

Public Document Pack

Date of meeting Thursday, 3rd October, 2013
Time 7.00 pm
Venue Committee Room 1, Civic Offices, Merrial Street,
Newcastle-under-Lyme, Staffordshire, ST5 2AG
Contact Louise Stevenson ext 2250

Active and Cohesive Communities Overview and Scrutiny Committee

AGENDA

PART 1 – OPEN AGENDA

1 Apologies

2 Declarations of Interest

3 KEELE GOLF COURSE

(Pages 1 - 26)

To consider the golf development and course grounds maintenance aspects of the tender process undertaken.

4 URGENT BUSINESS

To consider any business which is urgent within the meaning of Section 100B(4) of the Local Government Act 1972.

Members: Councillors Bailey (Vice-Chair), Cairns (Chair), Miss Cooper, Mrs Cornes, Mrs Heesom, Miss Olszewski, Plant, Rout, Taylor.M, Miss Walklate and Mrs Winfield

Members of the Council: If you identify any personal training/development requirements from any of the items included in this agenda or through issues raised during the meeting, please bring them to the attention of the Democratic Services Officer at the close of the meeting.

Meeting Quorums :- 16+= 5 Members; 10-15=4 Members; 5-9=3 Members; 5 or less = 2 Members.

Officers will be in attendance prior to the meeting for informal discussions on agenda items.

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Report to the Active and Cohesive Communities Overview and Scrutiny Committee

Keele Golf Course Procurement of a new Tenant to Manage, Develop and Maintain the Facility

3 October 2013

Background

On 21 March 2013 the operating company at Keele Golf Course went into voluntary liquidation but continued to operate until the liquidator passed back the lease to the Council on 1 May 2013.

Glendale Managed Services were asked to quote for grounds maintenance at the course and also separately for managing the golf course. As an existing grounds maintenance contractor to the Council, a variation to their existing contract was approved following evaluation of their quote. In relation to the golf course management, two quotes were obtained, and following evaluation the work was awarded to Glendale.

Both contracts are for an initial 4 months with the option to extend monthly for a further two months. These arrangements commenced on 2 May 2013. On 1 May 2013 the course was staffed by Council senior officers to ensure a continuation of service and gave the opportunity to audit the operation prior to the interim contractor starting. The next step is for the Council to find an operating company to maintain and manage the course in the long-term.

Scrutiny Process

The purpose of this report is to give the Members of this committee the opportunity to scrutinise and review the provisions made within the process for ensuring the appropriate golf development, course grounds maintenance and golf facilities management.

Key extracts from the invitation to bid are attached for Members information and officers will be in attendance at your meeting to supplement this information.

Members are asked to consider whether the process followed and provisions in the tender documentation in respect of golf development and course grounds maintenance are appropriate and suitable in order to ensure that the required standards of golf provision, course maintenance and golf facilities management can be achieved over the period of the lease.

Members of this committee should be aware that the Overview and Scrutiny Co-ordinating Committee met to consider the overall process of procuring a

new Tenant to manage, develop and maintain Keele Golf Course at its meeting on 24 September 2013.

A copy of a set of slides prepared for the Overview and Scrutiny Co-ordinating Committee is attached as an appendix to this report to give Members of this committee an overview of the entire process.

In addition, the financial and value-for-money issues of the process will be reviewed at a special meeting of the Transformation and Resources Overview and Scrutiny Committee on 9 October 2013.

Recommendations:

- a) That the Scrutiny Committee considers the golf development and course grounds maintenance aspects of the tender process undertaken.
- b) That the committee make recommendations to the Cabinet in respect of the appropriateness of these aspects in ensuring that the required standards of golf provision, course maintenance and golf facilities management can be achieved over the period of the lease.

Dave Adams
Executive Director – Operational Services
Newcastle-under-Lyme Borough Council



Invitation to Submit an Offer for Lease

APPOINTMENT OF A SPECIALIST GOLF OPERATOR FOR THE DEVELOPMENT, MANAGEMENT AND MAINTENANCE OF THE KEELE GOLF CENTRE, KEELE ROAD, NEWCASTLE-UNDER-LYME, STAFFS.

**Issued by
The Borough Council of Newcastle-under-Lyme
Directorate of Regeneration & Development**

Key extracts only for NBC scrutiny purposes

Closing date for submission of completed documents

**17:00 on Monday
19th August 2013**

17 INDICATIVE TIMETABLE

Actions		Date(s)
1.	Closing date for receipt of proposal	19.08.2013
2.	Evaluation Period	20.08.2013 to 30.08.2013
3.	Council Consultation Process	02.09.2013 to 17.10.2013
4.	Council decision obtained	16.10.2013
5.	Notification of decision to all applicants	18.10.2013
6.	Finalisation and Issue of Lease documentation	18.10.2013 to 01.11.2013
7.	Lease Commencement Date	02.12.2013

Note: All dates are indicative only and may be subject to change where necessary.

SECTION 2 - INFORMATION FOR APPLICANT'S SUBMISSION

DESCRIPTION OF DEMISE

Location

Keele Golf Centre occupies a highly commercial trading location directly off the A525 opposite to Keele University and close to the M6 motorway, Junction 15. It is located approximately one mile west of Newcastle-under-Lyme town centre.

The Site

The golf course site extends approximately to 60.7Ha / 150 Acres and includes an 18 hole course par 72 course of some 5,848 ms / 6,396 yds in length, a 9 hole par 27 short golf course, clubhouse, Golfers Arms PH, green keepers building and a residential property

The 18 whole undulating parkland course, designed by renowned golf architect Fred Hawtree was developed and opened in the mid 1970's. Greens and tees are irrigated by an automatic sprinkler system served by mains water.

Adjoining the course is a practice putting and a practice pitching green.

The 9 hole par 27 course which opened in the summer of 2006 is approximately 2015 metres/2,413 yards in length It is located a short walk from the Golfers Arms PH and occupies the eastern part of the site. It comprises an open area divided into two sections by a mature hedgerow. Only the greens are irrigated by an automatic system.

Please see attached STRI report (dated 25th June 2013) which details the condition of the courses, recommended remedial & improvement works. These works will form a condition of the lease and have to be undertaken within the first twelve months.

N.B. The automatic irrigation systems have not been fully tested or examined and it will be for the incoming tenant to do so and undertake such work as may be necessary so as to put them into good repair.

The Golf Clubhouse/Golfers Arms PH and car park

These facilities are located near to the southern boundary and are visible from the A525 main road. The building was constructed in the mid 1970's mainly of brick elevations, having a two storey section (under a pitched tiled roof) and a single storey part having a flat felted roof. On the ground floor it extends in area to approximately 312.75 sq ms (GIA) and on the first floor 170 sq ms (GIA)

The clubhouse and Golfers Arms provide the following range of accommodation;

- Entrance lobby
- Golf shop with adjoining storage area / two offices, workshop and a further office accessed form the lobby
- Ladies and gentlemen's WC's with changing areas, each providing one shower
- Ground floor bar (approx 30 covers) service kitchen, beer cellar and cold room
- Boiler room
- First floor main bar with restaurant area (approx 60-70 covers) main kitchen, washing up area, stairs to ground floor.

Adjoining the clubhouse/Golfers Arms are two parking areas which can accommodate approx 100 vehicles.

The Green keepers building

This single storey building extends to approx 215 sq ms / 2,314 sq ft (GIA). It is constructed of brick elevations under a profile steel roof. Internally it comprises a storeroom, chemical store, mess room and WC.

The Golf Houses, nos. 1 & 2.

Situated to the east of the Golfers Arms is a pair of semi-detached dwellings. They were constructed in the 1970's, having brick elevations under a pitched

tile roof. Accommodation comprises; ground floor living room, hallway with three first floor bedrooms and a bathroom.

It is intended to include Golf House no. 1 in the lease demise.

APPENDIX 3 – OPERATIONAL MANAGEMENT SCHEDULE

Course maintenance:-

- The lessee to obtain an annual report from the Sports Turf Research Institute (STRI) and shall be responsible for implementing and complying with its recommendations within its programme timetable
- The lessee to maintain the 9 and 18 hole golf courses to a standard at least commensurate with golf industry standards of good practice for a reasonable quality municipal pay and play facility.
- the lessor may inspect the course at any reasonable time, subject to 24 hours notice.
- at the of commencement of the lease, draw up a tree management programme for the course, in conjunction with the Council's Arboricultural officer - carry out agreed works etc, review programme plan annually, carrying out all works necessary for health and safety and to implement the plan.
- Not to carry out any drainage works or works that involve earth moving, introduction or importation of 'materials' without the lessor's prior written consent.
- Not to carry out any works that involve potential damage to trees, tree roots or removal of trees without the lessor's prior written consent.
- The tenant is to inspect, test and remedy any faults or defects identified with the irrigation system(s)

Course improvements:-

- At the beginning of the lease term to commence and thereafter implement all of the recommendations contained in the appended STRI report dated 25th June 2013.

Course management:-

- Hours of operation - the course & shop shall be open everyday except Christmas Day, Boxing Day & New Years Day between the hours of dawn and dusk.
- To prepare and implement an agreed annual maintenance and improvement plan.
- To allocate Tee times on 'a first come first served' basis, offer telephone & on-line bookings.
- allow the resident club use of the 'committee room'.
- allow the resident club and recognised societies to book 'advertised packages' in advance.
- maintain high standards of security and protection from crime.
- The structure of fees & charges for playing golf should not discriminate against pay & play golfers, ensuring sufficient time is available to meet the demands for municipal play; be competitive with similar courses within a 30 mile radius; have available a variety of packages and season tickets offering discounts / concessions.
- The lessee is to provide monthly reports broken down into usage (e.g. number of rounds played) of each income producing activity.
- To prepare and implement a golf development plan in line with Golf England guidance.
- Equal opportunities – to operate the golf course without discrimination.
- Maintain and protect public rights of way over the golf course.
- Allow public use of the club house and associated facilities.
- Lessee is to conduct annual user satisfaction surveys, the first being 12 months from the commencement of the lease. Within one month of completion of the survey to prepare and deliver to the lessor an 'improvement action plan' which addresses significant issues which

require attention. After obtaining lessor approval, implement the action plan in accordance with the agreed timescales.

- Consult with the lessor as to the operation of the course, complying with the lessor's reasonable requests.
- The lessee is to secure and maintain accreditation with appropriate golf industry bodies, e.g. Golf Mark., STRI, Green keepers Association.

APPENDIX 4 – STRI Report dated 25 June 2013

Key recommendations

Greens

- In the autumn aggressive aeration needs to be carried out. Try to do this as early as possible to improve recovery of the greens surface. This should be the main renovation operation of the year; it will involve 12mm hollow coring with all the cores cleared off the surface before sand topdressing to fill the holes. Once this has been completed this operation should then be followed with a Graden sand injection scarification.
- To help with the integration of sand into the surface, it is essential to use kiln dried sand for the Graden scarification operation. This can be sourced locally from topdressing suppliers.
- During the spring 8mm micro core operations should be carried out in April, each followed by topdressing. If possible during a quiet period in the summer hollow coring should take place using 12mm hollow core tines and topdressing following this operation.
- Regular routine spiking using 8mm tines should be used to aerate the upper profile of the greens. If possible this should be done on a monthly basis
- During the winter months (when conditions allow) verti-drain the greens to relieve compaction to the lower profiles of the greens.
- If possible refinement of the grass species on the greens should take place using regular grooming or verti-cutting.
- During the spring, an application of the 3:0:3 NPK ratio fertiliser should be applied to all the greens between 30-35gm². Depending on growth this should be followed up by the same application 4-5 weeks later.
- After this going on into the summer months an application of Sierra Form 16:0:16 MPK slow release fertiliser should be applied to the greens to sustain them through the summer. This should see the greens through until the autumn when application of a granular 5:0:28 should be applied prior to the

autumn renovation. The high amounts of potassium within this last fertiliser application should harden the turf against disease over the winter.

- Due to the high levels of organic matter within the soil profile and the poor species composition, a preventative fungicide programme should be in place to avoid the high levels of scarring seen over the last winter. The first application of fungicide should be applied when conditions are favourable for disease formation. For this, Heritage would be a good product. Another application should be made in early December to get the greens over until February; Instrata would be the fungicide of choice for this application. One more application of fungicide may need to be applied in February to get the greens through into the spring when no further applications should be required.

- It is essential to apply sufficient sand to the greens to be able to dilute the amount of organic matter present, budgeting for at least 120 tonnes of sand if possible over the 12 month period. Approximately 30-40 tonnes of this sand will be required in kiln dried form to use as part of the Graden sand injection scarification.

Tees

- Look to implement regular monthly aeration to the tees, but only when conditions are correct to avoid smearing of the surface.

- Top dress the tees using a medium to coarse sand. Look to apply around 150 tonnes in 3-4 applications over the spring through to the autumn to maintain surface levels and keep the sward consistent.

- Apply 2 controlled fertilisers to the tees to improve resilience. An Everriss Sierrablen 19:8:19 NPK would be ideal. The first application should go down in May with another in August. Other manufacturers of slow release fertilisers are available upon request.

- Tee renovations should take place in September/October. Look to scarify, hollow core and top dress the tees surface followed by an over seeding with a dwarf perennial ryegrass to improve sward texture and density.

Fairways

- Primo Maxx should be applied to the fairways to reduce clipping yields, improve turf density and performance. An Everriss Fairway Programme which will lead to less mowing on fairways and reduce clippings and labour costs should be implemented. This will require 3 applications of Primo Maxx at 4-6 week intervals. As discussed a herbicide application will take place over the summer to get rid of broad leaved weeds. This could be tank mixed using the Primo Maxx to save on costs and labour. Contact the company Everriss to see if your preferred herbicide is compatible with the use of Primo Maxx.

Rough

- Areas that are out of play can be left to grow and create ecological areas for insects and mammals.

- Cutting these areas only twice per year will save on labour and machinery wear, cut once in March collecting the clipping and remove from site, making sure this is done early enough to avoid disturbance of ground nesting birds and mammals. A second cut should take place in September ensuring to collect the clippings. This will encourage finer species of grass and flowers, and avoid nutrients leaching back into the ground.

Aprons

- Aprons should be ideally verti-drained at least 3-4 times during the winter, but only when conditions are favourable to avoid smearing.
- No additional nutrient input should be required on the approaches.

APPENDIX 5 - CONDITION SCHEDULE

Schedule of works required for Keele Golf Club House, car park and workshop Newcastle under Lyme

For removal of doubt, all works below to be priced for and completed by contractor unless instructed otherwise

1.0	Essential works required upon taking occupation	(Pric
0		e)
1.0	Golf Clubhouse/Golfers Inn.	
1		
1.0	Renew Barge and soffit boards to main clubhouse	
2		
1.0	Renew all external upvc guttering	
3		
1.0	New emergency fire door and frame bottom of the stairs	
4		
1.0	Side elevation renew 2 number broken pieces of glass	
5		
1.0	Renew side window in bar area	
6		
1.0	Investigate for water ingress to the bar area – Veranda	
7	above the rear extension & replace area of ceiling	

- 1.0 Renew asphalt decking to the veranda area
 - 8
- 1.0 Repaint all exterior woodwork
 - 9
- 1.1
 - 0 General decoration to all inside
 - 1.1
 - 1 General renew all floor coverings
 - 1.1 Electrical rewire to relevant electrical standards
 - 2
 - 1.1 General around all of the building lift and level all paving slabs trip hazard
 - 3
 - 1.1 Rear of the building and side of the building reset all the paving slabs forming steps from the emergency fire doors
 - 4
 - 1.1 Lift and renew concrete area by cellar roller shutter door
 - 5
 - 1.1 Clear all gullies and jet all drains and fit gulley gratings
 - 6
 - 1.1 Take off all verge tiles, renew all of the oversailing on the barge boards replace – renew verge all to be cement bedded-Asbestos identified.
 - 7
- 2.0 Green Keepers Implement Shed**
 - 0**
 - 2.0 Renew 4 number side windows
 - 1
 - 2.0 Renew fascias
 - 2
 - 2.0 Renew gutters
 - 3
 - 2.0 Renew lighting conductor
 - 4
 - 2.0 Rebuild top of irrigation shed outside front of building – refix

- 5 replace roof covering to the same
- 2.0 Clean out all gullies and drains and fit 1 piece gulley
- 6 surrounds
- 2.0 Renew gulley pot back inlet and connect to the drains, fit 1
- 7 piece concrete surround
- 2.0 Replace tarmac to front of the implement shed
- 8

3.0 Necessary work required within 3-5 years.

0

3.0 Golf Clubhouse/Golfers Inn.

- 1
- 3.0 Renew 2 number large full glazed windows to the side
- 2 elevation -
- 3.0 Renew 1 pair of 2GG doors to the rear elevation to be of
- 3 mortice and tenon construction and not doweled (to be rebated)
- 3.0 Renew large window at the rear of main building
- 4
- 3.0 Renew front large window to left of the main entrance
- 5
- 3.0 Renew side window at high level by the spirit store
- 6
- 3.0 Renew gas boiler, has crack in the heat exchanger leaking
- 7 all of the time
- 3.0
- 8 Radiators to clubhouse require replacing
- 3.0 Renew manhole cover and frame
- 9

4.0 Green Keepers Implement Shed

0

- 4.0 Renew glass g.w. cast to side high level window

- 1
- 4.0 Repoint and flaunch chimney stack
- 2
- 4.0 Renew 2 small windows at the rear of the building toilet wash room area
- 3
- 4.0 Renew oversink water heater to mess room
- 4
- 4.0 Supply and fit 2 number 150 x 150 x 6 mm hollow section posts 1 either side of roller shutter to prevent further damage to brickwork
- 5
- 5.0 Car Park**
- 0**
- Car park area and entrance in general is in too bad a state to repair. Renewal of tarmac surface hardcore and drainage channels to a specification agreed with the Councils Facilities Dept within 3 years of occupancy or as necessary for reasons of Health and Safety, whichever is soonest.
- 6.0 Desirable work to be carried out within the first 10 years of taking occupation or as necessary, whichever is soonest.**
- 0**
- 6.0 Golf Clubhouse/Golfers Inn.**
- 1
- 6.0 Remove garage/store doors build up in block work with cavity – render to the same area and masonry painted to the same
- 2
- 6.0 Side elevation renew combination door and frame to match existing (door to be of mortice and tenon construction and not doweled)
- 3

7.0 Green Keepers Implement Shed

0

7.0 Renew rear store room door and frame. F.L.B. construction
1 with steel facing plate door to be of mortice and tenon
construction.

7.0 Renew washers to wash hand basin and sink unit

2

7.0 Renew 9 number flurry 1.8m light fittings to main shed

3

7.0 Renew door and frame to the pump house area, door to be
4 morticed and tenoned not dowelled F.L.B construction

7.0 Renew 2 number 1.2m single flurry fittings to mess room

5

7.0 Remove and replace Dauntless shires low level cistern to
6 toilet off mess room (existing cistern contains asbestos so
must be removed in line with H.S.E. guidance)

8.0 Golf Clubhouse/Golfers Inn. - Upper floors

0

Fully refurbish upper floors including rewiring, redecoration,
re carpeting and general improvements to a specification to
be agreed with the Borough Councils Facilities Dept. and to
a timetable to be agreed with the Council in line with the
proposers business development plan

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KEELE GOLF COURSE

**Overview of process for
procuring a new tenant to manage,
develop and maintain the facility
May to October 2013**

BACKGROUND

- Pre May 2013 – commercial lease
- May 2013 to date – interim management and maintenance
- Cabinet decision May 2013 to procure tenant and ratify interim position
- 2-stage bidding process with options

STAGE 1 – EXPRESSIONS OF INTEREST

- EIQ preparation and evaluation criteria set
- Marketing approach agreed
- Heads of Terms for lease drafted

STAGE 2 – ADVERTISING

- Ads placed in key publications and websites seeking expressions of interest
- 3 EIQ submissions by due date
- Financial/health checks undertaken
- Evaluation completed; all 3 parties invited to proceed to next stage

STAGE 3 – INVITATION TO BID

- Content of documents prepared and evaluation criteria set
- Documents included:-
 - Heads of Terms;
 - Schedule of Works;
 - Operational Management Schedule;
 - STRI Report
- 2 submissions received

STAGE 4 – EVALUATION OF BIDS

- Multi-disciplinary evaluation panel established
- Independent scoring against evaluation criteria
- Initial moderation of scores and identification of clarification issues
- Clarification meeting with each party
- Submission of clarification information and final evaluation panel scoring
- Independent/critical friend review of evaluation panel scoring

STAGE 5 – SCRUTINY PROCESS

- Review of overall process by Co-ordinating Overview & Scrutiny Committee
- Review of financial/resources issues by Transformation and Resources Overview & Scrutiny Committee
- Review of service issues by Active and Cohesive Overview & Scrutiny Committee

STAGE 6 – DECISION

- Finalise officer evaluation and report
- Consider output of scrutiny processes
- Cabinet decision
- Offer to preferred bidder

STAGE 7 – IMPLEMENTATION

- Continued interim management and maintenance
- Completion of legal documents and lease terms
- Gearing up period
- Hand-over arrangements implemented
- Likely timescale 2 to 3 months

STAGE 8 – MONITORING

- Establishment of multi-disciplinary officer team to support monitoring
- Monitoring meetings with tenant – monthly for first 6 months, then quarterly
- Annual review and report to members