

ASSET MANAGEMENT  
BASELINE ASSESSMENT

Annex A

## 1.0 PROFILE OF DISTRICT

### Introduction

South Derbyshire covers an area of about 34,000 hectares (340 sq.km) and has a population of 81,200 (Registrar General's 1999 Mid Year Estimate).

The district is bounded by the City of Derby to the north, Burton upon Trent to the west and Ashby-de-la- Zouch to the east.

The town of Swadlincote, comprising the communities of Castle Gresley, Church Gresley, Midway, Newhall, Swadlincote and Woodville, is the main focus of the area, serving as an employment, shopping and service centre. About 32,000 people live in the town. The rest of the district is mostly rural in character. Extensive tracts of countryside are interspersed with a number of villages and settlements, some of which, like Repton and Shardlow, are of historic value. Melbourne is the district's second largest centre with a population of about 4,500. Other larger villages include Etwall, Linton, Hatton and Willington. However, about 4,000 people now live at Stenson Fields on the edge of Derby.

A large part of the district (Swadlincote and its rural hinterland) has been included within the designated area of the National Forest. This major environmental initiative is creating a new and attractive landscape for work, recreation and wildlife.

### Population and housing

For more than a decade, South Derbyshire has been the fastest growing district in Derbyshire. Between 1981-1991, the population grew from 68,400 to 72,900 - an increase of 6.6%. In the eight years since 1991, it has increased by a further 11.3%. Most of this growth can be attributed to in migration prompted by major new development in Swadlincote, on the fringes of Derby and at Hilton.

The district's population has a comparatively 'youthful' age profile:

	% of total population	
	South Derbyshire	England
Pre-School (0-4 years)	5.9	6.1
School Age (5-16 years)	15.0	15.4
Working (17 years –retirement)	62.7	60.4
Retirement	16.4	18.1

Source: Registrar General's 1999 Mid-Year Estimates

At the last Census, some 1.6% of the district's population (about 1200 people) belonged to ethnic minority groups. This was the highest percentage in the reorganised county of Derbyshire, although it was well below the national average.

In April 2000, the district's housing stock was approximately 33,750. Just under 2,000 homes are considered to be unfit. Many of these are located within the urban area of Swadlincote.

In terms of tenure, the majority of dwellings (87%) are either owner occupied or privately rented. A further 11% are rented from the Council, with the remainder under the control of Registered Social Landlords. Some 54% of properties are in Council Tax Bands A and B (i.e. valued at up to £52,000).

### **Economic Development and Regeneration**

The economic base of South Derbyshire is relatively small with about 18,000 employees in employment. Nearly 75% of local firms (about 1,000 in total) employ fewer than 10 people.

The service sector provides the main source of employment with about 60% of local jobs. Employment in manufacturing accounts for a further 30%. This relatively high percentage can be attributed to the presence of the Toyota Motor Corporation's Manufacturing and Assembly plant in the north of the district at Burnaston.

Other important companies in the area include Eastern Generation (Drakelow), Nestlé (Hatton), Hays Distribution (Church Broughton), T. G. Green Potteries [Cloverleaf Group] (Church Gresley), Corus Cladding and Decking, EXTEC, Woodville Polymer Engineering, H K Wentworth and Peter Black Healthcare (Swadlincote).

Traditionally, Swadlincote has been the district's main employment centre. For many years, the town was important for mining and pottery manufacture due to its location on the South Derbyshire Coalfield. These activities have now been replaced by a variety of engineering, manufacturing and service industries. Hatton, Melbourne, Shardlow and Willington are also small employment centres.

The provision of land for industrial and business development is an important component of the Council's strategy to generate new investment and employment opportunities in the district. Sites have been identified (approximately 120 hectares in total) at the former Church Broughton Airfield site (Dove Valley Business Park), Hilton and Swadlincote (Tetron Point).

At August 2000, 2.5% of the district's workforce (876 people) was unemployed compared with 4% nationally. Parts of Swadlincote, however, have rates much closer to the national average. About 26% of the unemployed are under the age of 25.

In 1995, the Council made a successful bid on behalf of the Made in Swadlincote Partnership for £3.34 million of Single Regeneration Budget (SRB) Challenge Funds to implement the Swadlincote Woodlands Regeneration Scheme. This package of proposals aims to enhance the attractiveness of Swadlincote as a place to live, work and visit; to improve the competitiveness of local businesses; and to raise the level of skill and standards of literacy in the community. Approximately £26 million of investment is expected to be generated over the lifetime of the scheme (1996-2002).

The Council is also a member of the Leicestershire and South Derbyshire Coalfields Partnership which has received funding under rounds 5 and 6 of SRB Challenge Funds to support the regeneration of the wider coalfield area.

## **Shopping, Recreation and Community Facilities**

Swadlincote and Melbourne are the district's main shopping centres, providing a wide range of everyday goods and services. Both have received significant investment from the Council and other agencies to improve the quality of the shopping environment. For major purchases, local residents travel to Burton on Trent or Derby as well as to the larger, regional centres of Nottingham, Leicester and Birmingham.

Outside the two district centres, there are small parades of shops at Newhall, Woodville and Church Gresley and in several of the larger villages such as Hatton, Repton and Etwall. However, in many villages, shopping provision is limited to no more than a post office and /or general store.

Recreation facilities have also tended to locate in Swadlincote in order to take advantage of the large population catchment. The Council's Green Bank Leisure Centre (now managed by private contractors), the Town Hall, Gresley Old Hall and Swadlincote Ski Centre are all important venues for a wide range of social and recreational activities.

Swadlincote also has a network of parks, playing fields and informal open spaces. In the long term, these facilities will be enhanced by the forest park which has been established as part of the Swadlincote Woodlands Regeneration Scheme and the community recreation area which is planned on reclaimed land to the south of Newhall.

In rural areas, most villages have playing fields and other facilities such as parish halls and meeting rooms. At Melbourne, there is a small leisure centre and, subject to lottery funding, there will be a new centre at Etwall to serve people living in the north west of the district.

The Trent Valley forms the setting for a variety of informal recreational pursuits, such as angling, boating, and walking. Important attractions in the valley include Elvaston Castle & Country Park, Melbourne Hall & Gardens, and Calke Abbey & Park which has been restored by the National Trust.

Swadlincote is also the location for a number of other public buildings and community facilities including the Civic Offices, police station, emergency services, clinic, library, job centre and social services area office. In addition, three of the district's four secondary schools are located in the town; the fourth is at Etwall. Repton is home to the famous public school.

The opening of the Southern Derbyshire Chamber's Guidance and Learning Centre in Swadlincote means the district's residents now have access to further education and training facilities without having to travel to Burton upon Trent or Derby. Hospitals are located in Burton upon Trent and Derby.

### **'Standard of Living'**

In 1996, the Council and Derbyshire County Council jointly produced a Community Profile which brought together a wide range of information to describe the social and economic conditions of communities in South Derbyshire. They were assisted in this work by the Southern Derbyshire Health Authority, South Derbyshire CVS and the Police.

The Profile used the 'Breadline Index' to try to identify high concentrations of poverty. This measure is constructed using a combination of statistics from the 1991 Census. The results showed that:

- whilst 15% of residents did not have an 'acceptable' standard of living as defined by the 'Breadline Index', South Derbyshire is still better off than 75% of other districts
- however, the wards of Hartshorne, Swadlincote, Midway and Netherseal (essentially, the former coalfield) have 'Breadline Index' scores which are worse than the national average.

At present,

- some 59% of Council tenants are in receipt of Housing Benefit. About half of these also receive Income Support/Job Seekers Allowance
- a significant proportion of private sector tenants (about 85%) receive Rent Allowance
- about 14% of Council Tax payers are in receipt of Council Tax Benefit.

### **Administrative arrangements**

The district of South Derbyshire was established in 1974 as a result of the amalgamation of the former Swadlincote UDC and Repton RDC and parts of South East Derbyshire RDC.

The Council currently has 34 members, representing 19 Wards. Following a Periodic Electoral Review, the size of the Council at the next local election (2003) will increase to 36 members, representing 17 Wards.

Whole Council elections will continue to take place every four years.

The current political composition of the Council is:

- 24 Labour
- 10 Conservative

The main Committees on which Councillors serve are:

- Policy and Resources (19)
- Planning and Economic Development (19)
- Housing and Environment (19)
- Leisure Services (19)

In addition, there are 7 specialised or ad-hoc Sub-Committees (including one for Development Control) as well as a small number of Working Panels. The Council also has in place a system of Area Meetings which are based on the County electoral divisions and meet 3 or 4 times a year. These provide important opportunities for community consultation and debate about local issues.

Outside of the urban area of Swadlincote, there are 50 parishes, with 33 administered by Parish Councils and 17 by Parish Meetings.

## 2.0 DEMOCRATIC PROCESS

Under the current committee system, each of the three main committees has certain land and property responsibilities.

Community Services deals with Car Parks, Parks and Open Spaces, Leisure Centres, Rosliston Forestry Centre, Estate Shops and Housing land.

Development Services deals with Public Toilets, Bus Shelters, the Bus Station, Market and Cemeteries.

Finance & Management deals with Corporate Asset Management issues and the Commercial portfolio.

Under the Council's existing scheme of delegations, most decisions related to Asset Management are delegated to Divisional Managers. For example, the Economic Development Manager has delegated authority for matters relating to the commercial portfolio and other land and property not used for operational purposes, plus disposals of land and property. The Technical Services Manager has delegated authority for matters related to the management of Car Parks, Public Toilets, Bus Shelters, the Bus Station, Leisure Centre, Parks, Open Spaces, Town Hall and Market, whilst the Housing Manager has delegated authority for the management of the Council's offices, depots and other public buildings including the maintenance obligations for the whole property portfolio.

## 3.0 CORPORATE VISION AND OBJECTIVES

The Council has eight **strategic objectives**, from which have been agreed a number of related property objectives. Note that the objectives are to change following the development of the new Corporate Plan, and the property objectives will be amended accordingly. The property objectives are also to be reviewed as part of the development of a Corporate Property Strategy.

1. **To provide leadership to the community involving all citizens in decision making.**

*Property Objective A. To consult the community on the best use of assets via Best Value reviews and the published Consultation Strategy contained in the Best Value Performance Plan.*

2. **To promote the sustainable economic and community development of South Derbyshire addressing social exclusion and equality of opportunity.**

*Property Objective B. Look at opportunities to use Council assets as a contribution to economic and community development schemes developed in partnership with other organisations.*

3. **To protect and promote a sustainable environment.**

*Property Objective C. Examine the use of land and property held by the Council and seek to improve the use and look of under utilised land.*

**4. To identify and address the transport needs of the District.**

*Property Objective D. Utilise assets relating to public transport in such a way as to encourage and promote new transport initiatives.*

*Property Objective E. Enhance the value of recreational and other assets to reduce the need to travel to attractions outside the district and bring services closer to their users.*

**5. To secure high quality, value for money services.**

*Property Objective F. Reduce costs of management and realise better returns (where these returns will not contradict other objectives of the Council, such as support for small businesses).*

*Property Objective G. To maximise the efficient use of assets and ensure that they meet current and future needs.*

*Property Objective H. To identify and efficiently dispose of any surplus assets, any receipts being used for the good of the community in South Derbyshire.*

**6. To promote the availability and understanding of Council services amongst all sections of the community.**

**7. To work in partnership with organisations in the public, private and voluntary sectors to promote the safety, welfare and quality of life of the community.**

*Please refer to property objective B plus*

*Property Objective I. Look at opportunities to maximise use of Council buildings and provide one-stop services by locating other partners within Council buildings.*

*Property Objective J Devolve the direct management of assets to the community providing where possible security of tenure through long term leases.*

*Property Objective K. Create where appropriate user groups for major assets.*

**8. To train and develop all our employees in order to achieve these objectives for the people of South Derbyshire.**

*Property Objective L. Provide a safe and healthy working environment for staff*

**4.0 LEGAL FRAMEWORK**

The Council is not legally obliged to own any property. In practicality it needs to operate from administration buildings, and, while it has a Direct Services arm, this needs a depot or other site from which to operate. All other property could be owned by other parties, although the practicality of this is questionable.

Where we do own property we have certain statutory duties such as meeting Health and Safety requirements etc.

Legal obligations to fulfil:

- |                                |                     |
|--------------------------------|---------------------|
| - Health & Safety requirements | Fire Regulations    |
|                                | EAW Regulations     |
|                                | CORGI               |
| - Workplace Regulations        | CDM                 |
| - Lease agreements             | Access for Disabled |

## **5.0 CURRENT RESOURCES**

### **5.1 Staffing levels**

In terms of corporate resources the staff involved are the Economic Development Manager (Corporate Property Officer) who spends approx 50% of his time on Corporate Asset Management. The members of the Asset Management Plan steering group spend in total about 300 hours of time each year.

There are numerous staff throughout the Council who work on Asset Management in one way or another. This includes the following (together with a brief description of the Asset Management work which they undertake):

#### **Economic Development**

- Estates Officer - Responsible for the day-to-day management of the commercial property portfolio, with duties including: Landlord & Tenant issues, dilapidation reports, land enquiries, monitor rent collection, new lettings, maintenance of land information, monitor vacant buildings, monitor building maintenance, undertake valuations, establish procedures and review property holdings, liaise with other departments regarding property matters, monitor trends and market activity, undertake informal consultation with tenants, report to committees
- Economic Development Manager - This role involves several duties not related to Asset Management, it is beyond the scope of this report to comment on these and it will highlight only those duties that relate directly to Asset Management. These include maintaining overall control and supervision of the economic development and estate management functions of the Council, to ensure that the services provided are within the framework of corporate policies and objectives and to monitor and develop these services, monitor trends and developments in the local economy and property market, manage and market the Council's portfolio of land and non residential properties reporting regularly to Committee on its status and performance, undertake valuations of Council owned land and property as required.

The Economic Development Manager is also the nominated Corporate Property Officer for the Asset Management Plan.

- Economic Development Officer - This role supports Asset Management functions by dealing with specific projects, most of which are directly related to economic regeneration in the area. These currently include disposing of development land, maintenance of a property register, reporting to committees and generally assisting the Estates Officer when required.
- Business Support Officer - The main function of this role is not related to Asset Management, however being based at George Holmes Business Centre (a managed workspace) results in this Officer providing a service to Tenants on that Estate. In addition to this, the role also encompasses various support functions which are related to Asset Management. These include liaising with prospective tenants who visit the

estate, day-to-day management of tenants on the estate and business advice to start-up companies who may wish to occupy council owned assets.

### **Legal Services**

The Senior Legal Assistant and Legal Assistant provide general Landlord and Tenant advice, supervised by the Legal Services Manager.

### **Community & Leisure Development**

The Community and Leisure Development Manager (CLDM) has responsibility for the operation of Rosliston Forestry Centre which includes the client supervision of the management contract, maintenance of the site and authorising the lettings of café and craft units.

### **Financial Services**

Accounts Officer  
Assistant Accounts Officer  
Accounts Assistants \* 2  
Technical Officer (General)

### **Building Maintenance**

- Building Maintenance Manager -
- Responsive Repairs Officer - ensures that an efficient responsive maintenance service is provided to all clients and occupiers of the Civic Offices.
- Building Maintenance Inspector - responsible for undertaking all works from ad-hoc repairs, annual maintenance and general improvements. Also responsible for budgetary control and informing clients/tenants/building users of progress.
- Resource Assistant - administrative back up in the form of placing orders on computer system, answering phone calls, ordering emergency works.
- Planned Maintenance & Improvement Officer - responsible for the management of the public buildings.

### **Facilities & Development**

- Facilities and Development Manager – Responsible for overseeing the management and development of the services delivered from the Council's leisure related assets, including Swadlincote Covered Market. Specific responsibility for managing the contracts that cover the maintenance and management of parks and open spaces and the management of the Green Bank Leisure Centre and Swadlincote Covered Market. Also responsible for revenue budgets and elements of the capital programme that relate to these assets.
- Leisure Facilities Officer – This role mainly involves the supervision of the contracts covering the maintenance and management of parks and open spaces and the management of the Green Bank Leisure Centre. Responsible for the operation of the Council's outdoor sports pitches, including pavilions and the delivery of special events.
- Amenities Supervisor – Reporting to the Leisure Facilities Officer, currently responsible for the supervision of staff delivering the requirements of our grounds maintenance contract from the Depot and parks based assets. Supervises the use of the Council's



outdoor sports facilities including bowling greens, football pitches and the cricket pitch at Eureka Park.

- Customer Services Officer – Responsible for the management of the Town Hall, cemeteries, allotments, the letting of common land and parks for circuses, fun fairs and use by voluntary organisations. Specific responsibilities include the taking of bookings, the collection of fees and processing the payment of invoices. Also first line of contact for complaints / queries relating to the management of the Councils' leisure related assets.
- Customer Services Assistant – Reporting to the Customer Services Officer, provides administrative support to the unit and covers all of the duties of the Customer Services Officer.
- Engineering Technician – Main duties involve dealing with land drainage problems but in relation to asset management, provides a detailed inspection service for car parks and public toilets. Also responsible for managing the revenue budgets relating to these facilities.

### **Direct Services**

- Senior Customer Services Assistant - Management of the Bus Station, Bus Shelters and Public Toilets budgets. Site visits. Supervising Contractors on works. Liaising with members of the public, parish councils, Members, partners and other Council employees on all issues. Maintaining workspaces on Map Info. Line manager to the Customer Services Assistant
- Customer Services Assistant - Management of the Car Parks service and budget - tasks as set out above for Senior Ass't.
- Contracts Inspector - Inspections of the cleansing work carried out on the assets
- Technical Services Manager - direction and management of operation of these functions

### **5.2 No of FTE staff**

See Annex A

### **5.3 Sickness absence levels**

Awaited from Personnel

### **5.4 Skills & Training**

Removed from this report - exempt info

## 5.5 Budgets

### Economic Development

Table no. Three: Summary of budgets

Account Reference	Title	1999 to 2000	2000 to 2001	2001 to 2002
HB1	Ind. Estates			
Total Expenditure		£173,672.65	£161,810.00	£25,035.23
Total Income		£135,008.25	£113,237.90	£50,515.72
Net Expenditure		£ 38,664.40	£ 48,572.10	(£25,480.49)
HB2	Managed Workspaces			
Total Expenditure		£155,886.46	£154,082.41	£10,194.01
Total Income		£ 48,867.00	£ 82,281.68	£35,662.06
Net Expenditure		£107,019.46	£ 71,800.73	(£25,468.05)
HG2	Misc. Properties			
Total Expenditure		£ 37,539.05	£ 42,218.92	£ 263.90
Total Income		£ 25,536.39	£ 37,811.00	£18,147.72
Net Expenditure		£ 12,002.66	£ 4,407.92	(£17,883.82)

### Facilities

## Building Maintenance

- responsible for delivering maintenance and improvements (copies of budgets attached).
- problem with split responsibilities/control with others.

Cleaning of offices (13 no staff) and Caretaking (12 hours)

Civic Office building maintenance costs & improvement costs:

energy costs, inc rates	£101,500
base budget for 2001/02	£ 23,110
cleaning staff	£ 57,600
Caretaking	£ 8,500
Cleaning materials	£ 6,410
carpet cleaning	£ 790
window cleaning	£ 900
	-----
Total	£198,810
	-----

## Depot

energy costs, inc rates	£ 36,310
base budget for repairs and maintenance	£ 6,650
cleaning staff	£ 5,000
cleaning materials	£ 490
window cleaning	£ 150
	-----
Total	£ 48,600
	-----

2001/2002 base budgets for repairs and maintenance are as follows:

BT7 2101	Cemeteries	£680
FB8 2101	Parks	£15,890
FE2 2101	Melbourne Leisure Centre	£5,310
FE8 2101	Village Halls	£5,180
FF5 2101	Green Bank Leisure Centre	£13,320
FX4 2101	Etwall Pool	£7,180
FX5 2101	Etwall Squash Court	£1,420
HA1 2101	Markets	£2,380
HB1 2101	Boardmans Ind Estate	£4,500
HB2 2101	GHBC	£4,000
HC1 2101	Town Centre	£1,800
HG2 2101	Miscellaneous Properties	£4,000
IA1 2101	Swadlincote Town Hall	£2,610
SAA 2101	Civic Offices	£23,110
SAB 2101	Swadlincote Depot	£6,650

## Direct Services

### Leisure

### Legal

### Finance

## **5.6 IT systems**

### Corporate Asset Management

- Asset database on Microsoft Access, located on the S drive, available for use by different officers around the Council.
- GIS system, used by different departments - PW to help with words
- The council also has an e-mail and web-site facility.

### Estates

The Estates function utilises a comprehensive IT package, in addition to that available on the corporate system as mentioned above. The hardware consists of the equipment below.

A desktop computer with a 17" monitor and colour printer. This system uses MicroSoft NT and has software including Microsoft Office 97, an electronic LandTerrier System, RICS 'Red Book' on CD ROM, Microsoft Access97 Land Enquiries Database.

### Facilities

#### ***BACAS system for cemeteries***

### Building Maintenance

DSO System (Real link)

Individual spreadsheets/database (Excel)

### Direct Services

GIS system for grass cutting and maintenance issues for Public Open Space and Parks, and ownership issues.

In house Direct Services Organisation system, for ordering, invoicing and monitoring budgets

Other budgetary info on Excel

### Leisure

### Legal

### Finance

## 5.7 Accommodation and its location

Most of the staff working on Asset Management work within the Civic Offices. The exception is the Direct Services staff who work from the Council's Depot at Darklands Road.

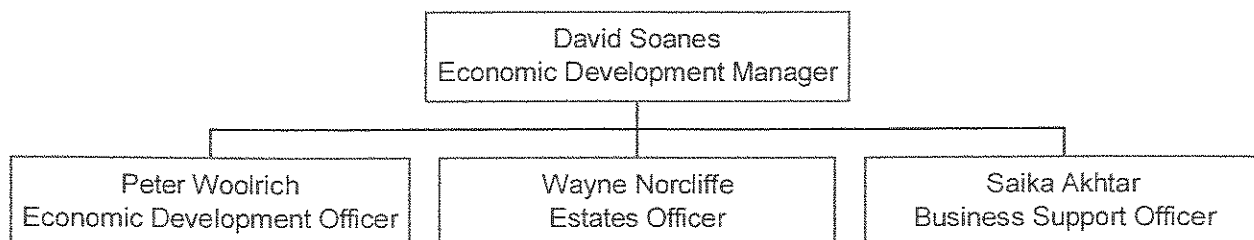
## 5.8 Service Costs

To come from Ken Wesson

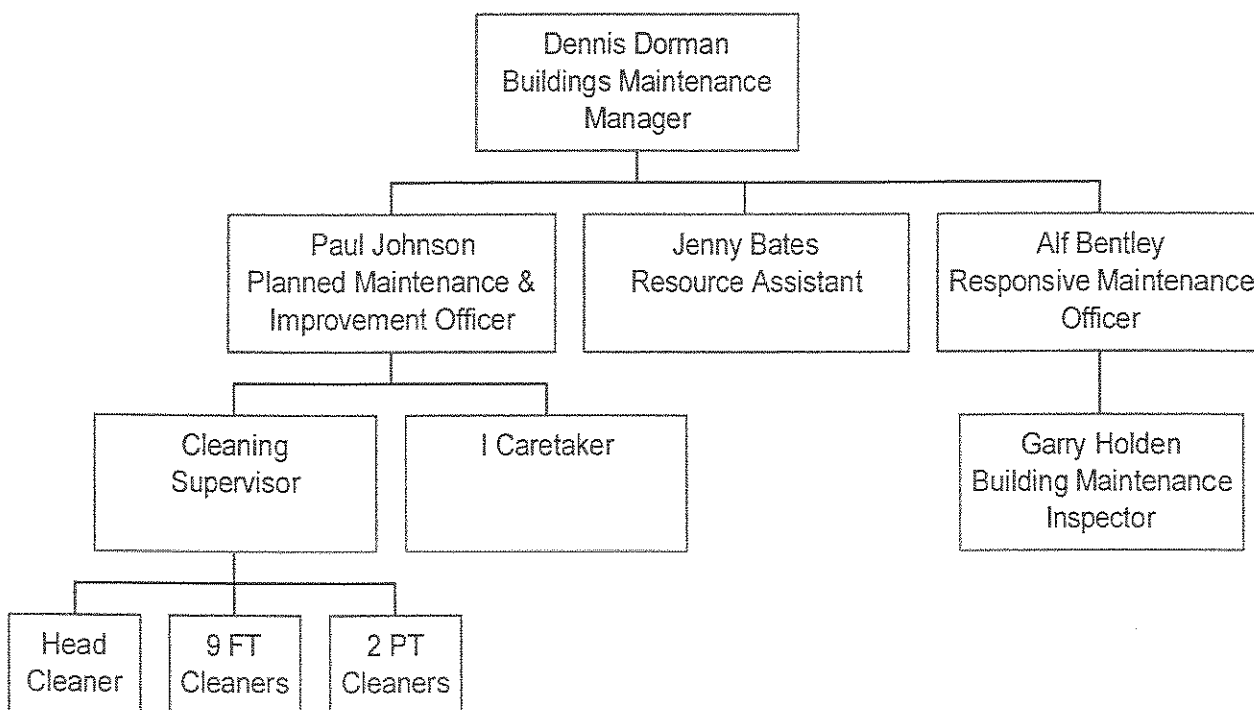
## 6.0 ORGANISATIONAL AND MANAGEMENT STRUCTURES

### ECONOMIC DEVELOPMENT UNIT (Estates Team)

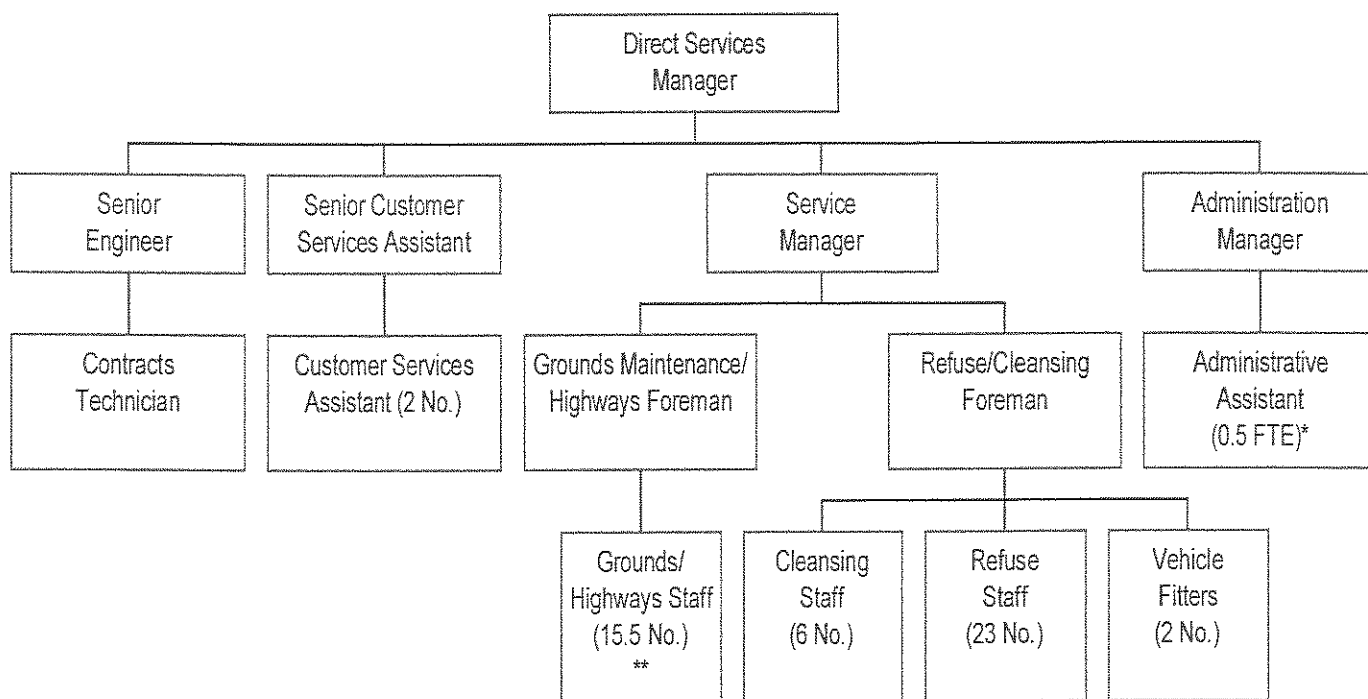
#### Organisation Chart



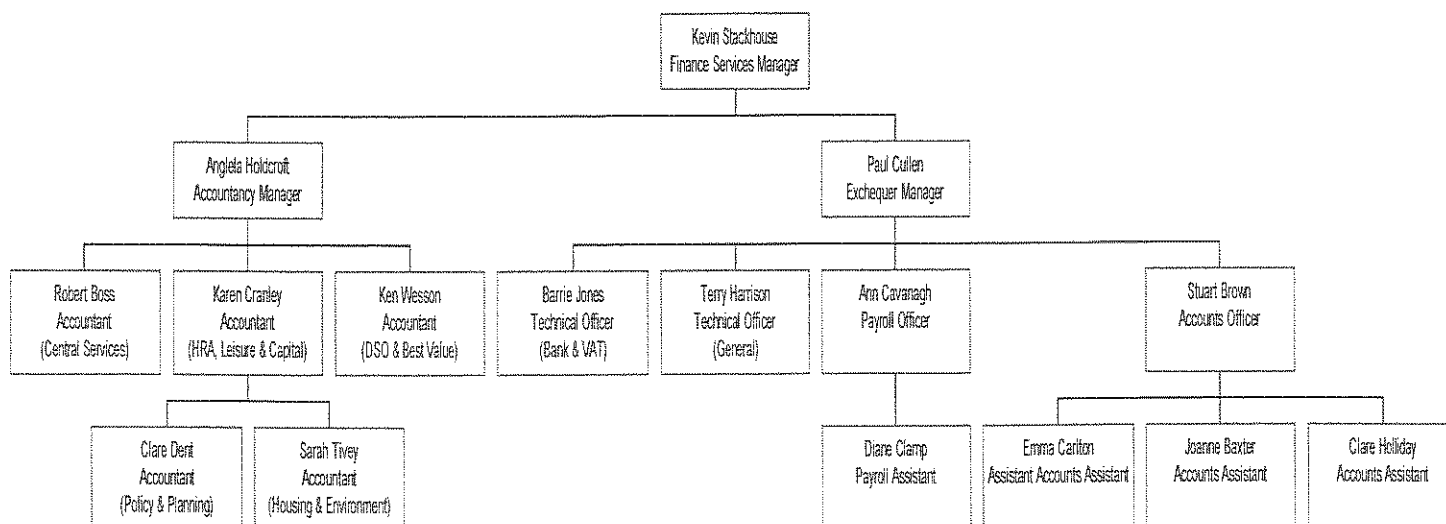
### BUILDING MAINTENANCE UNIT



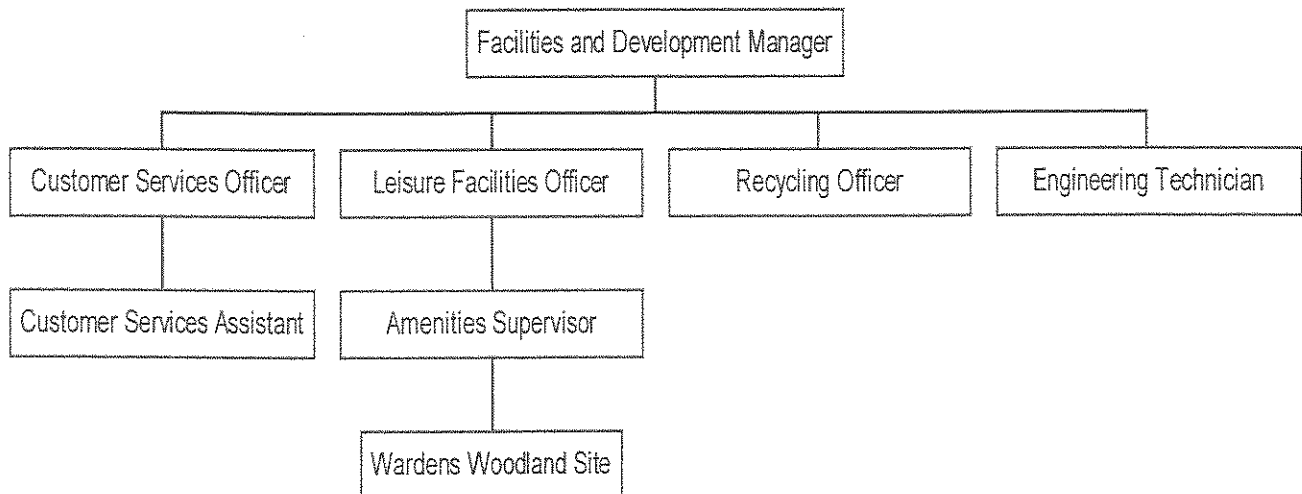
## DIRECT SERVICES



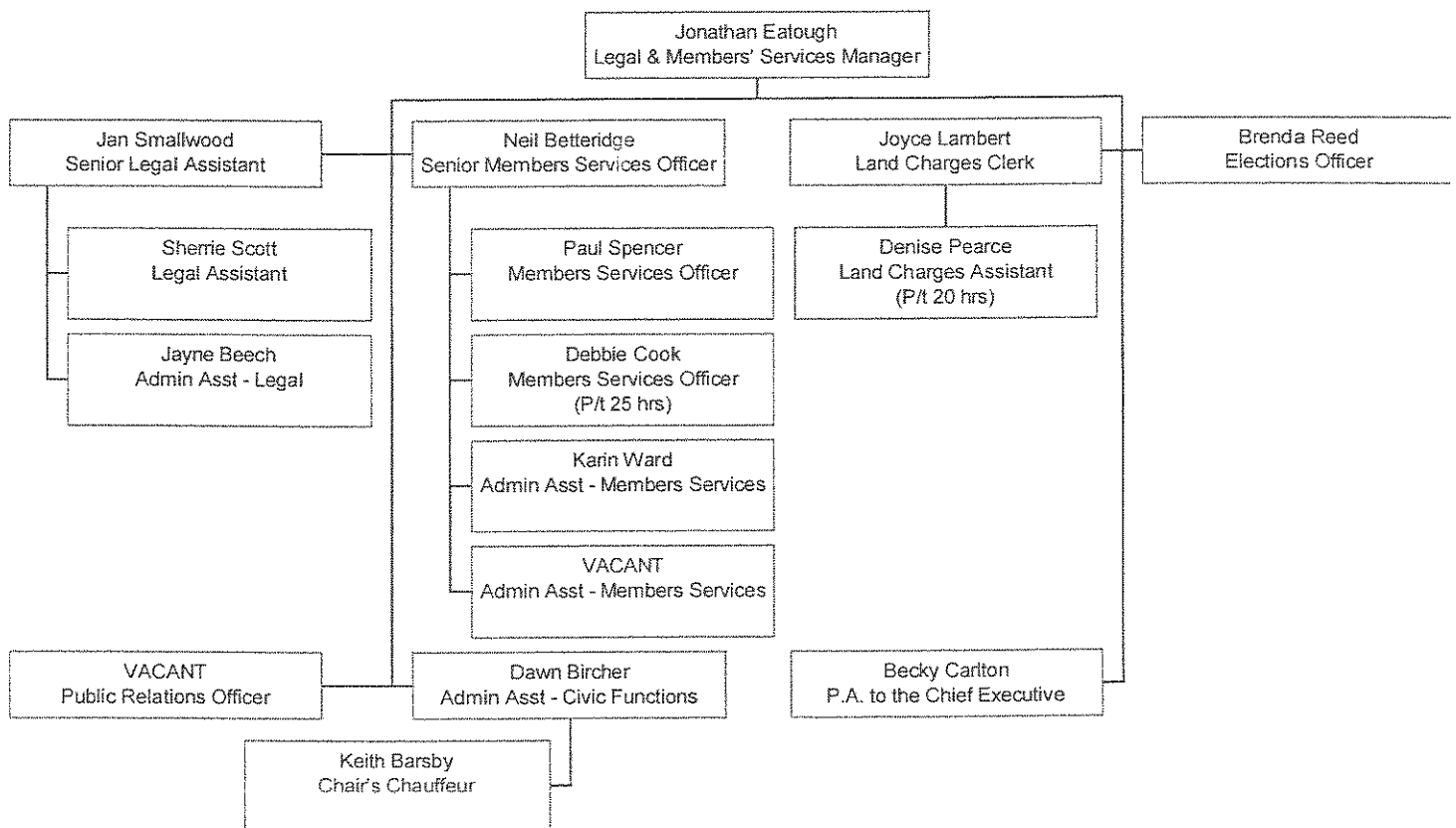
## FINANCE SERVICES



## FACILITIES AND DEVELOPMENT UNIT



## LEGAL AND MEMBERS' SERVICES



## **7.0 CURRENT SPECIFICATIONS, PI'S AND STANDARDS**

### **7.1 CCT or other contracts**

Contract for the management of Green Bank Leisure Centre – renewal April 2008.  
Contract for the management of Swadlincote Market – renewal April 2003.  
Contract for cleansing Council assets won by competitive tender in October 1999.

### **7.2 Externalised Work**

#### **Estate Management**

The Council has historically used the District Valuer to undertake its' valuations. However, from 1 April 2001, most day to day valuation work (except Right to Buy's) is undertaken by the Estates Officer. The District Valuer or external agents are used to deal with more complicated valuations or those over £250,000. For example a national Surveying practice has recently been appointed to act in respect of a large and complicated rent review, as it is likely that the matter will need to be determined by a third party.

The Council's non-community assets were valued in March 2001 by the District Valuer. This is an exercise which is required every 5 years. In addition, *competitive* quotations have been obtained for the valuation of the Council's community assets, which have to be valued on a Depreciated Replacement Cost (DRC) basis.

The Council uses a variety of local estate agency practices to handle the marketing of housing development sites.

The contract for the management of Swadlincote Market is for 4 years (commenced April 1999) with an option, subject to the agreement of both parties, for a further 2. The contract for the management of the Green Bank Leisure Centre has been extended to a 10-year contract (commenced April 1998). Generally the contracts are all inclusive with the contractor retaining income but with responsibility for insurance, equipment, internal building maintenance etc. This Authority retains responsibility for the maintenance of the external fabric of the buildings and the replacement of major items of equipment. The contract for the management of Rosliston Forestry Centre is more of a 'partnership/development' arrangement than that covering the other facilities. (further details from SB if required)

#### **Swadlincote Market**

Swadlincote Market moved to its current location in 1987. Up until the mid 1993 / 1994 the market operated at a net profit with a fully occupied market and a waiting list for stall-holders. In common with other market operations nationally, trade on Swadlincote Market experienced a fairly major downturn. Reasons put forward for this were, changes in shopping patterns brought about by the rapid growth of 'out of town' shopping and the expansion of car boot sales. It also coincided with the opening, by a major supermarket, of a store in Swadlincote. The immediate impact of the store was to take trade away from the town centre including the market.

Various initiatives were undertaken and explored in consultation with the market traders including the appointment, for the first time, of a full time manager with the brief to try and reverse the trading situation. While perhaps slowing down the downturn it could not reverse or arrest the situation and the Council's operating deficit was increasing fairly rapidly. In 1997 Members, in recognising the importance of the Market to trade in the town centre, resolved to investigate whether the private sector could offer the expertise we were



seeking to turn the trading situation around. Towards this end competitive bids were sought for the management of the Market and Market Initiatives Ltd (MIL) were awarded a 4 year contract to operate the Market from April 1999.

In addition to investing capital in the facility MIL have introduced initiatives such as an outdoor market on the Delph, farmers markets and Sunday collector's market. The contract with MIL has reversed the net costs of operating the market to the Council as identified in the following figures;

Year	Actual Net Operating Cost – Swadlincote Market £'s
2001/2002	5,860 (est.) surplus
2000/2001	10,830 surplus
1999/2000	9,769 surplus
1998/1999	27,623 loss
1997/1998	24,550 loss
1996/1997	17,014 loss
1995/1996	31,184 loss
1994/1995	7,025 loss
1993/1994	22,096 surplus
1992/1993	21,712 surplus

## Rosliston Forestry Centre

### Management contract

The background to the decision to agree a Management Contract with Aurora Country Developments Limited is as follows:

In 1998 South Derbyshire District Council agreed the establishment of an Executive Management Group to look at the future of the Rosliston Forestry Centre site

The Executive included representatives from South Derbyshire District Council, National Forest Company and Forestry Commission.

In September 1998 the Executive proposed that external contractors should be commissioned to operate the Centre. An initial 3 year agreement would be sought which could be extended to 10 years if performance was satisfactory.

Adverts seeking interested parties for the running of the Centre were placed and a number of organisations/individuals expressed an interest. The Executive interviewed a number of applicants and Aurora Country Developments Limited were selected.

In April 1999 a 2½ contract was signed with a 6 month extension being agreed in September 2001 to facilitate ongoing negotiations on a long-term contract.

### Lease

The current contract gives Aurora Country Developments Limited the responsibility for managing the Rosliston Forestry Centre site. This includes all areas of operation, maintenance, marketing and site development.

The contractors receive an annual payment of £15,000 and living accommodation in the bungalow. There is also a  $\frac{1}{3}$  share of profits from activities on the site. The remaining  $\frac{2}{3}$  is split between South Derbyshire District Council and being reinvested on the site.

Day to day responsive repairs dealt with by:

DSO – Schedule of rates for general plumbing, joinery and brickwork

H Goodmans – Schedule of rates for general electrical work

J Tomlinsons Ltd – Schedule of rates for heating maintenance

Legal use a number of external solicitors (Timms, Edwards Geldard and Fishers) for matters ranging from Right to Buy's to sales of land and transfers of public open space to the Council. This is due to a lack of internal resources to undertake such work.

## Other Contractors and service agreements contents:

Lift Maintenance agreement	Otis Lifts	Service contract Monthly visits
Fire Alarms agreement	Gents	Service contract Twice a year
Intruder Alarm agreement	Shorrocks	Service contract Four times a year
Key holder Duties	Malcolm Electrical	As required to provide cover for caretaker
Fire Fighting Equipment	Fire Protection Services (all buildings)	Annual agreement to service equipment Once a year
Water Machines agreement	UK Water Group	Service contract Twice a year
Water Hygiene	Sterilising Services (all buildings)	Service contract agreement dependent upon site but at least once a year man four visits
Office Alterations	Peveril Interiors	
Glass Replacement	Burton Glass (all buildings)	Adhoc orders
A/C Maintenance agreement	Air Conditioning	Service contract agreement Two visits per year
Automatic Entrance Doors	KABA	Adhoc orders
Roller Shutter Doors	Ray Cole Doors (Depot & Ind Est)	Adhoc orders
General Building Works Inc Plumbing & Joinery	DSO (all buildings)	As specified in the schedule of works
Clock Maintenance	Smiths (Town Centre)	Service contract agreement
Window Cleaning	Krystal Klear	Specification schedule of cleans. Six times a year
Car Park lighting	ABB	
Cleansing of Bus Shelters	Shelter Maintenance Co	Monthly
Provision of Bus Shelters	Adshel	

### 7.3 Frequencies of Activity

The Estates Officer acts as the first point of contact for land enquiries from Members of the Public and as such has to deal with a variety of issues. The activities outlined below represent the quantifiable duties over the year.

**Table Number One: Activities**

<b>Activity</b>	<b>When</b>	<b>Frequency</b>	<b>Who</b>
Landlord & Tenant Issues	Ad-Hoc	Daily	Estates Officer
Dilapidation Reports	Ad-Hoc	Monthly	Estates Officer
Land enquiries	Ad-Hoc	Daily	Estates Officer
Rent collection	Monthly	End of each month	Estates Officer
New Lettings	Ad-Hoc	weekly	Estates Officer
Maintenance of land information	Ad-Hoc	Daily	Estates Officer
Monitor vacant buildings	Quarterly	Once every 3 months	Estates Officer
Building Maintenance	Ongoing	Weekly	Estates Officer
Leases & Licences	Ongoing	Weekly	Estates Officer
Undertake Valuations	Ad-Hoc	Monthly	Estates Officer
Capital Asset Valuations	Annual	5 Yearly	Estates Officer
Community Asset Valuations	Annual	One Off	Estates Officer
Fire insurance valuations	Annual	3 yearly	Estates Officer
Establish procedures and review property holdings	Ongoing	Daily	Estates Officer
Liaise other departments regarding property matters	Ongoing	Daily	Estates Officer
Monitor trends and market activity	Ongoing	Daily	Estates Officer
Undertake informal consultation with tenants	Ongoing	Daily	Estates Officer
Undertake formal consultation with tenants	Yearly	bi-annually	Estates Officer & Economic Development Manager
Monitor legislative changes	Ongoing	Daily	Estates Officer & Economic Development Manager
Report to committees	Ad-Hoc	Ad-Hoc	Estates Officer

### Facilities

#### **MARKET DAYS TUESDAY, FRIDAY AND SATURDAY**

### Direct Services

Car Parks swept twice yearly, with annual boundary maintenance

Toilets - Twice yearly maintenance inspections. Town Centre toilets cleaned once or twice a day - rural toilets cleaned by Parish Councils.

## 7.4 Standards or specifications

The Estates Department endeavours to ensure it is up to date with current *best practice*, *published guidance* and *Governmental Instructions*. In addition Estates Officer follows a guidance given by the Royal Institution of Chartered Surveyors in its Appraisal and Valuation Manual November 2000, a CD Rom version having recently been purchased.

In addition to the above, the Estates Officer has guidance published by South Derbyshire District Council, e.g. Standing Orders and Financial Regulations (revised 1999), and various Policy Briefing notes & Service Plans. The latter of these, it is envisaged, will be revised as part of this review process.

The workmanship and quality of materials used on the day to day responsive repairs and maintenance contracts are generally carried out in accordance with the appropriate statutory regulations as well as the specific British Standards, Codes of Practices, Building Regulations and manufacturer's guidance and recommendations.

### Facilities - ***LAID DOWN IN CONTRACTS where applicable***

Certain elements of **property performance** are already measured on an ongoing basis e.g.

- Net expenditure per hectare on parks and open spaces
- Number of playgrounds and play areas provided by the Council per 1000 children under 12
- Number of sports pitches available to the public
- % reduction in rent arrears
- Occupancy level of commercial units
- % of repairs undertaken within target times
- Energy Efficiency of civic offices (consumption and cost/sq. m)
- Space allocation (persons/sq. m)
- Number of toilets open for less than or more than 12 hours
- Number of toilets with access for the disabled
- Buildings open to public and accessible by disabled persons

As part of the Asset Management process, the council have begun to examine ways to monitor asset performance. A range of PI's was developed (as set out in appendix A). These were sent to a number of other authorities to see whether they were likely to monitor the same or similar PI's and therefore provide an opportunity for benchmarking. The response was disappointing - most did not respond and the majority of those that did were only going to monitor the issues contained in the DETR 5 high level indicators, as set out in AMP guidance.

The Council has therefore decided that it will only monitor those 5 indicators for the next year, and review the position following the submission of the next AMP in July 2002.

## 7.5 Quality Initiatives

Whilst the council are not currently part of the *Investors in People* award system, it does have a *Business Excellence* model for which several people in the Authority have been trained. In addition to this the Authority have recently undertaken a *Personal Development Review* of all its employees and the results of this will be used to target training needs into the future.

## **8.0 WORKING PRACTICES AND METHODS OF SERVICE DELIVERY**

### **Legal Services**

Provide general Landlord and Tenant advice including such matters as S25 notices, non-standard lease clauses, assignments and surrenders; commercial rent recovery and advice on recovery options; sale of land to completion following committee approval; Plan Terrier input and deeds storage; and other general asset management advice.

They work to specified quality procedures for standard work areas.

### **Community & Leisure Development**

Other departments that support the management of the Centre include:

Legal Services - the preparation of contracts/leases for the management contract, bungalow and café.

Economic Development - preparation and execution of craft unit tenancies.

Building Maintenance - although maintenance has been delegated to the CLDM, specific technical knowledge is occasionally provided.

### **Facilities**

The community services provided from the assets managed by the unit are delivered in the following ways:

- Direct Management – i.e. Town Hall, Swadlincote Woodland Forest Park (at present) and other urban parks, recreation grounds and open spaces.
- Private Sector Contractor – i.e. Green Bank Leisure Centre, Swadlincote Market and Rosliston Forestry Centre.
- Other authorities or voluntary organisations– i.e. mainly parish councils for sports pavilions and village halls, also some allotment associations
- Joint Management Committees – Etwall Leisure Centre

### **Direct Management**

Apart from the maintenance of the building the unit manages every element of the Town Hall service. This includes building cleaning, the taking of bookings, promoting use of the asset and the replacement and provision of essential equipment. In terms of working practices these have evolved over time. For the Town Hall the main written guidance is contained in the rules and regulations that cover the booking of the venue. For Swadlincote Woodland Forest Park the main document that covers working practices at the site is a management plan, produced by the project's landscape architects.

For the urban parks and recreation grounds working practices are detailed in service specifications. The service, in the past, has been subjected to compulsory competitive tendering, with the in-house team being awarded the contract. With the advent of Best Value the unit is moving towards a 'soft split' arrangement between 'client' and 'contractor'. The detailed specification still provides the basis for the management of the parks, recreation grounds and open spaces

## Private Sector Contractors

The main vehicle (s) for listing custom and practice in the management of all the above facilities are detailed contract specifications. In simple terms, the specifications set the parameters in which the contractor can operate the service. These are 'live' documents which are amended as the needs of the service evolve. The contract for the management of Swadlincote Market is for 4 years (commenced April 1999) with an option, subject to the agreement of both parties, for a further 2. The contract for the management of the Green Bank Leisure Centre has been extended to a 10-year contract (commenced April 1998). Generally the contracts are all inclusive with the contractor retaining income but with responsibility for insurance, equipment, internal building maintenance etc. This Authority retains responsibility for the maintenance of the external fabric of the buildings and the replacement of major items of equipment. The contract for the management of Rosliston Forestry Centre is more of a 'partnership/ development' arrangement than that covering the other facilities. (further details from SB if required)

## Other authorities or voluntary organisations

The main responsibility the Authority retains in this form of asset management is generally responsibility for the external structures of buildings. In the case of allotment sites managed by 'associations' some responsibility for grounds maintenance is retained by the Council. The main written way in which working practices are detailed are legal documents, usually licence agreements or lease agreements. In the past the Authority, mainly at the request of the District's parish councils, have retained a more direct role in the management of these facilities than they perhaps should have. However, the Council has an objective to devolve management, where possible, to as local a level as feasibly possible. This is being done through the negotiation and re-negotiation of long-term leases (most recently for the Catherine Jonathan and Philip Richardson Playing Fields at Eggington and Netherseal respectively). These are replacing annual licences and short term leases that have expired.

## Joint Management Committee

The only Authority owned assets at the site are the Squash Courts. The Joint Management Committee (JMC) which has responsibility for the rest of the leisure facilities on the John Port School, Etwall site, manages these. The JMC comprises of representatives of the main revenue funders of the facility and working practices / arrangements are by and large guided by a legal document.

## Finance

Months statistics produced - Statements of accounts

Regular information required by Estates as to up to date position on accounts - balances outstanding/last payment amount and date.

Transfer of all money that is received before the recurrer invoices are raised.

Credit notes/Refunds

Processing invoices relating to the following:-

Leisure Centre

Allotments

Town Hall

Market

Licenses  
Cemeteries  
Plots of land

Processing outstanding invoices through the recovery process.

Raising payments of creditor invoices relating to Asset management.

Enquiries on Debtor and Creditor invoices.

See spreadsheet showing pictorially the sequence of tasks in dealing with debtors/creditors

### **Direct Services**

Raising of orders for repair work & checks on completion & invoicing.  
Budget commitment system and budget monitoring on a monthly basis.  
Feedback from cleansing staff and the public.  
Annual risk assessments (toilets & car parks only).

### **Toilets**

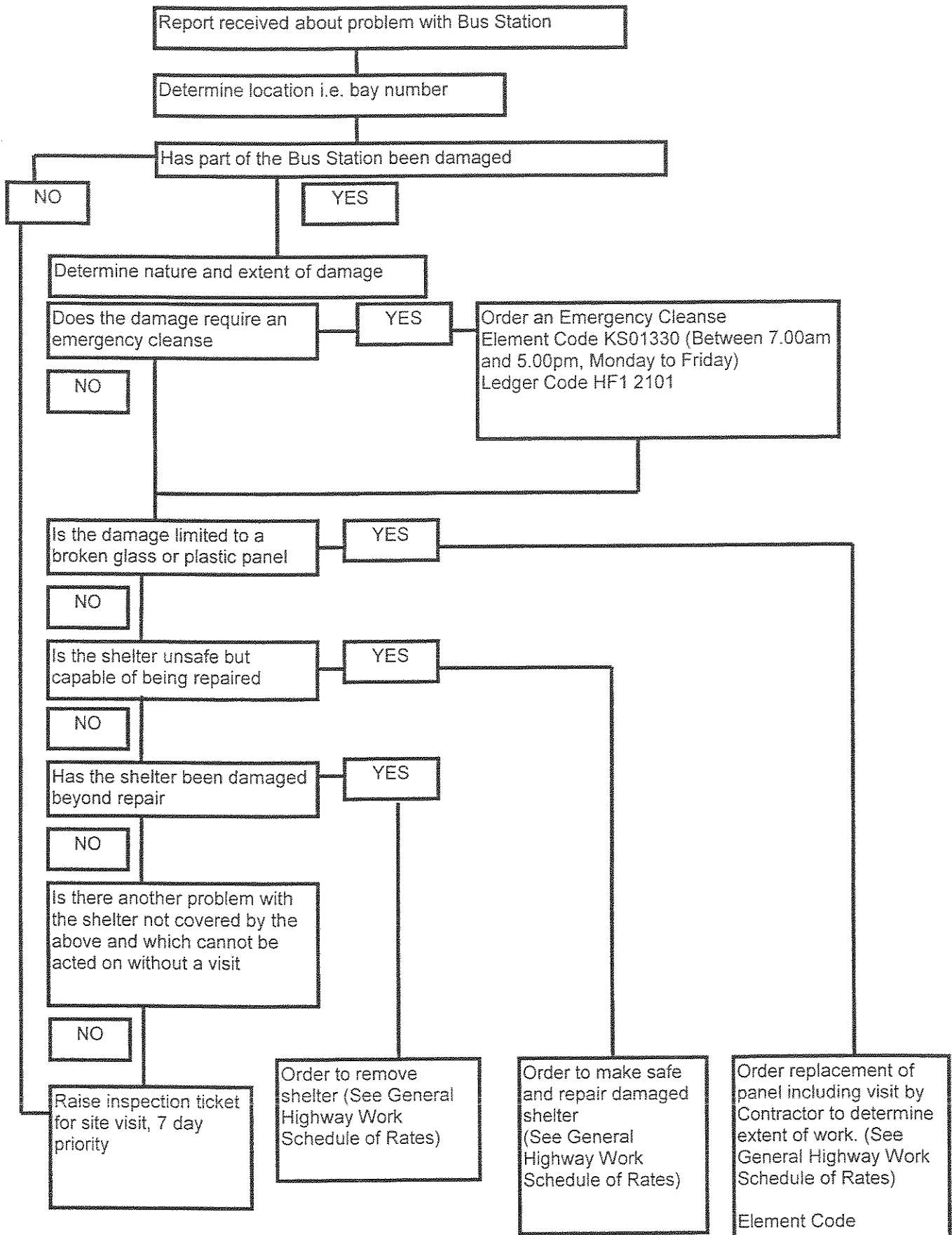
The Council is responsible for the cleansing and maintenance of the two public toilets at the Bus Station and East End Car Park in Swadlincote. The Council is also responsible for cleansing and maintenance of one public toilet at Ticknall. The Council is responsible for the maintenance of the two public toilets at Etwall and Melbourne. The Parish Council is responsible for the cleansing of these toilets. The five public toilets at Newhall, Overseal, Repton, Willington and Woodville were closed in the financial year 2000/01 as part of the Council's service reductions

### **Bus Station**

The Bus Station consists of five bays of shelters. It is proposed that a supplier/contractor (Adshel) will be replacing the shelters within the next year.

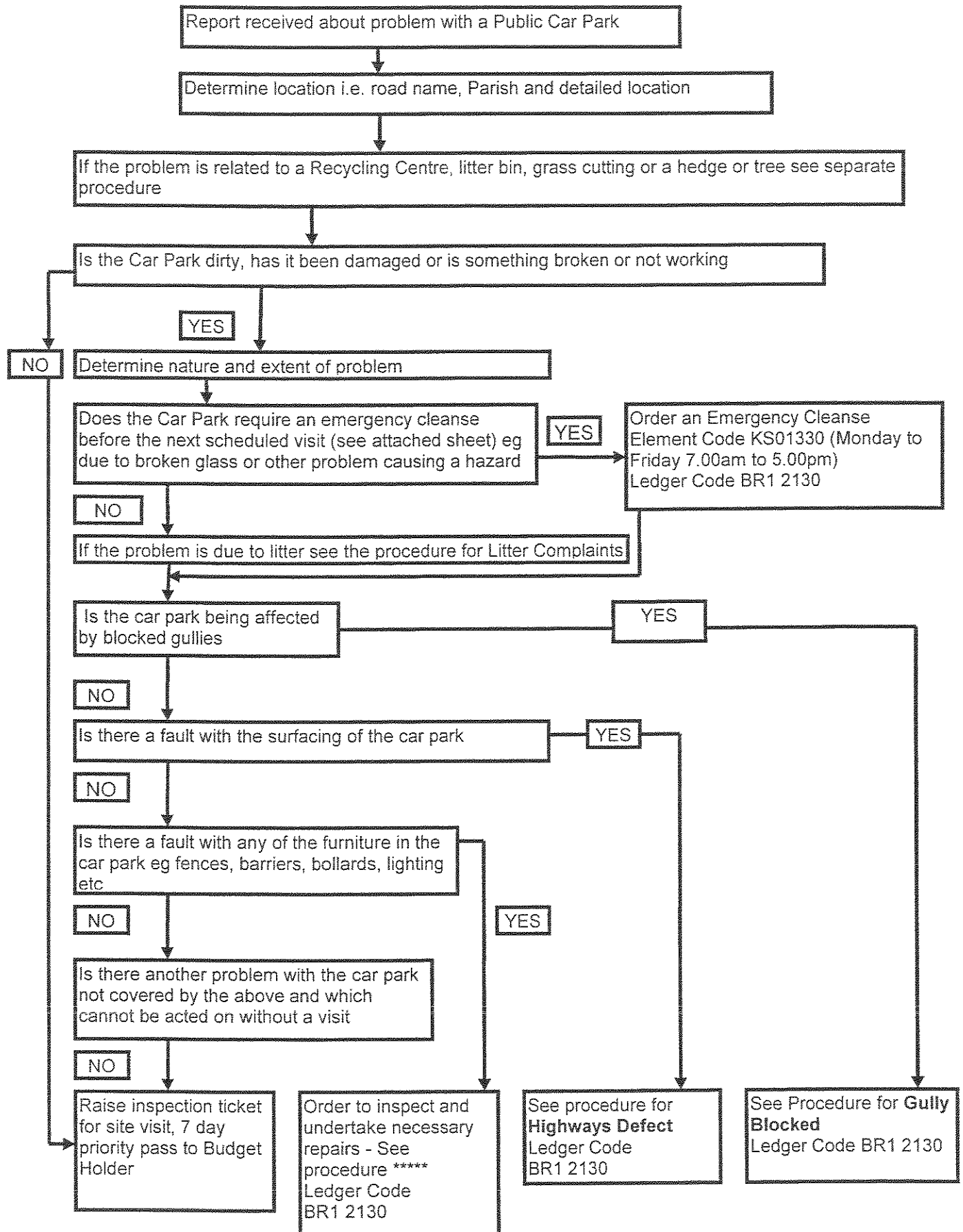


# BUS STATION



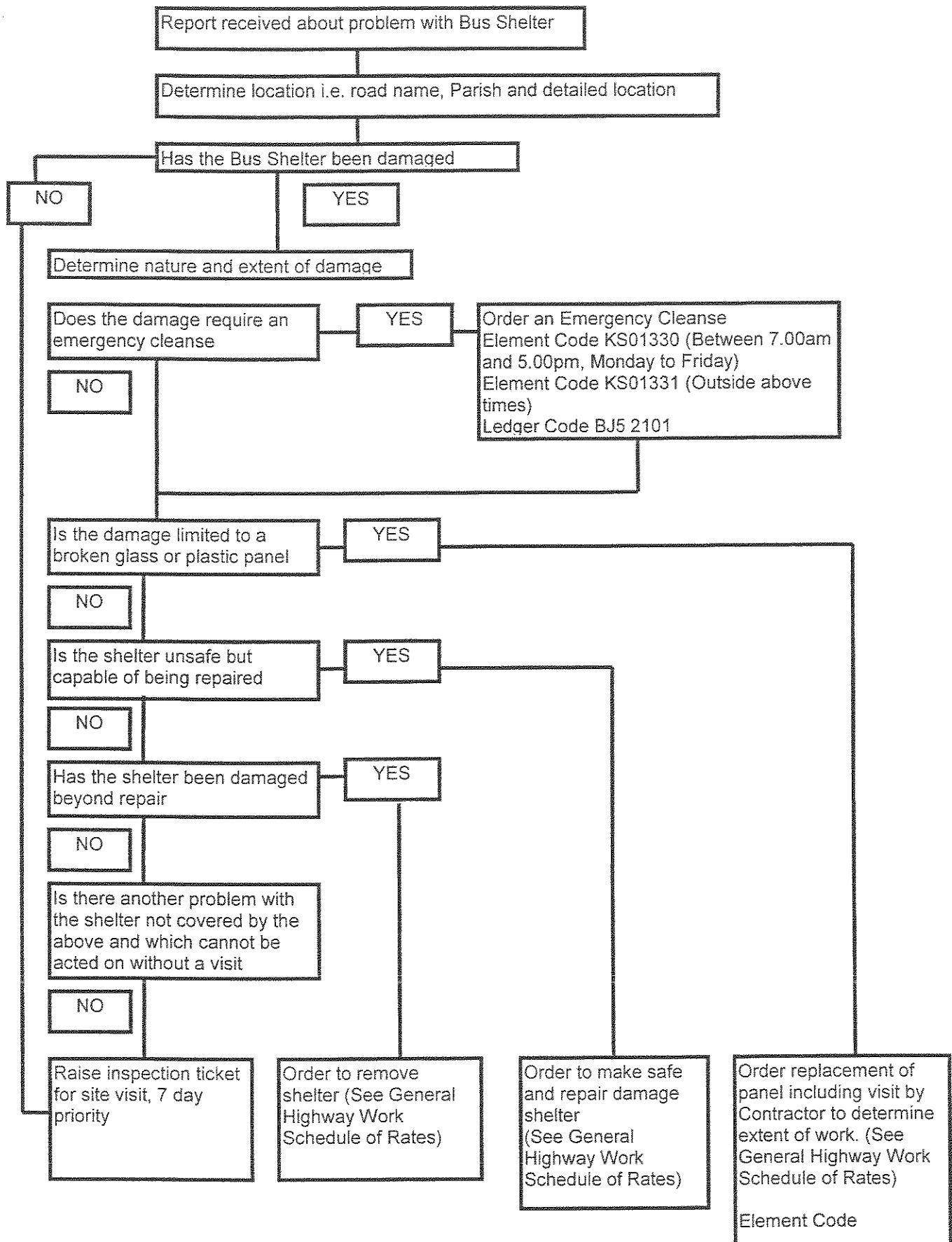
## Car Parks

The Council is responsible for 22 Car Parks.



## Bus Shelters

The Council is responsible for 148 Bus Shelters (including the ones at the Bus Station).  
(see attached list).



## Economic Development

### A. Management of the commercial portfolio:

27 units at George Holmes Business Centre plus a management and training building  
14 units at Boardmans Industrial Estate  
Woodville Polymer's factory on Hearthcote Road  
6 shops and 2 offices at the Delph Centre  
Delph Wine Bar & Restaurant  
Bank House  
Snooker Centre  
46 & 48 Grove Street  
4 shops on Midland Road  
3 shops on Linton Road  
1 shop on Wellwood Road  
Ski Centre (long lease)  
7 craft units at Rosliston Forestry Centre

### **Actions required**

- Measurement and valuation of all units
- Review existing leases and prepare new ones where none exist
- Undertake rent reviews, lease renewals, assignments etc as required
- Monitor rent arrears and chase debtors, working in liaison with Finance and Legal departments
- Deal with day to day management queries
- Establish service charges for tenants where appropriate
- Liaise with building maintenance section on repairs
- Market vacant units
- Deal with enquiries for new lettings, viewings and progression of applications
- Quarterly inspect all properties

The units at Rosliston Forestry Centre are now managed by Leisure Services, who have entered into a contract with a site manager. The Estates Officer undertakes more specialist property management work on their behalf.

### B. Valuations

Examples of valuations required include:

- Market rent of shops and industrial units at lease renewal or rent review
- Value of small areas of land to be sold to members of the public
- Asset valuations (capital accounting purposes)
- Valuations for insurance purposes
- Valuations of surplus assets being considered for disposal

### C. Dealing with land enquiries

These are received mainly from the public but also from other Council departments. Most of these relate to ownership and/or the availability of land for sale or lease. The Economic Development Unit (in which Estates is based) houses the land terrier (maps identifying Council ownership, disposals, leases etc). This system is currently paper based but is in the process of being transferred onto a computer based Geographical Information System (GIS).

The terrier is used to check the land enquiries (together with reference to Deed Packets and Officer knowledge). Where land is being sought for lease or purchase, it is inspected, relevant departments consulted and, where appropriate, a report is taken to the committee under whose ownership the land sits. A sale or licence of the land in question is then negotiated.

#### D. Management of miscellaneous portfolio

This includes the areas of land identified in 3 above which are licenced to individuals or groups for garden land, grazing, fishing rights, car parking etc, but also easements, wayleaves, rights of way etc. We suspect that there are a number of these agreements for which there are no records and there is an ongoing role in bringing them to light and reviewing their terms.

#### E. Co-ordinating Asset Management Planning within the authority

The Council is now obliged to prepare an annual Asset Management Plan (AMP). This is co-ordinated by the Economic Development Manager who has the role of Corporate Property Officer (CPO) in this respect. Whilst the plan is prepared annually, the work involved in asset management planning is an ongoing commitment and both the CPO and Estates Officer spend much of their time on activities such as:

- Validation of the Council's assets and its interests therein
- Identification of surplus property and investigating the possibilities for it's disposal
- Identification of opportunities for property sharing
- Co-ordinating the ongoing consultation with service users for each of the Council's assets
- Ensuring that the performance of assets are monitored and benchmarked with others
- Contributing to the development and review of the Council's Capital Programme
- Liaison with the Building Maintenance section over property condition and maintenance
- Ensuring that property managers are working to the Council's agreed property objectives
- Co-ordinating regular meetings of the AMP steering group

#### F. Providing advice and support as required in relation to the Council's portfolio of operational property.

2 Leisure Centres	Squash Courts (Etwall)
7 Sports Pavilions	1 Bowling Green
19 Recreation Grounds	8 Play areas
7 Amenity Areas	4 Parks
Rosliston Forestry Centre (not craft units)	1 Ecology area
4 areas of Common land	138 areas of Public Open Space *
8 Allotments	5 Village Halls
6 Cemeteries	Town Hall
Market	10 Public toilets
1 Depot	19 Car Parks
148 Bus Shelters	Civic Offices

The Estates section has a limited role in relation to these assets as they are managed by others within the authority, mostly by Technical Services. Its main involvement is in relation to the Asset Management Plan, as identified in 5 above.

#### G. Contributing to major development projects or land disposals

This would include projects such as:

- Sale of land at Coronation Street and Castle Gresley
- Potential sale of several small areas of housing land
- Depot site and adjacent land

#### H. Provision of general property advice

Property advice is sometimes requested from members or officers in relation to particular properties or projects.