

Decision type:	Single Member Decision
Decision date:	Tuesday 9 th June 2026
Decision maker:	Cllr Nigel Chapman, Cabinet Member for Citizen Focused Services and Council Companies
Decision title:	Approval to submit a commercial bid for integrated facilities management to be delivered by ODSTL in accordance with Shareholder Agreement Reserved Matters

Summary	
Decision being taken:	Approval as Shareholder of ODSTL to submit a bid for a contract to deliver integrated facilities management over a period of 3 years plus a possible extension of a further 2 years, estimated value £1.5m per year new revenue
Key decision:	No
Source of delegation:	Single Member Decision made by Cllr Nigel Chapman as delegated by Cllr Susan Brown, Leader of the Council under Part 4.6 of the Constitution.
Cabinet Member:	Cllr Nigel Chapman, Cabinet Member for Citizen Focused Services and Council Companies
Corporate Priority:	None
Policy Framework:	None

The Cabinet Member for Citizen Focused Services and Council Companies decides as follows:

1. **Approve** the proposal to submit a bid for an Integrated Facilities Management contract for a leading retail park, at an estimated value of £1.5m per annum for a period of 3 years plus a possible extension of a further 2 years

Appendix No.	Appendix Title	Exempt from Publication
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Appendix 1	Board paper – Bid approval	Yes This information is exempted from publication under Schedule 12A to the Local Government Act 1972 since it is: 1. Information about someone’s finances or business
Appendix 2	Liabilities and contractual risks	Yes This information is exempted from publication under Schedule 12A to the Local Government Act 1972 since it is: 2. Information about someone’s finances or business

Introduction and background

3. On 27th May 2026, the ODSTL Board approved the submission of a tender to supply integrated facilities management services to a leading retail park for a period of three years @ £1.5m per annum value, subject to a further review of liability and associated contractual risks prior to submission. A summary of these is attached at appendix 2
4. This paper seeks approval to proceed with the bid submission based on strong strategic alignment, established local capability and an attractive commercial opportunity, subject to satisfactory resolution of the key contractual, commercial and delivery remaining activities and risks set out in this paper.
5. The opportunity is currently at tender stage, following successful progression through a client validation process, ODS is one of six contractors preparing a tender submission for a contract commencing on **1 January 2027** and an initial term running to **December 2030 (3 years)**. The estimated contract value is £1.5m per annum, with a total value of approximately £4.5m over the initial term. There is a possible extension to contract (12 month + 12 month).
6. This opportunity represents a strategically significant contract with a prestigious client, a globally recognised operator of premium retail destinations. Securing this contract would enhance ODS’s profile and support growth in its commercial facilities management portfolio, aligning with its 2026/27 strategy.
7. ODS is well positioned to deliver the contract, leveraging existing on-site presence, local operational capability, and in-house delivery model. The contract is expected to generate operating margins of approximately 9–11%, with additional upside potential from project-based work.
8. The type of work we will be doing is responsive repairs and planned preventative maintenance (PPM) across a portfolio of commercial retail premises on a single site location. Works will be delivered by a dedicated team working to a specified PPM regime for each building, which will include mechanical/electrical services, compliance, and fabric maintenance assets. Delivery will be supported by specialist supply chain partners for services not delivered by ODS. Responsive repairs will

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also be managed by the dedicated team but can be supported by the wider ODS workforce in periods of high demand.

9. Like any contract, there are commercial and contractual risks, including liability exposure, demanding service expectations, TUPE staff transfer, and specific delivery requirements. These risks are being actively managed through legal review, robust governance planning, and structured negotiation.
10. For further details please refer to appendix 1 for the Board Briefing Paper / Decision
11. This is a decision to submit a bid, not award an incoming contract, and hence no further details are required regarding number of bidders, an overview of the evaluations process, etc.

Risk Analysis

12. While the opportunity reflects core service delivery capability, the client is expected to be operationally demanding. Success will depend on clear requirement setting, disciplined service definition, and robust governance, supported by experienced account management. ODS have a strong reputation for delivery high quality services and exceeding customer expectations

Reasons for the decision

13. The contract is strategically aligned with the ODS Integrated Facilities Management growth plan for 2026/27 (under the oxfordworkplace banner) supporting revenue growth beyond the £1m target and falls squarely within our existing service capability. The opportunity represents a significant multi-year contract aligned with ODS's growth strategy in commercial IFM services.

Alternative Options Considered

14. The alternative option is not to bid. If this is the decision, then ODSTL will lose a potential opportunity to deliver a key part of its ODSTL Business Plan

Legal Comments

15. The decision is a matter reserved to the Council, as shareholder, under the Shareholder Agreement due to the level of the proposed contract should the company be successful in their submission.
16. The decision has been delegated by the Leader of the Council in accordance with the Constitution on the 5 June 2026.
17. The decision does not authorise the entering in to of any resulting contract, which will require a further decision and, due to the value, publication in advance on the Local Plan.

Implications of Local Government Reorganisation

- 1) There are no LGR implications with this decision. It is a decision taken by the Council acting in its capacity as shareholder of ODSTL and only seeking to approve submission of a bid to a tendering opportunity. There are no binding commitments at this stage. **Equalities Impact**

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18. N/A - outgoing tender

Risks

19. Below is a table showing 6 major risks identified and the mitigations for each

Identified Risk	Mitigation Strategy
Uncapped supplier liability	Legal review and negotiation to establish appropriate liability caps
TUPE staff transition	Early mobilisation planning and HR due diligence
High service expectations	Robust governance, KPIs and experienced staff
Scope creep / evolving estate	Clear definition of BAU vs project scope supported by strong change control
Contractual restrictions and punitive terms	Structured legal review and targeted contract negotiation
Complex delivery model (dual systems)	Defined governance and operational clarity

Carbon and Environmental Considerations

2) For key decisions only so N/A

Implications of making the decision

Financial implications	The estimated contract value is £1.5m per annum, with a total value of approximately £4.5m over the initial term. Profits are in-line with expectations at 11% or £0.5m over term, with opportunity for upside from project works. Margins are realistic given the local resources and supply chain on-hand, assuring operational delivery. Subject to contract, this opportunity would present a good contribution to our commercial business plan	Completed by: Chris Urwin, Finance Director Date: 8 th June 2026
Legal implications	Key contractual risks identified include broad customer step-in and termination rights, uncapped supplier liability exposure, non-compete	Completed by: Ola Adeniran, ODS Company Secretary

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	provisions, and certain operational and compliance obligations. These risks will be addressed through contract negotiations and clarification of operational and compliance requirements to ensure they are proportionate and commercially acceptable before the contract is entered into.	Date: 8 th June 2026
Other implications	N/A	Completed by: Simon Howick Date: 8 th June 2026
Member declared interests	None	Completed by: Simon Howick, Managing Director Date: 8 th June 2026

Background Documents
None.

Report author	Simon Howick
Job title	Managing Director
Service area or department	ODS
Email contact	Simon.howick@odsgroup.co.uk

Consultee checklist

Consultees	Name and job title	Date
Senior officer e.g. the relevant service manager / Director where the decision maker is the Chief Executive or a Deputy Chief Executive.	N/A	N/A

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Group Finance Director Where required by the Constitution or conditions of the delegation	Alistair Rush, Group Finance Director (interim)	8 th June 2026
Director of Law, Governance and Strategy Where required by the Constitution or conditions of the delegation	Emma-Louise Jackman, Director of Law, Governance and Strategy	8 th June 2026
Cabinet Member(s) Where required by the conditions of the delegation	Nigel Chapman, Cabinet Member for Citizen Focused Services and Council Companies	9 th June 2026
Ward Members Where required by the Constitution or conditions of the delegation	N/A	

Decision Maker Approval

The officer with authority to take the decision, either from a Cabinet delegation or in the Constitution.	9th June 2026
Nigel Chapman, Cabinet Member for Citizen Focused Services and Council Companies	

This form must be completed and sent to Committee and Member Services **on the date that the decision maker signs it. This must be only done once all consultees have given their approval. The decision shall be effective from the date of publication; therefore, it is important that you send to Committee and Member Services as soon as it is completed and dated by the decision maker. Please note that it is not effective until it is published and the call-in period has passed.**

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NOTES

The law¹ requires the Council to record executive and non-executive decisions taken by officers under delegated powers and to publish them on the Council's website.

These requirements apply to decisions that would have been taken by Council or the Cabinet if delegated powers had not been given to an officer:

- under an express delegation granted at a meeting of Cabinet, Council, or a Committee.
- in accordance with Part 4.4 of the Constitution as follows:
 - Awarding a contract where authority has been specifically delegated to officers by Cabinet or a Cabinet Member (regardless of value)
 - Acquiring or disposing of freeholds or leaseholds granting new leaseholds (excluding assignments and rent reviews) where authority has been specifically delegated to officers by Cabinet or a Cabinet Member (regardless of value)
 - Making a regulatory order which affects a number of people, for example a Public Space Protection Order or a Parking Place Order
 - Where the effect of a decision is to grant a licence or permission or it affects the rights of citizens
 - Discharging any other express delegation from Cabinet or a Cabinet Member a committee or Council.

These requirements **do not** apply to:

- planning and licencing matters where there are established arrangements for recording decisions: or
- decisions which are purely administrative or operational in nature

All other officer decisions should be recorded on an officer decision form but do not need to be published. They must though be stored to ensure that they are not lost should an officer leave the authority.

Exempt or Confidential information

Information relating to a delegated officer or single member decision does not have to be made public if it is exempt or confidential. Summary information from this decision sheet (excluding all exempt or confidential information) will be published on the Council's website.


¹ the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012/2089 (Regulation 13(4)) and The Openness of Local Government Bodies Regulations 2014/2095 (Regulation 7)

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Key or Non-Key Decision

A key decision is an executive decision which is likely to:

- Have a significant effect on people living or working in a least two wards or
- Involve spending, income, or saving a significant amount – whether an amount is significant depends on the Council’s total budget for the service involved. For this Council ‘significant’ in budgetary terms is:
 - Expenditure, income, or savings of £750,000 or greater in the context of the medium-term financial strategy,
 - Acquiring or disposing of freeholds with a consideration over £500,000 in the context of the medium-term financial strategy except for disposals pursuant to right to buy legislation
 - Acquiring or disposing of leaseholds where either the rental value is in excess of £250,000 per annum and/or the premium is £750,000 except for statutory lease renewals under Part 2 of the Landlord and Tenant Act 1954 and disposals pursuant to right to buy legislation and disposals pursuant to right to buy legislation.
 - Acquiring or disposing of easements with a value over £750,000 and/or rental value over £250,000 each year

A key decision can only be taken and recorded here if notice of it has been published on the Forward Plan for at least 28 clear days. Key decisions taken by officers may be “called in” by any four councillors or the Chair of the Scrutiny Committee within two days of the notice of decision being published. 

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