP).

## Progress Update

### Infrastructure

3. Whilst the infrastructure works are completed, practical completion has not yet been achieved. Since the last report, Thames Water has signed off the drainage remedial works and the review of the Health and Safety file for the infrastructure works is completed. There have been a couple of issues of damage to the road

infrastructure around the A40 junction and these will need to be repaired before practical completion is agreed. The requisite materials have been ordered and works are likely to take place in September.

### **First Tranche ( Hill - 237 units )**

4. In July it was reported to Cabinet, that 35 of the 95 units had been handed over. Since the last report no further homes have been handed over, 12 units were scheduled for transfer in June / July and these have all been rescheduled for September. There have been a number of issues identified at the completion inspections, for example in block D2, the lift was not working. The replacement hydraulic pump is coming from Italy and is delayed. Once the part is delivered in late September the lift will be commissioned and the block available for handover. In addition, Hill have reported a shortage of labour during the summer months .A further 7 units are on track for handover at the end of October and up to 22 by financial year end ( March 2020) .
5. Overall, 115 units have been completed with a further 80 under construction .It is understood that sales on 60 units have completed.

### **Second Tranche ( Redrow – 207 units )**

6. The decision notice approving Redrow's planning consent was issued on 16<sup>th</sup> August. Redrow are on site ahead of programme and anticipate first completions in mid-2020. Redrow continue to discuss the programme of handover for the social rental element with Oxford City Housing representatives. A website has been set up and the public has the opportunity to register interest. Redrow expect the first 20 units to be complete in June 2020, of which 12 will be social rent.

### **Future Phases**

7. Delivery of further tranches involves sales and marketing of land parcels , the information is commercially sensitive and further details are contained in the not for publication appendix.

### **Community Facilities**

8. Oxfordshire County Council has gained planning consent for the school and have contracted with Bowmer and Kirkland for the construction. There is a planned 46 week delivery programme with a scheduled start on site of 2 September 2019. Handover of the completed building is planned for 20 July 2020 ahead of opening in September. BOLLP will be liaising closely with Bowmer and Kirkland and Redrow as the first phase of Redrow's construction is adjacent to the school site.
9. The lease between BOLLP and Oxfordshire County Council for the school site has been completed.
10. There will be further negotiations with Oxfordshire County Council around any abnormal construction costs which might be sought from BOLLP.
11. The lease between the City Council and BOLLP and the sublease from the City Council to the football clubs are close to being agreed and will be completed in the next reporting period.

12. Whilst practical completion for the pavilion was achieved there have been a number of snagging items and these are currently being rectified. Examples of the snagging items include defective door locks, a roof leak and poor cleansing standards. The snagging items are proving particularly challenging for both the clubs and BOLLP.
13. The adult sports pitch has been problematic most recently with subsidence linked to drainage and weather conditions. Works to the drainage runs are completed and the affected areas reseeded. Regular watering has been undertaken and will continue as required. The pitch is improving rapidly. The first matches of the season have taken place, with no further complaints about the pitch. Both BOLLP and the City Council are keeping in close contact with the clubs to update on progress.
14. The school pitch will be available outside school hours for use by the clubs. The school pitch is a 9 x 9 pitch as per planning consent. The clubs have expressed a desire for an 11 x 11 pitch. ODSL will inspect the pitch week commencing 16 Sep 2019 and will endeavour to mark out an 11 x 11 pitch. Going forward, this will need to be agreed with the academy running the school and use will be covered by a joint use agreement.
15. The fencing around the 3G pitch is now completed which has allowed the linear park to be informally opened along with the spine road from Barton Village Rd to the car park adjacent to the pavilion. The linear park provides a first class environment with fitness trails and exercise equipment which is now available to Barton Park residents and the general public.
16. There have been reports of anti-social behaviour on the linear park adjacent to Hill's tranche that has already been opened. This has been reported to PCSO's and security increased around this location.

### **Public Art**

17. Public art is a requirement of the s106 agreement , which states that a public art strategy is to be provided to the Local Planning Authority . The S106 does not place a value on the cost envelope for public art and there is currently a disagreement between BOLLP and the community around this budget. The Regeneration and Major Projects Service Manager is currently looking to clarify this budget. Both BOLLP and community consultees agree, however, that the public art contribution should produce something of use for Barton Park residents and residents of adjacent communities (IE not a statue on the linear park).
18. Public art consultants had consulted on three options, with the favoured option being a “green room”. Despite detailed value engineering the consultants were unable to develop a proposal that could be delivered in budget. The further options would require significant outlay on design and costing which would further deplete the available budget for construction.
19. An alternate proposal is now being suggested by BOLLP which is the provision of themed planter based garden areas across Barton Park. It is proposed that planning, design, production and installation of the hard structures will be undertaken by RAW. An Oxford based charity, RAW specialises in the use of waste timber to produce furniture and other products. In addition RAW has a policy of employing local people identified as lacking the opportunities afforded to other elements of society. A further option is that the design of planting plans, planting and ongoing involvement of the local community is undertaken by Edible Oxford

another Oxford based charity. Edible Oxford specialise in the installation of planting schemes to create durable, edible landscapes on land that would otherwise be unplanted or planted with generic bedding plants. In addition Beautiful Barton will be engaged in this element of the project.

20. Once the proposal is fully developed, there will be community engagement through a series of workshops covering planting, maintaining and using the resultant produce. BOLLP's strategy is threefold and involves, firstly, identifying land available for use, secondly, procuring a design and delivery partner to cover planning, design and production of the hard structures, and thirdly procurement a delivery partner to cover plant planning, planting and the ongoing process of informing and connecting with the local community. BOLLP will engage and liaise closely with City's Locality Officer as part of the process.
21. The BOLLP Board approved this approach, and noted that a planter could also be provided on Council owned land close to Barton Neighbourhood centre and close to the primary school. In addition it was suggested that a sinking fund would be required to offset future costs. The revised proposal was taken to BICEP week commencing 2 September 2019. The proposal was not universally accepted , with ongoing queries around cost and budget . The Regeneration and Major Projects Service Manager will need to liaise closely with the Locality Officer, BOLLP and the community to gain traction . A meeting is scheduled at Barton Park on 13 September to attempt to gain acceptance of the proposal .

## Sustainability & Regeneration

22. BOLLP is committed to ensuring contractors and housebuilders working at Barton Park meet key employment performance indicators set within the Barton Park Community Employment Plan (CEP). Planned works undertaken by CA Blackwell are now largely complete and Redrow are yet to make a meaningful start on site. The only large scale employer currently on site therefore is Hill.
23. Key local employment data whereby the criteria are that employees have an Oxfordshire postcode, provided by Hill for Q1 2019 is as follows:

Quarter	Total Labour Days	Target Labour Days	Target %	Actual Labour Days	Actual %	% +/- Target
Q4 2018	7,540	754	10%	687	9%	-1%
Q1 2019	5,241	524	10%	295	6%	-4%

24. Key youth employment data whereby the criteria are that employees are aged 18-25, provided by Hill for Q1 2019 is as follows:

Quarter	Total Labour	Target Labour	Target %	Actual Labour	Actual %	% +/- Target
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	Days	Days		Days		
Q4 2018	7,540	1,508	20%	630	8%	-12%
Q1 2019	5,241	1,048	20%	278	5%	-15%

25. It is apparent that the percentages achieved by Hill are below CEP requirements. This is something BOLLP will raise with Hill to better understand the challenges facing them in achieving these targets. In addition, Redrow are due to start on site imminently as are Bowmer and Kirkland, Oxfordshire County Council's contractor responsible for delivery of the school. BOLLP will ensure in both cases that the organisations are aware of the CEP targets and are working toward achieving the desired outcomes.
26. There is a wider suite of measures included in the CEP and BOLLP has agreed that these will be shared at the next Board Meeting and will also be presented to the Shareholder and Joint Venture Group. The measures include school visits and training opportunities, apprenticeships etc.
27. A relatively low unemployment rate in the City coupled with wide construction employment opportunities regionally, mean that local trade employees are difficult to recruit. It is suggested that the City Council with Oxford Direct Services Limited and the Housing Companies may be able to support a programme of apprenticeships on a revolving site basis. This will be discussed with the Council's Economic Development Officer.

### **Environmental Matters**

28. As mitigation for loss of a small area of protected grass land BOLLP has agreed to support grassland owned by Oxford Preservation Trust. The agreement includes supporting clearance and dredging. Preparation is now complete for BOLLP to commence works. The works are designed to enhance the site and comprise the dredging of existing drainage runs, installation of new drainage runs and installation of fencing where required. Completion of dredging and fencing works will mark the completion of BOLLP works at Marston Hamm.

### **Bus Link / Northway link opening**

29. An update is awaited from Oxfordshire County Council on the tendering of the bus route, they had not progressed this when last contacted. After a couple of items are replaced on the junction which are due to happen imminently, Oxfordshire County Council will consider the works to be complete and so BOLLP can complete the Stage 3 Road Safety Audit and the bus link to Northway can be opened. This is expected to occur in late September / October 2019.

### **Financial Implications**

30. Changes to the scheme appraisal are contained in Appendix 1.

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**To:** Shareholder and Joint Venture Group Meeting  
**Date:** 25 September 2019  
**Report of:** Oxford West End Developments Ltd (OxWED)  
Directors – Gordon Mitchell & Tom Bridgman  
**Title of Report:** OxWed City Quarterly Oxford City Council  
Shareholder Update

Summary and recommendations	
<b>Purpose of report:</b>	To provide the OxWED City Council Shareholder with an update on the company's activity
<b>Recommendation: That the Shareholder and Joint Venture Group resolves:</b>	
1. To note the report	

Appendices	
Appendix 1	OxWED land ownership Plan
Appendix 2	Restricted access
Appendix 3	Restricted access

Please note that there is a confidential Part II to this report, which includes matters considered to be commercially sensitive and relating to the finance or business affairs of the Council, OxWED and other third-parties.

## Introduction and background

1. Further to the City Executive Board's (CEB) approval in January 2016, the Council entered into a joint venture with Nuffield College and formed a new company, Oxford West End Development Ltd (OxWED) on the 5<sup>th</sup> February 2016.
2. The aim of this company is to work together to bring forward development that is both commercially viable and socially beneficial in the West End of Oxford.
3. OxWED is a joint venture limited company governed by a Shareholder Agreement.
4. Oxford City Council and Nuffield College are both significant landowners with long term interests in the west end of Oxford and who share common development objectives. In February 2016, the OxWED purchased freehold land on the Oxpens site from London & Continental Railways, which was added to by adjoining freehold land from Oxford City Council in November 2018, thus ensuring the viability of the site for future development.

5. Given the scale of Oxpens and proximity to the City Centre, this site represents one of the most significant development opportunities to come forward in the City of Oxford for many years.
6. The development of Oxpens will require an exceptional scheme that responds to the City Council's vision for 2050 and Nuffield College's expression of the changing face of the University. In so doing, a new neighbourhood and city district will be created of mixed tenure housing, workplaces, hotels, community retail, leisure and public spaces.
7. While not an OxWed scheme, the first part of development of Oxpens is already well underway with Student Castle's scheme for over 500 student rooms.

### **Procurement of a Development Partner for Oxpens**

8. In late 2017 OxWED sought, through a procurement process, a developer partner to take forward the plans for the remainder of the Oxpens site, seeking planning permission and installing strategic site infrastructure, sharing risk and reward in the creation of specific plots to be developed out for residential and commercial uses. This procurement process is now in the final stages.
9. Subject to the successful outcome of this process, a further report detailing the nature of proposed agreement will be brought forward for Shareholder approval. This is currently on the Forward Plan for consideration by Cabinet (prior to a full OxWED Shareholder's meeting) on 13<sup>th</sup> November 2019. However, given the nature of the on-going procurement process, this date could still move.
10. OxWED plans to make further acquisitions to complete the whole Oxpens site and realise its ambitions to facilitate comprehensive redevelopment of this area of Oxford. As such, the final part of the development is contingent on acquiring further land.

### **Financial implications**

11. The financial implications are set out in the confidential Part II to this report due to their commercially sensitive nature.

### **Legal issues**

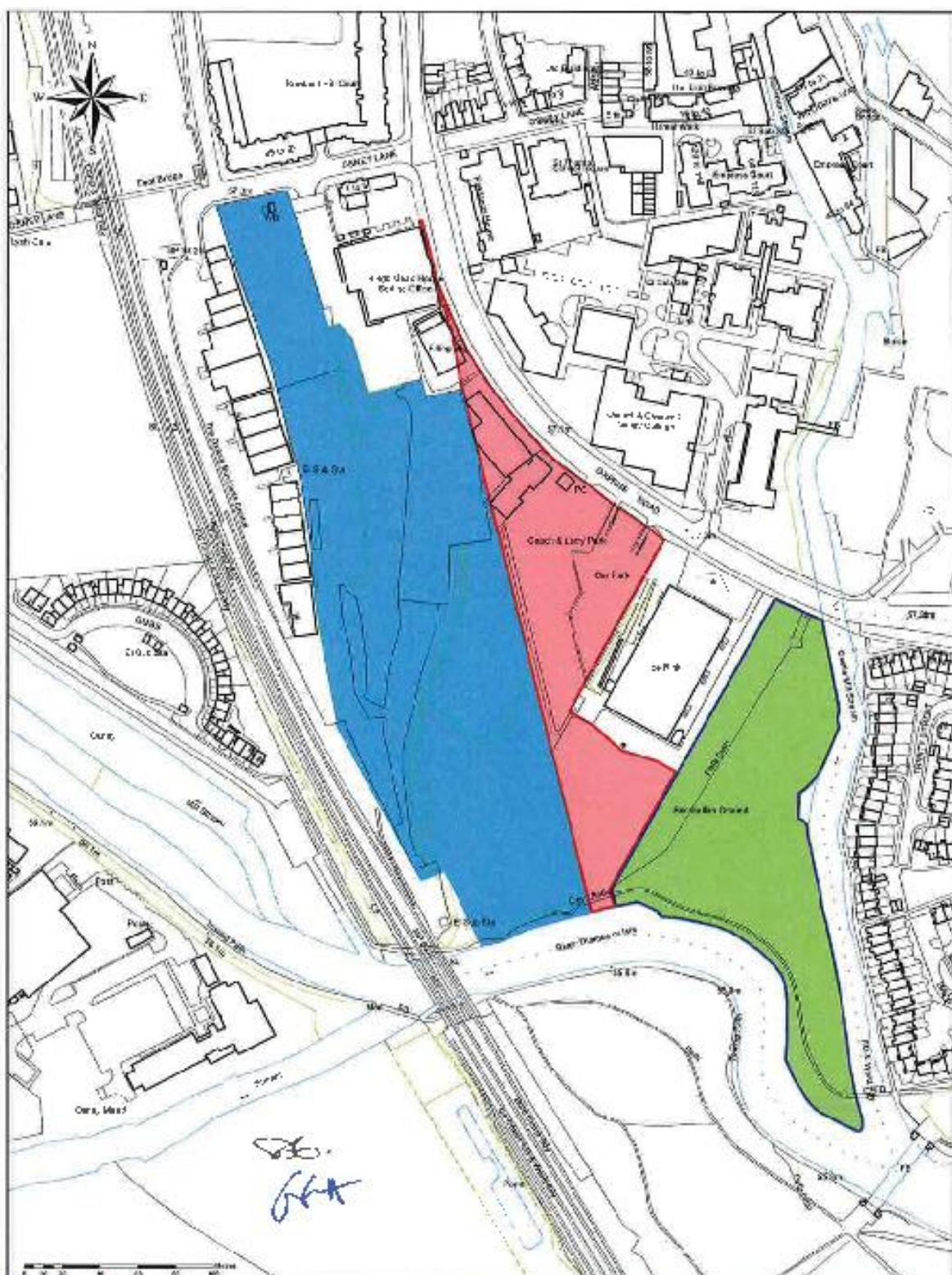
12. The legal issues are set out in the confidential Part II to this report due to their commercially sensitive nature as they affect the business affairs of the Council as Shareholder..

### **Level of risk**

13. At this stage of the procurement process, the key risks are deemed to be commercially sensitive. As such, they are set out in confidential Part II to this report.

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## **Appendix 1 – OxWED land**



Oxpens

### Legend

- 2018-09-04 12:21 UTC +0000  
2018-09-04 12:21 UTC +0000  
2018-09-04 12:21 UTC +0000



**Plan showing the land owned by OxWED which is shaded in blue and red. Fields in Trust land is shown in Green.**

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## Minutes of a meeting of the SHAREHOLDER on Tuesday 23 July 2019



### Committee members:

Councillor Chapman	Councillor Clarkson
Councillor Hollingsworth	Councillor Linda Smith
Councillor Turner	

### Officers:

Anita Bradley, Monitoring Officer  
Lindsay Cane, Legal Services Manager / Company Secretary  
Catherine Phythian, Committee Services Officer  
Richard Connolly, Interim Managing Director Housing Companies  
Alan Wylde, Housing Development & Enabling Manager  
David Watt, Finance Business Partner, Housing Companies  
Simon Howick, Managing Director, Direct Services Companies  
Aled Bath, Finance Director, Direct Services Companies  
Lyn Barker, Finance Business Partner, Direct Services Companies

### Also present:

Councillor James Fry

### Apologies:

Councillor(s) Brown, Rowley, Tidball and Upton sent apologies.

Apologies were received from: Nigel Kennedy, Head of Financial Services; Tim Sadler, Chairman Trading Companies; Stephen Clarke and Jane Winfield, Directors Housing Companies.

### 1. Declarations of interest

There were no declarations of interest.

### 0. Items to be considered in private - matters exempt from publication

The Shareholder resolved to:

exclude the press and the public from the meeting during consideration of the items on the exempt from publication part of the agenda on the grounds that their presence could involve the likely disclosure of exempt information.

### 2. Scrutiny recommendations

Councillor Fry, Chair of the Companies Scrutiny Panel, was present to speak to the minutes of the meeting held on 16 July 2019 and which had been circulated to the Shareholder. The Chair commented on the challenge of providing effective scrutiny in the short timescale between agenda publication and meeting date. Although there were

no formal recommendations from the Panel they did wish to make reference to some issues.

The Chair began by commenting on the Oxford Direct Services Companies. The Panel suggested it would be helpful to know if the chosen KPIs were based on local or national standards. The Panel welcomed the company aspiration that 10% of the workforce (c. 70 staff) should be apprentices but suggested that the target be revised to show delivery phased over time. The Panel was mindful of the challenges and opportunities facing the Trading Companies' operations in the competitive waste and recycling market.

In relation to the Housing Companies the Panel welcomed the initiative to develop an "affordable rent to buy" model for those people unable to access traditional social housing or low cost home ownership. The Panel was also conscious that there were potentially some difficult trade-offs for the Council and the Housing Companies in relation to the commitment to deliver affordable housing and the additional costs associated with net-zero carbon housing.

The Managing Directors for the two companies confirmed that, where required, they would respond directly to the Panel on the points raised at the meeting on 16 July 2019.

The Shareholder thanked the Panel for its comments.

### **3. Oxford Direct Services Limited ("ODSL") and Oxford Direct Services Trading Limited ("ODSTL")**

The representatives of the Housing Group left the meeting during the consideration of those items relating to the Oxford Direct Services Companies.

#### **a) The Direct Services Companies - Chairman's Statement (Open)**

The Managing Director spoke to this item on behalf of the Chairman of the Direct Services Companies. The Companies had a successful first year of trading which had resulted in the payment of a dividend and a contribution to company reserves.

Two non-executive directors had been appointed who brought valuable skills and experience from the private sector in finance and human resources. The non-executive directors were already making a contribution and one was working with the Chairman on the set-up arrangements for an Audit & Risk Committee. A further round of interviews would take place in early August with a view to appointing a third non-executive director with a background in the construction industry.

#### **b) ODSL and ODSTL - 2018/19 Statutory Accounts (Open)**

The Finance Director reported that the 2018-19 statutory accounts had been cleared by the auditors and approved by the Companies' Board at a meeting on 22 July 2019. Once they had been formally signed they would be circulated to the Shareholder for information.

#### **c) ODSL and ODSTL - 2019/20 Performance and Finance for Q1 (Open)**

The Shareholder noted the content of the report and made a number of observations.

They asked ODSL to review the KPIs for sickness and suggested that some comparative data would be more meaningful. The Managing Director undertook to revise the KPIs for the next report.

The Shareholder welcomed the fact that the Trading Company was seeking to increase the BAME representation in the workforce to better reflect the make-up of the population of Oxford.

**d) ODSL and ODSTL- 2019/20 Performance & Finance for Q1 - Appendix 3 (Exempt)**

This item was discussed in confidential session.

**e) ODSL and ODSTL - Update on Outline Business Case (Exempt)**

This item was discussed in confidential session.

The representatives of ODSL and ODSTL Companies left the meeting at the conclusion of the items relating to the Direct Services Companies.

#### **4. Housing Group**

The representatives of the Housing Group returned to the meeting for this item.

**a) Housing Group - Progressing the strategic future direction of the Council's Group of Housing Companies and the 2018/19 Annual Review**

The interim Managing Director for the Housing Group presented a report which detailed the progress of the strategic review and the development of a revised Business Plan for the Housing Group of companies.

This item was discussed in confidential session.

**The Shareholder resolved to:**

1. Note the progress of the strategic review and revised Business Plan for the OCHL Group of companies and to seek support for the proposed plan of action
2. Note the Housing Group Annual Review (Appendix 1)
3. Note the audited Annual Report and Financial Statements for the year ended 31 March 2019 (Appendix 2)
4. Note the Housing Group Delivery Programme (Appendix 4)

#### **5. Minutes of previous meetings**

**The Shareholder resolved to approve the minutes of the following Shareholder meetings as a true and accurate record:**

**7 March 2019 (Direct Services Companies)**

- Public minutes
- Confidential Minutes

**30 May 2019 (Oxford City Housing Group)**

- Public minutes
- Confidential Minutes

**The meeting started at 6.05 pm and ended at 8.00 pm**

**Chair**

**Date:**