

3.0 OPPORTUNITIES AND CHALLENGES

3.1 The Government has introduced new legislation and guidance that will have a significant impact on the Division. The Best Value regime will require the continued undertaking of comprehensive service reviews for Leisure Services (Year 3) and the remainder of Technical Services (Year 4). The evidence from the Cleansing the Environment Review has shown the challenge faced in conducting reviews within limited resources and this will require the careful prioritisation of other workloads to ensure the review processes become a part of the "day job"

3.3 The **Corporate Related Challenges** are as follows:-

- ❖ **Council Finances** – the Council has limited finances and this is especially significant for the Division since it is responsible for a relatively large percentage of the Council's general fund spending. Over the last few years the services provided have been subject to ongoing reductions as well as the loss of staff in revised structures. It is anticipated that pressure will continue to identify further reductions; this will need to be done with reference to service user views and in comparison to services and costs of similar authorities, as part of best value service reviews. Although it will be incumbent on the Division to meet its stated aim of providing value for money services it must also concentrate on the parallel aim of delivering high quality services and this cannot readily be achieved against a background of inadequate and reducing finance.
- ❖ **Economic Downturn** – this could lead to reductions of income in Trade Waste Collections with little opportunity in the short term to reduce expenditure and avoid the impact on the Refuse Collection budget, which is subsidised from trade waste income.
- ❖ **Managing Change** – our external and internal environments require us to change what we do and the way that we do it. Managing those changes will be key to our success.
- ❖ **Risk Management** – significant change will involve taking risks and sound management of those risks will help to deliver less painful change and successful outcomes.
- ❖ **Rapid Growth in the District** – South Derbyshire is one of the fastest growing districts in the region. Demand for most services within the Department is growing faster than the resources available. This growth has inevitable consequences on the Division's workload and therefore costs. Each year it has to empty more refuse bins as more properties are developed as well as clean more streets and cut more grass. Not only is the district growing but (as is the

national trend) service demands are increasing from existing residents e.g. the amount of domestic waste being generated is increasing at around 3% per annum.

- ❖ **E- government** - The Division has limited access to internal IT monitoring systems and data making administration slow and inefficient. We need to look at systems that allow us to become more efficient in this field. This must compliment examining how we can provide better access to external customers through modern communications and information.
- ❖ **Improving staff morale** – Following a number of reorganisations and losses in staff divisional morale is, inkeeping with the general corporate position, low. However there is now an opportunity to improve moral with stability returning following the financial crisis, with the introduction of staff development and the involvement of staff in service delivery and improvement as part of best value reviews.

3.4 The **Service related challenges** are as follows:-

- ❖ **Waste Targets** - In 2000 the Government set statutory waste targets for all councils and these require the recycling of 14% of the District's waste by 2003 and 21% by 2005. In addition Government have issued advice which clearly points to their wish to see a more joined up approach to delivering waste services between waste collection authorities (like South Derbyshire) and waste disposal authorities (like the County Council) The advice suggests that if councils fail to act in a more integrated way then government will consider legislation to amend council's roles in future.
- ❖ **Competition** – Although no longer required to tender its services the Council must ensure its operational activities remain competitive and this will be challenged in any best value inspection. For the trade waste service competition is always present as although the Council has to provide a service businesses can choose to go elsewhere. In the last few months several of our existing customers have chosen to take their business to a local competitor thus reducing the subsidising effect on domestic refuse costs. In reducing its overall costs the operational services will also need to be confident that central overheads are constantly under review as it is the overall service price that will govern whether the operational services can remain competitive.
- ❖ **Staff structure and morale** – In the corporate reorganisation that was carried out in 2000 the Technical Services Division resulted from the combination of the former Engineering, Direct Services and part of the Leisure Services. In the combination the service certain services were discontinued, most notably the structural highways agency. However there was a net loss of three staff to these service areas and this loss, plus the large disruption, has had a considerable effect on the ability to deliver services and staff morale. In addition

to staff losses a considerable amount of money was also taken out of service budgets leading to increased complaint from the public and parish councils. For some services the current budget now only allows for purely responsive maintenance with no ability to carry out any preventative maintenance works.

The new service is delivered from two units but staff have agreed that these need further reorganisation before services can be delivered in the most effective way (see opportunities)

❖ **Climate change**

The increased incidence of heavy and prolonged rainfall has led to a large increase in the number of requests for help and advice. The floods of November 2000 put a huge strain on the Council's resources and especially the reduced staff numbers in the Division who had to deal with hundreds of calls and issue thousands of sandbags.

❖ **Increasing public expectations for leisure and recreation facilities**

The increased expectation of the public to improve both the quality and quantity of locally provided leisure facilities has, in many ways, been triggered through increased knowledge of health and lifestyle issues and the quantity of service delivery by the private sector.

Opportunities

3.5 The key opportunities are as follows:-

❖ **Implement the Action Plan from the Cleansing of the Environment Review**

Subject to its resourcing requirements the action plan is seen as a key opportunity to move services forward and for staff to see an ability to work towards the division's overall purpose (see 2.1) This is seen as an opportunity to improve staff moral following the reorganisation in 2000. The key issues in the plan are

Specific goals to which personal objectives can be linked
Ownership of goals as staff were involved in developing
Partnerships – developing existing / forming new
Communication Plan – with all stakeholders
Reorganise staff structures to a no split organisation

- ❖ **Partnerships** – The division already has productive partnerships in place with the private sector, the voluntary sector, parishes and other local authorities. The following are seen as the key potential partnerships where opportunities exist to maximise the ability to deliver high quality, value for money services –

- Biffa – green waste composting
 - Cheshire / Berrymans – paper and glass recycling

- South Eastern Derbyshire Waste Sub Group (Amber valley, Derby City, Derbyshire County and Erewash Councils)– waste minimisation and Brightstar complete waste treatment contract

- East Staffordshire District, North West Leicestershire and Lichfield District Councils – green waste composting with a private sector partner

- Local transport operators – partnership to maintain the Council's vehicle fleet

- Community Friends of Newhall Park, Eureka Park and Swadlicote Urban Forest Park

- Parish Councils – development of lengthsman scheme, joint approaches to dealing with litter and flytipping (latter to include Environment Agency also) and public toilets

- Derbyshire and Peak Park Sport and Recreation Forum

- ❖ **Relocation of council depot** – An opportunity is available to sell the council depot as development land, raising a capital receipt, and consider options for relocating services elsewhere in partnership with other local authorities or the private sector.

4.0 BEST VAUE

4.1 The tables below show how and when the services provided by this Division will be reviewed as part of the Best Value Process

Completed Reviews

Review Title	Completed	Services Covered
Cleansing the Environment	September 2001	Refuse collection, street cleansing, recycling, highways, grass cutting

Reviews Underway

Review Title	Completion Date	Services Covered
Car parking	September 2002	Public car parks, including potential for charging
Asset Management	March 2002	See list in 8.4

Reviews to be commenced

Review Title	Start Date (yr)	Services Covered
Leisure Services	Year 3	Leisure Centres, Parks and Open Spaces, Swadlincote Market, Festival of Leisure, Christmas Lights,
Technical Services (remaining services)	Year 4	Land Drainage, Bus Shelters, Toilets, Street Furniture, Swadlincote Town Centre and Bus Park, Cemeteries

The Cleansing the Environment Review resulted in an improvement and detailed action plans. The key service improvements set out in the improvement plan are as follows:-

- ❖ The Achievement of National Waste Targets
- ❖ A cleaner and more attractive environment for the residents of the district
- ❖ Improved efficiency and effectiveness in service delivery
- ❖ Improved service quality
- ❖ Better communication with all stakeholders

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5.0 KEY TASKS 2002/03

Corporate Key Tasks

Ref.	Critical Success Factor	Action	Timescale
A3	Develop management competencies	Use PDR process to identify and meet individual management needs across the Division (including extension of PDR scheme to operational staff)	March 2002
B1	Implement the new Departmental and Service Planning framework	Service plan in place for the Division.	Nov 2001
C1	Improve morale	Increase the involvement of frontline staff in service planning and service improvements. Improve two way communications to staff. Use the PDR process to offer development opportunities to staff (within the needs of the service).	September 2002
C2	Improve communication with employees	Develop divisional and unit meetings to ensure full upward and downward communication of information	June 2002
C3	Support and promote team working	Increase and support opportunities for team working.	June 2002
C4	Establish training and development plans for all employees	Build on the training and development plans established in 2001	June 2002
C5	Promote health and safety in the workplace	Complete workplace and method risk assessments	April 2002
C6	Make changes (as required) to the organisational structure	Amend divisional structure to a no split structure (one unit responsible for waste issues and the other for leisure and grounds issues)	April 2002
D2	Develop and implement proposals for e-government	Develop and implement proposals for electronic service delivery in line with IEG strategy – annual programme	Mar 02 Mar 03

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D7	Progress disposal of Swadlincote depot	Consider procurement options for depot replacement (including European regulations) and project manage the replacement	March 2003
E1	Continue to implement the programme of Best value reviews	Complete review on Car Parking	September 2001
E3	Continue to develop arrangements for performance management	and Leisure Extend the existing arrangements in place for refuse and cleansing operations to remaining divisional activities	March 2003 December 2002
F4	Improve on current levels of customer satisfaction	Include customer satisfaction monitoring and targets in the Communication Plan arising out of the Cleansing of the Environment Review	July 2002
I1	Achieve at least 50% of targets set for best value and audit commission performance indicators	Check targets met at calculation of actuals for 2001/02 in autumn 2002	Nov 2002
I2	Improve performance in the areas where the government has set national standards and targets	Government targets set for recycling. Targets set as part of the Cleansing the Environment Review	See Review Action Plan (Annexe C)

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Departmental Key Tasks

Departmental Key Task	Action	Timescale	Key Aim
Progress major capital projects	Support Etwell Leisure Centre Project Develop Maurice Lea Park Scheme Possible Bid resubmission (Etwell Leisure Centre) Stage 2 application to Heritage Lottery Fund (Maurice Lea Park)	April 2002 October 2002	2, 4
Deliver Cleansing the Environment Best Value Review	See Review Action Plan – see Annexe C	See action plan	2, 5, 6
Deliver Vision for Swadlincote Woodland Urban Forest Park	Develop and Implement partnership arrangements to manage site	April 2002	4, 8
Leisure Services Best Value Review	Undertake Review in conjunction with others both inside and outside the Council	March 2003	5, 6
Car Parking Best Value Review	Undertake Review	September 2002	5, 6
Provide a reliable and responsive Refuse, Cleansing and Grounds Maintenance service	Deliver continuous improvements required by best value	March 2003	2
Work with partners to develop the Leisure and Recreational Facilities to meet customer needs	Monitor service delivery and develop partnership proposals to improve service	March 2003	4

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Service / Ongoing Key Tasks

Service Key Task	Action	Timescale	Key Aim
Maintain levels of service provision to residents for the divisional services listed in Section 1.0	Ensure services are provided to specifications and requirements and that all customer enquiries and complaints are responded to promptly	Throughout year	2,4,6,8
Develop and implement Waste Minimisation Plan	Prepare initial plan for South Derbyshire, with short term, low cost measures	October 2002	2
Monitor domestic waste arisings to support waste minimisation	Monitor levels of domestic waste arisings Sample content of domestic bins in high producing areas	March 2002	2
Enforce policy of resisting side refuse and requiring refuse to be contained in closed bin	Include visual checks in routine performance monitoring Publicise and promote policy	October 2001	2
Increase home composting	Maximise home composter sales in partnership with private sector supplier Provide after sales training to maximise usage	April 2002 and ongoing	2,5
Review wheelie bin size issue policy	Review policy as part of waste minimisation plan	October 2002	2,5
Improve employee attendance levels (refuse service)	Implement absence management policy	October 2001	6
Reduce clinical waste collection costs	Review charging policy	September 2002	6
	Minimise amount of clinical waste incinerated in conjunction with Integrated Waste Management Group and Community Health Services Trust	March 2002	

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Reduce vehicle maintenance / procurement costs	Review vehicle replacement strategy / leases	March 2002 and every 2 years April 2002	6
Review central services and high on-costs	Consider partnerships / contract hire as part of corporate plan for disposal of the depot Negotiate service levels, costs and services provided from central departments	March 2002	6
Improve cost effectiveness and productivity of recycling bring sites	Remove least productive sites Identify alternative means of servicing remaining sites	June 2002	6
Establish a rapid response hit squad	Purchase vehicle / equipment and recruit / train staff	April 2002	2,5
Improve access to local tips at Derby and Burton on Trent	Lobby relevant bodies to secure improved access to local people	October 2002	2,5,6
Improve weed control and removal	Ensure full compliance within existing contract	September 2001 and ongoing March 2002	2,5,6
Improve operation of Parish Lengthsman Scheme	Review weedkillers used and pilot alternatives Clarify responsibilities and agree areas covered / Negotiate to enhance service Improve liaison and co-ordination of input with Council on routine cleaning	April 2002 September 2002	2,5,6
Increase amount of waste composted	Introduce four further composting rounds to agreed programme	March 2003	2,5,6
Increase amount of paper recycled by kerbside scheme	Introduce two weekly schemes to all the composting areas Develop and promote scheme including regular monitoring of take up	January 2002 September 2002	2,5,6

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Ensure successful commencement of Brightstar Contract for total waste treatment	Complete agreement with Derby City Council for waste delivery process	October 2001	2,5,6
Review Recycling Plan in conjunction with Derbyshire Waste Strategy and South Eastern Area Sub Group Strategy	Short term action plan to meet statutory targets for 2003 and 2005	October 2001	2,5,6
Develop proposals for introducing a kerbside dry recyclables collection scheme	Develop schemes with private sector and neighbouring authorities	March 2002	2,5,6
Review bin provision and placement with parish councils	Review and revise position and provision of bins -develop proposals Implement proposals Consider option for parish councils to empty litter bins	April 2002 September 2002 April 2002	2,5,6
Increase number of cuts to highways grass to improve quality	Increase number of cuts on Council owned areas (POS) and highways grass (D.C.C.) Lobby D.C.C. to meet full costs of 12 cuts per annum to highways grass	April 2002 Nov 2001	2,5,6
Review grass cutting methods	Develop options for improving quality of grass cutting by additional cylinder mowing	September 2002	5,6
Introduce Performance Monitoring to grounds maintenance operations	Introduce monitoring system similar to Refuse and Cleansing operations	April 2002	5,6
Maximise effectiveness of existing partnerships for waste management activities	Improve dialogue and set targets with existing partners Develop new partnerships with private sector and neighbouring authorities	December 2001 March 2003	2,5,6

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Rationalise structure of Technical Services Division	Clearly apportion responsibilities for Waste Management and Grounds Maintenance between two units	December 2001	5,6
Clarify Member accountability for service and its development	Clarify accountability in a report to Members	December 2001	6
	Report progress on Clean Team implementation plan to Policy and Scrutiny Committees	April and September 2002	
Improve communication with Stakeholders on cleansing the environment issues	Prepare a Communication Plan to include the following	October 2002	5,7
Develop quality standards on waste related services	Implement Technical Advisors Group (TAG) Quality monitoring frameworks for Refuse Collection and Street Cleansing and compare results with other users	April 2002	5
	Work with TAG to produce quality framework for Grass Cutting	April 2002	5
	Become Members of the Tidy Britain Groups People and Places Programme	April 2002	5
	Develop a proposal to obtain Chartermark Status for reviewed services	October 2002	5

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<p>Progress development of new leisure facilities at Etwell Leisure Centre</p>	<p>On confirmation of the need for project and the obtaining of additional partnership funding re-submit bid in its current form. If none of the above explore other options for meeting the leisure needs of the local community. Undertake feasibility work to establish most effective option for the future management of the site</p>	<p>Resubmit by May 2002 March 2003 March 2003</p>	<p>4</p>
<p>Continue the development of Swadlincote Urban Forest Park</p>	<p>Establish long-term working relationship with external partner to manage and develop the site Implement 'Access Improvement' project, if successful with external funding bids. Continue exploring funding options for provision of Gateway Bridge</p>	<p>In position by August 2002 Completed by March 2003 Funding package in place by March 2003 March 2003</p>	<p>2, 4 & 8</p>
<p>Progress provision of new leisure facilities in the Hilton area</p>	<p>Undertake public consultation to confirm need and agree basic requirements. Appoint consultants to begin detailed design work, produce specs. Etc.</p>	<p>March 2003</p>	<p>2 & 4</p>
<p>Develop restoration proposals for Maurice Lea Memorial Park to meet the Heritage Lottery Fund's Stage 2 requirements Work with 'Friends of Newhall Park' to implement</p>	<p>Appoint consultants to produce firm up costings, undertake option appraisals and produce development plan. Complete installation of new play area.</p>	<p>Stage 2 application by October 2002 March 2003</p>	<p>2, 4 & 8 2, 4 & 8</p>

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improvement programme for which funding has been obtained	commission contractor to undertake creation of 'quiet area' and appoint artist to create murals on play area fences		
Improve amenity value of Eureka Park	Continue to develop working relationship with the 'Friends of Eureka Park. to a stage were a major improvement programme has been agreed and a start made on making funding applications for this programme.	March 2003	2, 4 & 8
Development of a recreation and conservation area on the ex coal stacking site at Coton Park.	Funding package in place, commission consultants to manage project and begin work on site. Undertake feasibility work into long term management arrangements for the site	March 2003	2, 4 & 8
Bring the District's play areas up to current standards.	Continue to implement strategy for the modernisation of the area's play sites within the parameters of this year's capital allocation	Commission all work by September 2002	4
Improve level of service at Cemeteries directly managed by this Authority	Produce and obtain Member agreement to a 3-year strategy for the upgrading of our cemeteries. Begin process of obtaining Charter Mark for cemeteries administration.	September 2002 Apply for accreditation March 2003	2 & 6
Continue to develop the market operation in Swadlincote in partnership with MIL	Re-negotiate extension with MIL to existing contract Expand existing market to Midland Road and investigate the feasibility of an extension to the High Street	March 2003 September 2002	1

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Review the Council's approach to dealing with land drainage enquiries and responses to flooding situations	Produce policy statement in line with MAFF high level targets requirements	March 2002	2
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6.0 PERFORMANCE INDICATORS AND TARGETS

Best Value Performance Indicators

6.1 The table below shows the Best Value Indicators that relate to the service provided within this division.

Best Value Indicator	Actual 99/2000	Actual 2000/01	Estimate 2001/2	Target 2002/3	Government Target 2004/5
BVPI 82a – Total tonnage of household waste arisings – percentage recycled	5.7%	6.5%	6.1%	6.3%	14% 2003/4 21% 2005/6 (for 82a + 82b)
BVPI 82b – Total tonnage of household waste arisings – percentage composted	2.6%	2.8%	3.8%	6.2%	
BVPI 84 Kg of household waste collected per head	New indicator For 00/01	460	475	490	
BVPI 85 – The cost per sq. km. of keeping relevant land, for which the local authority is responsible, clear of litter and refuse	New indicator For 00/01	£44,383	£48,750	£56,000	
BVPI 86 – Cost of waste collection per household	£33.86	£34.27	£35.50	£35.85	
BVPI 88 – Number of collections missed per 100,00 collections of household waste	27 (average figure for previous indicators)	21	18	18	
BVPI 89 – Satisfaction survey – cleanliness of streets / relevant land	New indicator For 00/01	64%	N/a		
BVPI 90a – Satisfaction survey – waste collection	New indicator For 00/01	90%	N/a		
BVPI 90b – Satisfaction survey – recycling facilities	New indicator For 00/01	68%	N/a		
BVPI 91 - %age of population served by kerbside collection of recyclables or within 1 km of a recycling centre	93%	91%	90%		
BVPI 119 – Satisfaction Survey – Parks / open spaces	New indicator For 00/01	60%	N/a		
BVPI 3 – Satisfaction survey – cultural and recreational services	New indicator For 00/01	37%	N/a		
E1 – The %age of highways that are either of a high or acceptable standard of cleanliness	Not measured	100%	100%		
E2 – The average time	6.4 days	6.9 days	5 days	1 day	

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taken to remove fly tips					
E3 – The number of public conveniences provided by the authority normally throughout the year	10	5	5		
I1a – Swimming pools and sports centres. The number of swims and other visits per 1000 population	3,804	5,149			
I1b – Swimming pools and sports centres. The net cost per swim / visit	£0.41	£0.30	0.27	0.25	
I2a – The number of playgrounds and play areas provided by the Council, per 100,00 children under 12	3.5	3.4	3.5	3.7	
I2b(i) – The %age of these that conform to national standards for local unequipped play areas	0%	0%	0	0	
I2b(ii) – The %age of these which conform to national standards for local equipped play areas	7%	6.8%	7.2	8	
I2b(iii) – The %age of these which conform to national standards for larger, neighbourhood equipped play areas	0%	0%	0	0	

Local Performance Indicators

6.2 The table below shows the local indicators that the Division has developed to measure its performance.

Local Indicator	Estimate 2001/2	Target 2002/3
Percentage of missed household waste collections put right by the end of the relevant period	86%	90%
Percentage of other public complaints put right by the end of the relevant period (refuse and cleansing)	89%	92%
Percentage compliance with the requirements set for the refuse and recycling services	90%	90%
Percentage compliance with the requirements of the Street Cleansing service	87%	90%
Percentage of wheeled bins returned to the correct position	95%	90%
Percentage of litter bins correctly emptied on the prescribed day	81%	90%
The number of repeat failures per 100,000 household waste collections	1.7	1
Tonnage of compost collected per property on scheme	0.3	0.31

7.0 STAFFING STRUCTURE AND WORK ORGANISATION

7.1 The Technical Services Division is part of the Development Services Department.

7.2 The Division is managed by the Technical Services manager and is divided into two units as follows

7.3 An organisation chart is attached at Annexe A.

Work organisation

7.4 The division delivers council services through its staff and other agencies as follows:-

- ❖ 17 technical and administrative staff, including five customer services assistants whose duties include responding to the large number of public enquiries received.
- ❖ As part of the corporate restructuring in 2000 the opportunity was taken to implement a "soft split" arrangement in the new Technical Services Division, removing the existing formal divide that existed between the former Engineering and Design (the client division) and Direct Services (the contracting division) In the resultant soft split structure some staff now have dual roles and this has led to reduced staff numbers and costs with increased ownership of the services by staff. As part of the Cleansing of the Environment Review however it is intended to further reorganise the structure to a "no split" one of two units with all staff moving to dual roles; one unit for waste related issues and the other for facilities and grounds.
- ❖ 45 manual / craft staff engaged on operational activities, together with a small number of sub contractors in delivering the grounds and cleansing services.
- ❖ Partnership contracts with the private sector in service delivery, in particular with SLM for the Greenbank Leisure Centre, Market Initiatives for the Swadlincote Market, Biffa for the treatment of green waste and Cheshire Recycling for the collection of waste paper.
- ❖ Partnership working is also employed on projects with the National Forest, parish councils, other local authorities and local community groups.
- ❖ The division might occasionally employ consultants in the preparation of plans and strategies or where particular expertise is required (e.g. land drainage investigations)

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8.0 OTHER RESOURCES

8.1 Revenue Expenditure

The table below shows the committee spending controlled by the Manager of this Division.

Division	Gross Spending	Income	Net Spending
Total Committee Costs	3,867,940	906,210	2,961,730

Central Departmental Costs – recharged to committees

The Council has a system of central establishment charges. This means that costs related to this division are charged first to a holding code and then recharged to committees. The table below summarises these costs which are controlled by the head of this division and then recharged to services.

Division	Gross Spending	Income	Net Spending
Total Central Support Costs	712,300		712,300

These costs are set out in more detail in Annex B

Capital Expenditure

8.2 The capital programme includes the following items in 2001/2 which are included in divisional service plans.

Provide new Play Equipment and Safety Surfacing	£30,000
Plant Refurbishment – Green bank Leisure Centre	£20,000

8.3 A number of major schemes are under development which will be significantly funded by external partnership finance but may require money from the Council's capital programme

Scheme	Total cost	Timescale	Council Contribution
Etwall Leisure Centre	£3m	2004	£250k
Maurice Lea Park Refurbishment	£500k	2002	£10k p.a. Revenue from 2007
Sharpe's Pottery Resource Centre	£1m	2001/2	Capital already made Revenue £20k p.a. from 2002

Assets

8.4 The Division controls the following assets:-

- ❖ Market Hall
- ❖ Village Halls
- ❖ 2 Leisure Centres
- ❖ 19 car parks
- ❖ 10 public toilets
- ❖ The Town Hall
- ❖ 7 Sports pavilions
- ❖ 19 Recreation Grounds
- ❖ 8 Play Areas
- ❖ 7 Amenity Areas
- ❖ Squash courts (Etwall)
- ❖ 4 Parks
- ❖ 138 Area of Public Open Space
- ❖ 8 Allotment sites
- ❖ 6 Cemeteries
- ❖ 148 Bus Shelters

The assets will be managed by appropriate staff in conjunction with the Asset Management Plan and as part of the appropriate best value review in terms of PI's, benchmarking and consultation with asset users

Technical Services



