

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**

Activity	When	Frequency	Who
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 - **LAI D 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 – Etwell 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

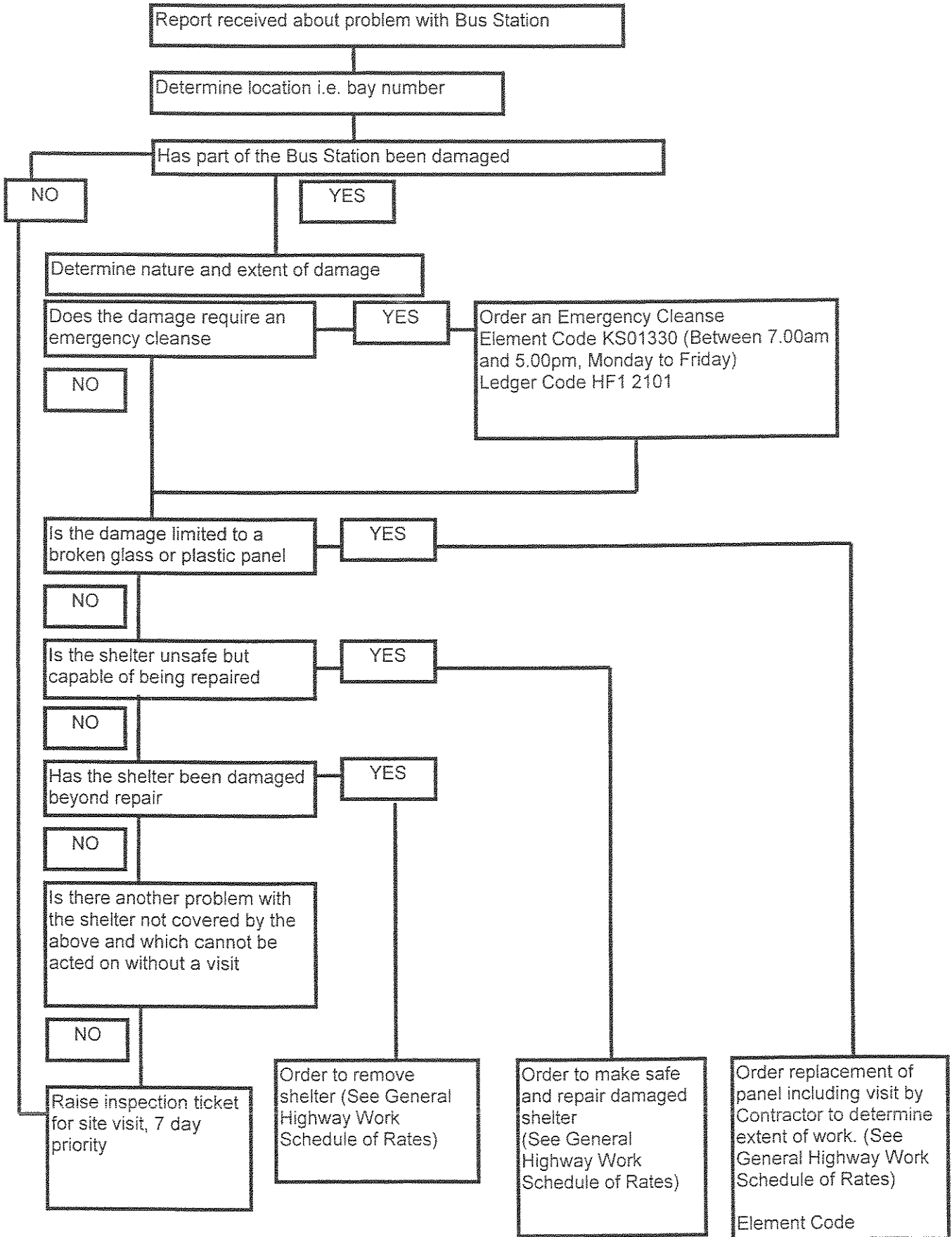
The Council is responsible for the cleansing and maintenance of the two public toilets at the Bus Station and East End Car Park in Swadlincote. The Council is also responsible for cleansing and maintenance of one public toilet at Ticknall. The Council is responsible for the maintenance of the two public 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.

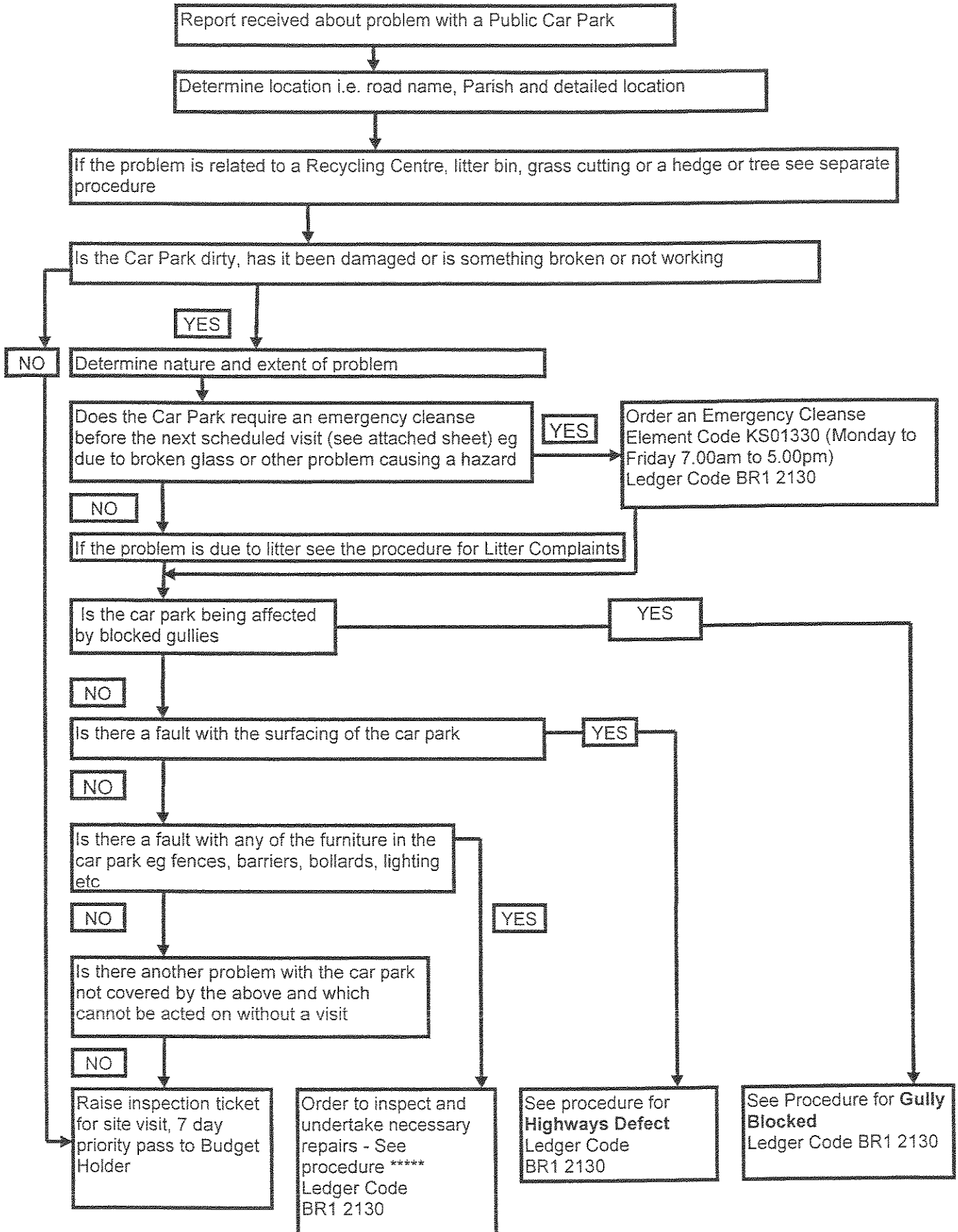


# BUS STATION



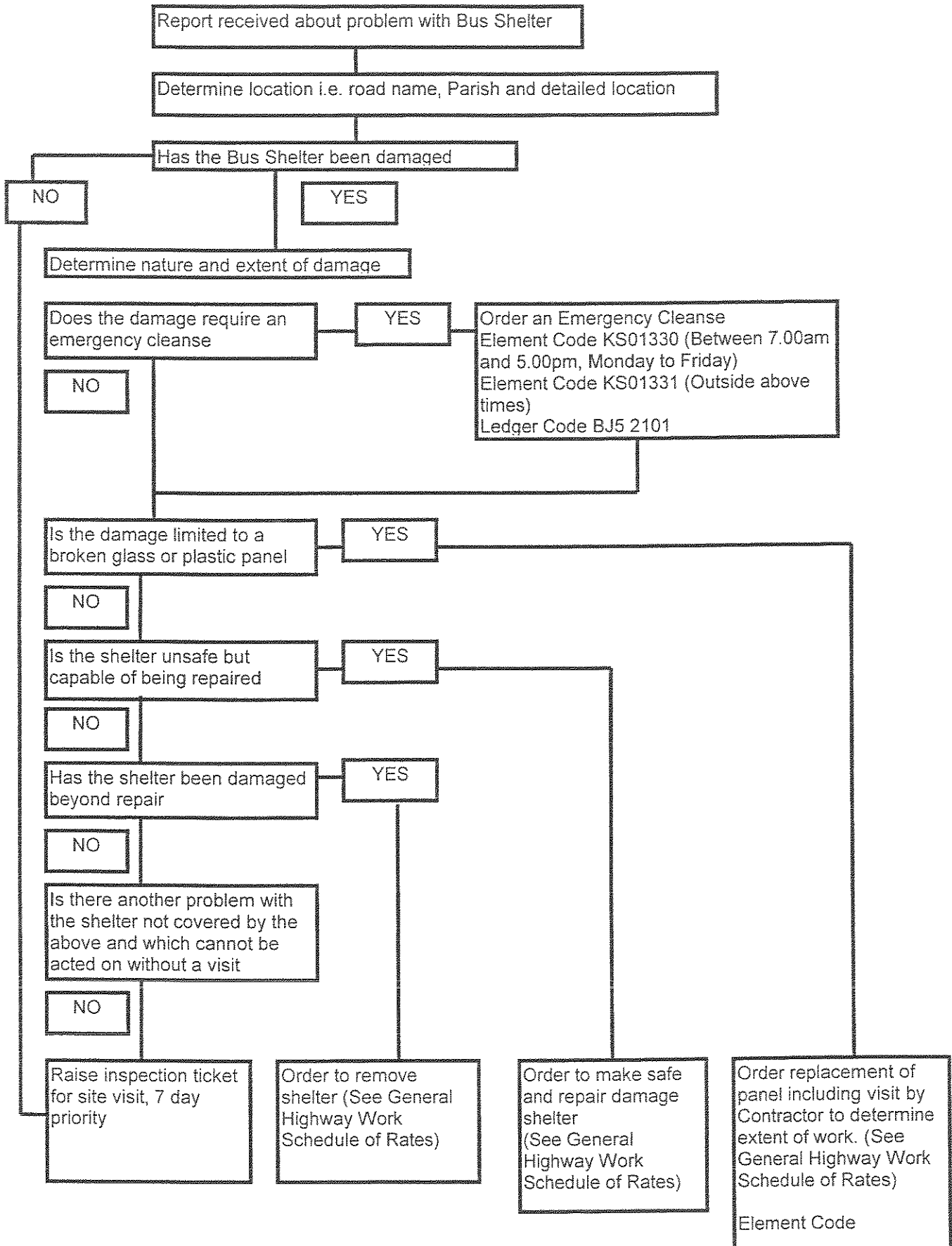
# Car Parks

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 Hearhcote 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 its 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

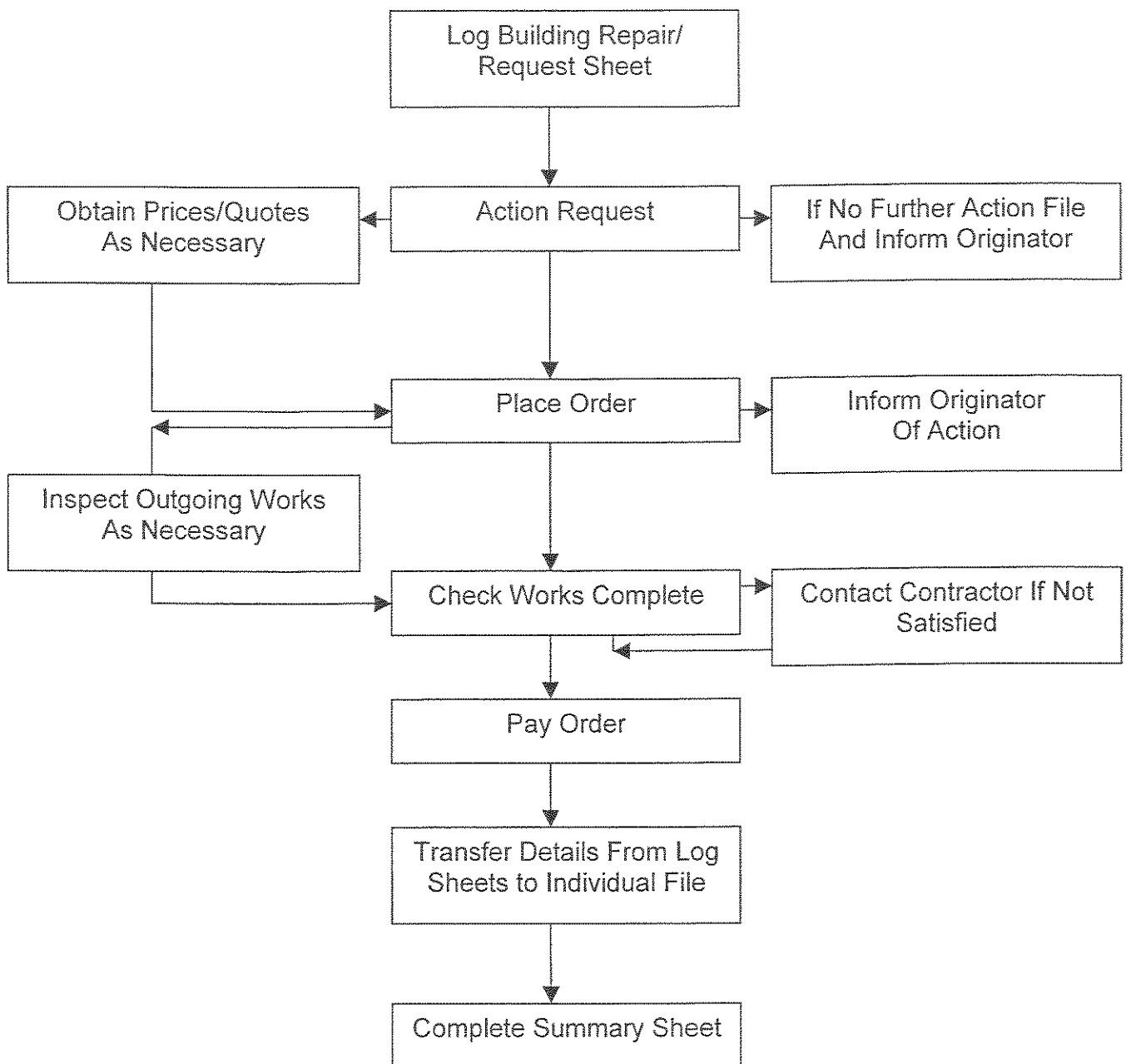
## H. Provision of general property advice

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

## Building Maintenance

Work Procurement Guidelines (see summarised flow chart, although needs updating)

### **PUBLIC BUILDING MAINTENANCE**



Financial Regulations

Council's Standing Order Procedures

Contractors method statements for carrying out the works

Cleaners – clean all areas of the Civic Offices and Depot.

Caretaker – opening and closing the offices, checking windows are locked and setting/unsetting the fire and burglar alarm.

The management of the Civic Offices and Depot buildings is undertaken 'in-house' under the domain of the Building Maintenance Manager (BMM).

Other than general repairs and maintenance of the buildings fabric and structure, plant and equipment, the BMM is also responsible for managing the following:

- cleaning and caretaking facilities
- procuring and monitoring the energy contracts (gas and electric)
- space allocation
- supervising contractors
- security of the buildings
- all related maintenance items as previously scheduled.

## Legal

## Leisure Development

### 9.0 SERVICE PROVIDERS

*SLM, Market Initiatives, Parish Councils, Allotment Associations and Village Hall management committees and Joint Management Committees*

### 10.0 PROFILE OF THE SERVICE

## Finance

Total number of invoices raised for the year 2000/2001	587
Total number of first reminder sent in the year 2000/2001	107
Total number of final notices sent in the year 2000/2001	46
Total number of invoices referred to Estates in the year 2000/2001	29
Total number of invoices referred to Legal in the year 2000/2001	0
Total number of invoices written off in the year 2000/2001	33

## Community & Leisure Development

### **ROSLISTON FORESTRY CENTRE**

One of three visitor centres in the National Forest, Rosliston is dedicated to community recreation and education hosting school visits and a range of public events. The Centre also houses craft units and a restaurant and is open all year round for community use. The Centre is now managed by a private contractor. In the last year new developments have included a soft play room, cycle hire, crazy golf, farm shop and after school child care club.



## Facilities & Development

### **PARKS AND ADMINISTRATION**

Management of 51.7 Ha. of urban parks, outdoor sports pitches, common land and neighbourhood recreation grounds. Maintenance of all park buildings and changing pavilions plus Grounds Maintenance. Tasks undertaken in the Grounds Maintenance contract include:-

- The major grassed areas of the urban parks are cut on 26 occasions during the grass growing season.
- Bowling greens within the three urban parks are cut, on average, 3 occasions per week during the playing season.
- To undertake the full range of other grounds maintenance tasks including flower and shrub bed planting, and the maintenance of these areas.

### **ALLOTMENTS**

Budget for the maintenance of 8 sites comprising of approximately 170 plots. Support to Allotment Associations normally given in the form of grant aid to encourage self help and ownership of the project.

### **MELBOURNE LEISURE CENTRE**

Provide financial support, maintenance of the building and advice to the Parish Council in their management of a facility that offers recreational opportunities in the north-east of the District. The facility provides (2) squash courts, (1) badminton court sized hall and other small meeting rooms. There were an estimated 30,500 visits to the centre last year.

### **VILLAGE HALLS**

Maintain the structural and external fabric of those village halls owned by the Council (Etwall, Walton, Netherseal, Coton in the Elms, Sutton on the Hill).

### **GREEN BANK LEISURE CENTRE - CLIENT**

Let on contract to SLM. The Council operates and maintains the external fabric and structure of the Leisure Centre. The Centre attracts approximately 300,000 visitors a year.

### **ETWALL POOL AND SQUASH COURTS**

These cater for the recreational needs of the population in the north west of the District in a cost effective and efficient manner via the dual use facility at John Port School.

The Council provides financial, administrative and technical advice to the Joint Management Committee responsible for the management of the facility.

Swimming is the main activity, through family and individual admissions, school swimming, private hire, club use and coaching. Squash courts are still popular: tennis courts also now administered under contract with the School Governors - coaching courses offered.

Total attendances in 2000/2001 were in the region of 73,000.

## **OPEN SPACE MAINTENANCE**

Maintenance of public open space throughout the District. This currently equates to 113.5Ha of land. These areas vary greatly in size and are provided by developers as part of current planning standards and are passed to the Council to maintain for the benefit of the Community.

Grassed areas of public open space are cut on 8 occasions during the grass growing season.

Provision of signs when required in response to problems relating to the use of the open space and to fund the cleaning up of sites after encroachment of fly tipping.

Undertake maintenance work to trees and shrub bed areas on public open space.

Work in partnership with others to enhance the amenity value of open space via suitable planting schemes.

## **SWADLINCOTE TOWN HALL**

A major venue in the centre of the Town which it is intended to develop as a small scale performance venue. In 1999/2000, 326 bookings were taken, of which 39 were sales, ie. fayres and jumbles, 6 were for commercial and dances, 236 were for arts productions/workshops and 45 were public meetings. Overall bookings increased by 49% on the previous 12 months. An item is included in the budget for the cost of repairing and maintaining the property.

## **MARKETS**

This heading covers the operation of Swadlincote covered market and the outside market on The Delph which opens on Tuesday, Friday and Saturday of each week. There are approximately 84 stalls available for letting.

The market operation in Swadlincote is managed by a private sector company, Market Initiatives. Their four year contract commenced on 1 April 1999.

The heading covers the capital financing costs resulting from the market's construction and the administrative costs of supervising the contract, together with provision for external repairs to the building and NNDR payments. Income at the market is generated by the management fee paid by Market Initiatives.

## **Economic Development**

### **INDUSTRIAL ESTATES**

The Council owns a large factory let to Woodville Polymer, and a number of industrial and factory units including 14 small units on Boardman's Industrial Estate which the Council constructed on a lease-back arrangement and 27 units plus a management building on the George Holmes Industrial Estate (GHIE).

The Boardman tenants have 3 year leases, whilst the Woodville Polymer premises are let on a 99 year lease with 7 year rent reviews.