

Report for: ACTION



<b>Contains Confidential or Exempt Information</b>	No
<b>Title</b>	Maidenhead Golf Course
<b>Responsible Officer(s)</b>	Russell O'Keefe, Strategic Director of Corporate and Community Services
<b>Contact officer, job title and phone number</b>	Chris Hilton, Director of Planning, Development and Regeneration, 01628 68 3811
<b>Member reporting</b>	Cllr J Rankin, Cabinet Member for Economic Development and Property
<b>For Consideration By</b>	Cabinet Regeneration Sub Committee
<b>Date to be Considered</b>	26 <sup>th</sup> September 2016
<b>Implementation Date if Not Called In</b>	Immediately
<b>Affected Wards</b>	All Wards

### REPORT SUMMARY

1. This report outlines the next steps necessary to progress the development of Maidenhead Golf Course, and it seeks approval for the following :
  - a. A budget of £250,000 to cover Stage A (the strategic advice) which will steer the next steps of Stage B and Stage C. It will principally cover property and technical consultancy fees as outlined in the report, together with initial legal advice on the different elements.
  - b. Any additional funding to embark on the later stages of work will be sought when Officers have a comprehensive appreciation of what further detailed support and work is required, based on the first stage of work completed.
2. A further report is proposed for early 2017 which will set out the range of options and guide the next steps to procuring a development partner.

### If recommendations are adopted, how will residents benefit?

Benefits to residents and reasons why they will benefit	Dates by which residents can expect to notice a difference
1. Progress towards the delivery of a high quality new residential development offering approximately 1,500-2,000 homes adjacent to Maidenhead Town Centre	December 2023

and Maidenhead Crossrail Station.	
2. The development will help to spearhead the regeneration programme for Maidenhead	December 2019 - 2026
3. Progress towards the realisation of value from the Council's ownership.	December 2019 - 2026

## 1. DETAILS OF RECOMMENDATIONS

### RECOMMENDATION: That Cabinet Regeneration Sub Committee:

- i. Approves the proposal of procuring a professional team using the HCA Property Framework panel and delegates authority to the Strategic Director of Corporate and Community Services in liaison with the Lead Member for Economic Development and Property to finalise and progress the draft Brief (Appendix A).
- ii. Approves a budget of £250,000 to cover Stage A (the strategic advice) which will steer the next steps; Stage B and Stage C. It will principally cover property and technical consultancy fees as outlined in 2.3 below, together with initial legal advice on CPO and procurement.

## 2. REASON FOR RECOMMENDATION(S) AND OPTIONS CONSIDERED

### Background

- 2.1 In July 2016 RBWM and Maidenhead Golf Club ("The Club") entered into an Agreement for the surrender of the Club's lease of Maidenhead Golf Course (The Course").
- 2.2 To make sure the Council provides a town for everyone, new homes need to be built to meet the accommodation needs of the growing local population. There is also a need to deliver new infrastructure and facilities such as schools, roads and health facilities.
- 2.3 At approximately 132 acres, the golf club site is large enough for approximately 1,500-2,000 new homes. This will go a long way towards helping to meet the housing targets in the draft local plan and help to provide much needed affordable housing close to the heart of the town.
- 2.4 The site is in a highly sustainable location within walking distance of the town centre and its excellent transport links, including Crossrail in 2019.
- 2.5 The council intends to enter into a joint development partnership for the site which will give it a lot of control over how it is designed and developed.
- 2.6 The Council is committed to providing high quality homes and infrastructure as well as a sympathetic design in keeping with the surroundings.

## Consultancy Appointment

2.7 Having entered into the Agreement for Surrender, RBWM now needs to develop a strategy to procure the development of the site. To do this consideration needs to be given to a range of issues including:

- **The Market** – What is the best way to approach the market?
- **Timescales** – When is the best time to start the developer selection and planning process?
- **Procurement options** – How best to procure a development partner for a site like this including whether to consider the current Joint Venture?
- **Planning strategy** – What is the best way and time to approach applying for planning permission?
- **Consultation** – How best to carry out the necessary engagement and consultation on progressing the site?
- **Legal Structures** – how should a contractual arrangement with a developer be?
- **Land arrangements** – How best to work with the adjoining land owners taking forward development?
- **Infrastructure** - Initial advice has been provided by consultants on the likely infrastructure requirements. It is now necessary to:
  - Consider whether the infrastructure needs outlined by the above consultants are comprehensive or whether anything is missing. The team will need to co-ordinate and manage discussions with various council departments (highways, education, planning etc.) and establish a consensus as to what needs to be provided.
  - Develop options for infrastructure provision. This will involve having discussions with the Highways Agency and other statutory providers, developing design as necessary.
  - Consider options for best delivering infrastructure.

2.8 It is therefore, proposed to procure a consultancy team to advise on the above matters. A draft Invitation to Tender Brief (Appendix A) will seek fee details for the following indicative stages (there is no guarantee of work beyond Stage A):

Stage A	To provide advice on the matters outlined above (extracted from the Brief); this will be summarised in a written report following a presentation by the Consultancy team to this Sub-Committee in February / March 2017.  Working with the consultant, procure legal advice and a solicitor to take forward the procurement.
Stage B	Depending on the advice / recommendations arising from

	<p>Stage A and subject to further instruction from Members, to undertake studies, due diligence, design, master-planning, and possibly submitting an outline planning application.</p> <p>Working with the Legal Team, the consultant and officers to commence the procurement of a development partner(s).</p>
Stage C	Overseeing and managing the procurement process through to the Contract Award to a preferred development partner.

2.9 It is proposed to use the HCA Property Panel Framework. Consideration has been given to using the RBWM Development Manager Panel, and also to other public sector panels. However the HCA Panel is specifically focussed to consultants who have a solid background in delivering and marketing large residential schemes and some of the most high profile firms are on it. For MGC it is important that we have the right calibre of consultants. A list of those on the Panel is shown at Appendix C, together with a copy of the Framework at Appendix B.

2.10

Option	Comments
<p>1. Appoint a Development Manager to produce a Development Framework for the Golf Course, and work up to an SPD.</p> <p>Market the site with the benefit of the SPD to control the development of the site.</p> <p>This is not recommended.</p>	<p>House builders will generally prefer to influence the development from the beginning.</p>
<p>2. Adopt a considered phased approach by appointing a consultancy team from the HCA Property Framework Panel to provide advice on matters relating to infrastructure, planning approach and development methodology.</p> <p>Following consultation with CRSC, move onto subsequent stages; procuring a legal team to advise and support a procurement to seek a development partner(s)</p> <p><b>This is the recommended option</b></p>	<p>Obtaining options from professional experienced residential consultants on the HCA Property Panel Framework, who are active in large scale developments, will ensure successful delivery, both in terms of receipts and timelines.</p> <p>Refer to Appendix C for a list of the panel members.</p>

Option	Comments
<p>3. As above but appoint a consultancy team from RBWM's Development Manager Framework;</p> <ul style="list-style-type: none"> <li>• Bruton Knowles</li> <li>• Synergy</li> <li>• Peter Brett Associates</li> <li>• G L Hearn</li> <li>• Lambert Smith Hampton</li> <li>• M3</li> <li>• GVA Grimley Limited</li> </ul>	<p>This Framework was set up principally to provide development management for the Opportunity Areas.</p>
<p>4. Make a decision without professional advice as to when and how to market the site and how to progress Planning.</p> <p>This is not recommended.</p>	<p>Specialist land agents who regularly advise on major land disposals will understand how the market is likely to react and will advise us on how to get best value.</p>

### 3 KEY IMPLICATIONS

Defined Outcomes	Unmet	Met	Exceeded	Significantly Exceeded	Date they should be delivered by
Completion of initial advice	April 2017	March 2017	February 2017	January 2017	March 2017
Commence procurement	May 2017	April 2017	March 2017	February 2017	April 2017
Contract with development partner	June 2018	May 2018	April 2018	March 2018	May 2018

### 4. FINANCIAL DETAILS

#### Financial impact on the budget

- 4.1 The budget requested for Stage A is based on previously tendered development management submissions and includes allowance of £160,000 for the consultancy team for property and technical advice and work and £90,000 for legal support. This work will inform the nature and scale of the work going forward in Stages B and C (refer to table at 2.8). It is intended to request additional funding in March 2017, when a report will be brought to this Sub-Committee recommending an option to bring the golf course forward for residential development.

	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>
	Capital £'000	Capital £'000	Capital £'000
Addition	£250	£0	£0

## 5. LEGAL IMPLICATIONS

- 5.1 The Council has a duty to efficiently manage its assets and has legal powers to hold and dispose of land under both sections 120 and 123 of the Local Government Act 1972.

## 6. VALUE FOR MONEY

- 6.1 Taking time to gather thorough and considered advice from experienced residential consultants and carefully appraise the next steps will ensure that we successfully plan for the delivery of housing and infrastructure and maximise the potential for the site.

## 7. SUSTAINABILITY IMPACT APPRAISAL

- 7.1 None.

## 8. RISK MANAGEMENT

- 8.1

<b>Risks</b>	<b>Uncontrolled Risk</b>	<b>Controls</b>	<b>Controlled Risk</b>
Collapse of housing market could impact both the ability to dispose of the site through falling land values	Low / Medium	There is little that can be done to influence a downturn in the market. By bringing forward this site promptly, advantage can be taken of the current and rising sales values.	Low

## 9. LINKS TO STRATEGIC OBJECTIVES

- 9.1

Residents First	<ul style="list-style-type: none"> <li>• Enjoy healthy lifestyles</li> <li>• Improve the environment, economy and transport</li> <li>• Increase the range of housing available</li> </ul>
Value for Money	<ul style="list-style-type: none"> <li>• More residents will have the opportunity to own their own home.</li> <li>• Community Infrastructure Levy (CIL)</li> </ul>

	generated to improve infrastructure
Delivering Together	<ul style="list-style-type: none"> <li>Delivering in collaboration with key stakeholders and residents</li> </ul>
Equipping Ourselves for the Future	<ul style="list-style-type: none"> <li>Forward planning / investment</li> <li>Community Infrastructure Levy (CIL) generated to improve infrastructure</li> </ul>

## 10. EQUALITIES, HUMAN RIGHTS AND COMMUNITY COHESION

10.1 None.

## 11. STAFFING/WORKFORCE AND ACCOMMODATION IMPLICATIONS

11.1 None.

## 12. PROPERTY AND ASSETS

12.1 Yes as detailed in this report.

## 13. ANY OTHER IMPLICATIONS

13.1 None.

## 14. CONSULTATION

14.1 This report will be presented to the Corporate Services Overview and Scrutiny Panel on a date to be confirmed.

## 15. TIMETABLE FOR IMPLEMENTATION

Date	Activity
16 September 2016	Sifting exercise of possible consultants (requirement of HCA Property Framework) who will consider tendering
10 October 2016	Invitation to Tender of willing consultants
11 November 2016	Award of Contract (includes 10 day standstill period)
December 2017	Procure Legal Advisors
24 February 2017	Draft Report to Officers
March 2017	Report to CRSC to recommend an approach and seek additional funding
April 2017	Commence Stage B to procure a development partner
May 2018	Complete procurement of a development partner

15.2 The timeline above is indicative as it relates to the procurement of the Development Partner as it's dependent upon the following:

- Advice from the consultancy team and legal advisor
- CRSC approving the strategy

## 16. APPENDICES

- Appendix A – Brief; Invitation to Tender for Consultancy Advice
- Appendix B – HCA Framework Panel
- Appendix C – List of Consultants on the HCA Panel

## 17. BACKGROUND INFORMATION

- None.

## 18. CONSULTATION (MANDATORY)

<b>Name of consultee</b>	<b>Post held and Department</b>	<b>Date sent</b>	<b>Date received</b>	<b>See comments in paragraph:</b>
<b>Internal</b>				
Cllr Rankin	Lead Member for Economic Development and Property	11/09/2016	11/09/2016	Throughout
Russell O'Keefe	Strategic Director Corporate and Community Services	11/09/2016	11/09/2016	Throughout
Alison Alexander	Managing Director/ Strategic Director Adults, Children and Health			
Simon Fletcher	Strategic Director Operations and Customer Services			
Rob Stubbs	Head of Finance			
<b>External</b>				

## REPORT HISTORY



<b>Decision type:</b>	<b>Urgency item?</b>
Key Yes	No

Full name of report author	Job title	Full contact no:
Marie Percival	Regeneration and Property Officer	01628 796690

<b>Stages in the life of the report (not all will apply)</b>	<b>Date to complete</b>
1. Officer writes report ( in consultation with Lead Member)	
2. Report goes for review to head of service or DMT	
3. To specialist departments: eg, legal, finance, HR (in parallel)	
4. To lead member	
5. To CMT	
6. To the leader	
7. To overview or scrutiny, if a cabinet report	
8. To cabinet	

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