

Business Centres and Industrial Units  
Scrutiny Review  
Draft Questions - Staff

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| 1. | <p>What is your role in supporting this service</p> <ul style="list-style-type: none"> <li>• Estates Technician (Fiona) – Work at Mill Lane for North East but also support Bolsover. Manage property of the Council and land, issue licences, deal with boundary disputes</li> <li>• Concierge (Brad) – Based at Coney Green. Provide security, fire warden, deal with meeting room enquiries and booking, reception. There is also an administrator. Employed by IPM (Intelligence Protection Management. If I am off the company will send someone to cover. I will provide them with a day's training. Have remote cover as building locked after 5:00. Gate opened on Saturday until 1:00pm. Tenants can still get in 24/7. All monitored on camera, me 8:30 to 5, then remotely</li> </ul>   |
| 2. | <p>How do you think the service is working</p> <ul style="list-style-type: none"> <li>• Brad – pretty well, every unit gets redecorated if needed, to a high standard. Public areas in good condition. Think meeting room could do with a bit of updating to bring more customers in. Could do with extra flask.</li> <li>• Think the 24/7 access is a real benefit to people.</li> <li>• Car parking could be better, especially when conferences are on. Could signpost better at the entrance for any outsiders coming to the building. Good source of income</li> <li>• Fiona – Estates have lacked investment. Putting in place to be proactive in improving them. Gareth been historically doing reactive repairs but now have asset management strategy for capital programme. Lot of facilities available here. Franking service, post-delivery. Fully occupied and demand there.</li> </ul> |
| 3. | <p>Have you any suggestions for improvements</p> <ul style="list-style-type: none"> <li>• Q do you have any competition nearby? – A Brad - Bolsover have the Tangent</li> <li>• Fiona – only have one surveyor as valuer retired. Lot of work, he sets rents values properties, land purchases. He does not have time to do them. A possible area of income e.g. small plots of land.</li> <li>• Admin support, a lot of paper records, needs sorting. Q digital archive? A Gareth- reviewing this. Have Uniform system which gives us management information. Can scan paper documentation. New work being done digitally. Timescale by New Year will more or less have finished it.</li> </ul>   |

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|    | <ul style="list-style-type: none"> <li>• Q Is the lighting bottom of car park inoperative? Brad – reported in March, someone attended and solved a few issues but not working totally. Now working, I believe had someone outside attend to it. It is my responsibility to report issues. Raise with Bob Walker. Put on reactive repairs</li> <li>• Q How do you feel as an outside employed employee? Brad – prefer to be a NE employee but need security licence company authorisation. Don't feel discriminated as outside company person but Council has benefits.</li> </ul> |
| 4. | <p>Is there anything else you would like to tell us</p> <ul style="list-style-type: none"> <li>• No</li> </ul>  |

***Business Centres and Industrial Estates  
Scrutiny Review - Questions – Business Tenants  
Duncan Robinson – Pillbox Design Limited***

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| 1. | <p><b><i>What attracted you to leasing a unit in this business centre</i></b></p> <ul style="list-style-type: none"> <li>• Wanted to relocate back to chesterfield area, shopped around. Location and price. Ground floor accommodation what I needed because of the equipment we have. Did look at Sheffield but had more space here so organic growth and flexibility to take a bigger unit.</li> <li>• Think it works better here than where previously. Used to be down South in an old shoe factory that been converted by another District Council. Natalie and the interaction with other business. A national and international company.</li> </ul> |
| 2. | <p><b><i>How well does it meet your current and future needs</i></b></p> <ul style="list-style-type: none"> <li>• Moved from two units here into one big unit. Always one available. Would want to stay with Council. Need storage space for equipment</li> <li>• Have own meeting room in my office for talking to customers and discussing projects. For personal/confidential go out of office and like ability to use small meeting rooms</li> </ul>  |
| 3. | <p><b><i>Have you used the online tenant issue reporting system and if so did it work well</i></b></p> <ul style="list-style-type: none"> <li>• No did not know existed (see comment on first tenant interview)</li> </ul>  |
| 4. | <p><b><i>Have you any suggestions for improvement</i></b></p> <ul style="list-style-type: none"> <li>• Always room for more, not enough workshop/semi industrial space</li> <li>• Works well can drive round car park straight into my officer. Never park in small bit of carpark. On training days it's rammed.</li> <li>• Yellow storage units for long term would be very useful. Use empty units. Mend the wind turbine</li> </ul>   |

***Business Centres and Industrial Estates  
Scrutiny Review  
Questions – Business Tenants  
Stephen Slater – STAL***

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| 5. | <p><b><i>What attracted you to leasing a unit in this business centre</i></b></p> <ul style="list-style-type: none"> <li>• Modern facilities, more space. Had three small units in old factory, did not set the scene. Worked in a foundry. Could not plan because up and down. Needed to diversify so make bespoke components. Been in business 18 years, uk mostly but can go abroad from Clay Cross</li> </ul>                       |
| 6. | <p><b><i>How well does it meet your current and future needs</i></b></p> <ul style="list-style-type: none"> <li>• Wold recommend it. Current needs, spot on. For future will need to double the size. Need bigger unit. See a value being at a centre</li> <li>• Good move me coming here</li> </ul>  |
| 7. | <p><b><i>Have you used the online tenant issue reporting system and if so did it work well</i></b></p> <ul style="list-style-type: none"> <li>• No, not aware of, go direct to Natalie, brilliant, on my speed dial. (see comment on first interview)</li> </ul>  |
| 8. | <p><b><i>Have you any suggestions for improvement</i></b></p> <ul style="list-style-type: none"> <li>• Keep building a range of facilities. I don't want to buy premises.</li> <li>• Have employees, I need more employees for skilled jobs after Brexit done</li> <li>• Previously got a grant from Council to purchase extractor fan</li> <li>• I use meeting rooms, value this.</li> <li>• Want storage space – important</li> </ul> |

***Business Centres and Industrial Estates  
Scrutiny Review  
Questions – Business Tenants  
Craig Ashcroft – Wiltshire Farm Foods***

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| 1. | <p>What attracted you to leasing a unit in this business centre</p> <ul style="list-style-type: none"> <li>• Joined in house team so site established when joined</li> </ul>  |
| 2. | <p>How well does it meet your current and future needs</p> <ul style="list-style-type: none"> <li>• Fine, suitable office space, warehouse facility for cold storage.</li> <li>• Future plans, subject to growth may need larger premises. So need to consider. With remain if possible.</li> <li>• Rent and rates very attractive for businesses.</li> <li>• Very safe and secure and team accommodating</li> </ul>  |
| 3. | <p>Have you used the online tenant issue reporting system and if so did it work well</p> <p>No – if issue make direct contact with Natalie.</p> <p>(During the interviews with tenants it became apparent that the reference at a previous meeting by an interviewee referred to a reporting system via one of the staff not a direct reporting system)</p>   |
| 4. | <p>Have you any suggestions for improvement</p> <ul style="list-style-type: none"> <li>• Drainage follow recent flash floods was an issue by the warehouse units as drains could not cope with it. Meant I had to take a route which was not easy. However, positive about the site. Clean site</li> <li>• Parking on training days, staff who work here say cannot get a space. Rare and also staff want to park next to unit rather than walk.</li> <li>• Open plan office so for privacy use other rooms, have used the tenant room for team meeting. Can use an internal office inside own premises as well. Also use conservatory</li> </ul> |

**Questions – Review of Business Centres and Industrial Units**  
**Write Up - Matt Broughton**  
**Head of Partnership and Transformation**  
**(Formerly Commercial Property Development role)**

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| 1. | <p><b><i>What are your main aims for the service</i></b></p> <ul style="list-style-type: none"> <li>• My previous role was a joint post for lease and letting of land. It is a small team running this</li> <li>• Income generation and more importantly profit regeneration</li> <li>• Economic Development aim, providing business accommodation that the local market would not find attractive. Market would want 3,000 square feet but this is smaller. As a public organisation we can provide small business units.</li> <li>• Businesses attracted by our flexible terms, still commercial but private want 15 year, rock solid covenant. We offer 3 year lease with rolling 3 month break. Rent depends on the location etc. Valuer sorts this for us. Rate per square foot, so person taking viewing knows the price. Then negotiation cannot let it for under value. Pure commercial rent.</li> <li>• Units fit for purpose and generate a decent income</li> </ul> |
| 2. | <p><b><i>How is it supporting the Councils Growth Agenda</i></b></p> <ul style="list-style-type: none"> <li>• By the above aims. Employment. Space being provided. Profit generation</li> </ul>  |
| 3. | <p><b><i>What can we do to be more commercially aspirational</i></b></p> <ul style="list-style-type: none"> <li>• Marketing – we do some on our website but lot of information so difficult for people to click through</li> <li>• We use an agent. Market, some of the viewing and internet presence on Right Move. More cost effective than if we did as would have a hefty fee for the quantity we have.</li> <li>• Marketing not really needed because nearly full.</li> </ul>   |

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|    | <ul style="list-style-type: none"> <li>• General impression we could sign our premises better and make it clear they are NEDDC premises. E.g. improve the overall image of the site.</li> <li>• If we look after the assets with trickle investment over time, they will last us for many years to come</li> </ul>  |
| 4. | <p><b><i>How do you measure how well the service is performing</i></b></p> <ul style="list-style-type: none"> <li>• Profit pertinent at business centres (Coney Green). More cost involved so a challenge but do make a profit. If not then we need to review otherwise subsidising. Reception and security now on contract, made saving and provides for leave and sickness cover</li> </ul>   |
| 5. | <p><b><i>How well does the online tenant issue reporting system work</i></b></p> <ul style="list-style-type: none"> <li>• Not seen in action, Natalie deals with</li> </ul>   |
| 6. | <p><b><i>Is the model we use for rent working and supporting businesses to thrive</i></b></p> <ul style="list-style-type: none"> <li>• It does, cannot think of another way of doing it. Difficult part of the market. We are about people being helped into business. Support to thrive but some do then get bad debt or do midnight flit. Depends on what your aspirations are</li> </ul>   |
| 7. | <p><b><i>How are we ensuring the service fits the needs of customers currently and into the future</i></b></p> <ul style="list-style-type: none"> <li>• Consider where to build. Not too many in old buildings, not fit for purpose. Can generally find a tenant.</li> <li>• Investment in assets, certainly industrial units, very few voids. Perfect for market going forward. Long term need to replace asbestos roofing. Need to understand more and make decisions for longevity e.g. Coney Green</li> </ul> |
| 8. | <p><b><i>How effective are we in advertising and marketing the units to businesses</i></b></p> <ul style="list-style-type: none"> <li>• See above</li> </ul>  |

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| 9.  | <p><b><i>How are you ensuring the service is achieving Value for Money</i></b></p> <ul style="list-style-type: none"> <li>• RICS, S132 duty. If challenged this is what we fall back on, external valuer. Set their value with all their comparators.</li> </ul>  |
| 10. | <p><b><i>What are your main barriers to success</i></b></p> <ul style="list-style-type: none"> <li>• What does success look like – it is a member thing. If homes for small business we have only four vacant. Do we need to build more? But doing ok. If no debt in wrong market or massive amounts of income as opposed to steady income. Have asset but need longevity. Clay Cross depot fudge site, will need to be reviewed in 5 to 10 years. Market different firms, so people see the possibilities</li> </ul> |
| 11. | <p><b><i>Have you any suggestions for improvements</i></b></p> <ul style="list-style-type: none"> <li>• No policy written down. So need member awareness. Q Clarity of what vision is. A Helpful to reinforce, restate this vision and acknowledgement of difficulties of market in. (lifestyle business)</li> <li>• Do we keep parish Councils informed? Should</li> <li>• Mentioned quiet enjoyment – e.g. leave tenants alone unless they ask</li> </ul>   |



**Questions – Review of Business Centres and Industrial Units**  
**Write Up**  
**Rob Walker**

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| 1. | <p><b><i>What are your main aims for the service</i></b></p> <ul style="list-style-type: none"> <li>• Facilities ensure building statutory compliant, asbestos, legionella etc.</li> <li>• Building fit for purpose for workers, visitors</li> <li>• Proactive maintenance, programme of maintenance</li> </ul> |
| 2. | <p><b><i>How is it supporting the Councils Growth Agenda</i></b></p> <ul style="list-style-type: none"> <li>• Keep buildings attractive – attract more tenants, increase income, then reinvest into properties</li> </ul>   |
| 3. | <p><b><i>What can we do to be more commercially aspirational</i></b></p> <ul style="list-style-type: none"> <li>• Not my remit</li> </ul>   |
| 4. | <p><b><i>How do you measure how well the service is performing</i></b></p> <ul style="list-style-type: none"> <li>• In facilities none. Bringing in software for KPI's. Member of Local Authority Group. Compare what they do and see if we could do to improve service. Compare ourselves.</li> </ul>          |
| 5. | <p><b><i>How well does the online tenant issue reporting system work</i></b></p> <ul style="list-style-type: none"> <li>• NA</li> </ul>   |
| 6. | <p><b><i>Is the model we use for rent working and supporting businesses to thrive</i></b></p> <ul style="list-style-type: none"> <li>• NA</li> </ul>  |
| 7. | <p><b><i>How are we ensuring the service fits the needs of customers currently and into the future</i></b></p> <ul style="list-style-type: none"> <li>• Tenants – trying to ensure properties are suitable and fit for purpose. Well maintained so rent on a long term basis and keep them</li> </ul>           |

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|     | <ul style="list-style-type: none"> <li>• Q What about energy improvement – Tenants provide their own. Constantly monitor energy usage. Changed boilers at three of the sports centres. Change at Mill Lane as no spares. Looking at what more efficient. Looking across the board but small units do theirs. Asset survey identified Coney Green windmill. Need to decide renew or not</li> </ul> |
| 8.  | <p><b><i>How effective are we in advertising and marketing the units to businesses</i></b></p> <ul style="list-style-type: none"> <li>• NA</li> </ul>   |
| 9.  | <p><b><i>How are you ensuring the service is achieving Value for Money</i></b></p> <ul style="list-style-type: none"> <li>• Looking for efficiencies all the time, minimising running costs. If have to renew start from beginning</li> </ul>   |
| 10. | <p><b><i>What are your main barriers to success</i></b></p> <ul style="list-style-type: none"> <li>• Lack of funds and resources</li> </ul>   |
| 11. | <p><b><i>Have you any suggestions for improvements</i></b></p> <ul style="list-style-type: none"> <li>• Put Rykneld in this building with us the we have a building asset</li> <li>• Get rid of any properties that cost us money, need a lot of money to be spent, needed for service and if not relocate people and dispose of asset</li> </ul>   |

**Questions – Review of Business Centres and Industrial Units**  
**Write Up**  
**David Broom**

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| 1. | <p><b><i>What are your main aims for the service</i></b></p> <ul style="list-style-type: none"> <li>• Quality business and service that attracts and retains tenants, with fit for purpose units and up-to-date facilities, maintained and generating income</li> <li>• Now looking after Estates and facilities</li> <li>• Legislative issue – gas service provision, responsive maintenance regime. Planned preventative maintenance, asset survey Estates.</li> </ul>   |
| 2. | <p><b><i>How is it supporting the Councils Growth Agenda</i></b></p> <ul style="list-style-type: none"> <li>• Want to grow our portfolio and generate income.</li> <li>• Attract new businesses, look at land assets and other development opportunities.</li> <li>• Grow Authority, getting people into units and be sustainable</li> </ul>   |
| 3. | <p><b><i>What can we do to be more commercially aspirational</i></b></p> <ul style="list-style-type: none"> <li>• Put one or two measures in but not promoted enough. Letting not proactive. Need to say this is North East and the units we have. Need to get out there and raise awareness of commercial arm (not just housing)</li> <li>• Parcels of land – what to do with it in a commercially viable sense. Not necessarily selling off but partnerships. Joint ventures, Registered Landlord Schemes like Rykneld Homes. ~We could do, actively trying to do this.</li> </ul> |
| 4. | <p><b><i>How do you measure how well the service is performing</i></b></p> <ul style="list-style-type: none"> <li>• Commercial revenue in from Estates</li> <li>• How many let and income generated. Indication of good quality units, also for those looking for units, see others let. Watching maintenance</li> </ul>   |

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|    | <ul style="list-style-type: none"> <li>Facilities side no KPI. Introduces contract tendering but need some meaningful ones.</li> </ul>   |
| 5. | <p><b><i>How well does the online tenant issue reporting system work</i></b></p> <ul style="list-style-type: none"> <li>NA</li> </ul>  |
| 6. | <p><b><i>Is the model we use for rent working and supporting businesses to thrive</i></b></p> <ul style="list-style-type: none"> <li>New to inner working of estates and tenant lease agreements so difficult to answer. Section 25 been tied up in new leases, ongoing process</li> </ul>   |
| 7. | <p><b><i>How are we ensuring the service fits the needs of customers currently and into the future</i></b></p> <ul style="list-style-type: none"> <li>Present - fit needs, provide modern commercial units, some showing signs of age. Done asset management survey to help inform for the future. Look to invest in properties IT and infrastructure. Industrial Units have greatest take up but Authority has a role to service community, not all commercially driven.</li> </ul> |
| 8. | <p><b><i>How effective are we in advertising and marketing the units to businesses</i></b></p> <ul style="list-style-type: none"> <li>Historically not especially well. Now letting agents on board, online presence, marketing strategy. Now more commercial. Worked closely with the estate agents e.g. renting out part of this building</li> <li>Paint our benefits of Local Authority unit. We are accountable, no fobbing off.</li> </ul>                                      |
| 9. | <p><b><i>How are you ensuring the service is achieving Value for Money</i></b></p> <ul style="list-style-type: none"> <li>Valued service to customers/tenants. Break even or make a profit – value for money for us. For tenants also but need to give attractive, affordable properties</li> </ul>  |

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| 10. | <p><b><i>What are you main barriers to success</i></b></p> <ul style="list-style-type: none"> <li>• Historically under resourced and not as commercial. Austerity put us on back foot. Save money, sell assets focus which filled the gaps. Allowed the commercial sector to get a foot in</li> <li>• Lack of investment to make units attractive from our side and tenants.</li> </ul> |
| 11. | <p><b><i>Have you any suggestions for improvements</i></b></p> <ul style="list-style-type: none"> <li>• Investment – have opportunities, parcels of land, Joint ventures. Thinking/being commercial</li> <li>• Service as a whole restructured 18 months ago. Now looking to recruit and bolster staff. Succession planning as lost significant staff last two years.</li> </ul>        |

**Questions – Review of Business Centres and Industrial Units**  
**Write Up**  
**Gareth Harper**

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| 1. | <p><b><i>What are your main aims for the service</i></b></p> <ul style="list-style-type: none"> <li>• Commercial function. Provision of commercial property brings in revenue to the Authority. Industrial property mostly. Small units for small business, sole traders, start-ups, struggling businesses.</li> </ul>  |
| 2. | <p><b><i>How is it supporting the Councils Growth Agenda</i></b></p> <ul style="list-style-type: none"> <li>• Linked to above. We support local business and have a vested interest in their growth.</li> <li>• Implementing asset management (survey). Use it to assess sites we can grow physically and ones maybe reaching the end of life which could be developed for other purpose. Arcos assessed properties. We will use that information to help grow and improve commercial sites.</li> </ul> |
| 3. | <p><b><i>What can we do to be more commercially aspirational</i></b></p> <ul style="list-style-type: none"> <li>• What we have done now is employed external agents to market properties. Now an outlet into the intranet, professionals with right tools</li> <li>• What about the website – A Could be improved, people don't look on Council website for commercial property, use say Right Move</li> <li>• Used to have To Let boards, they were successful</li> </ul>                              |
| 4. | <p><b><i>How do you measure how well the service is performing</i></b></p> <ul style="list-style-type: none"> <li>• Commercial basis, monetary value, how you get revenue against targets and our expenditure</li> <li>• Occupation only two vacancies over stock. Reflective of standard of accommodation</li> </ul>   |

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| 5.  | <p><b><i>How well does the online tenant issue reporting system work</i></b></p> <ul style="list-style-type: none"> <li>• Stand alone. Tenants contact us then we raise online form. Want contractors to respond. If not done then tenant contact us. Works quite well</li> </ul>   |
| 6.  | <p><b><i>Is the model we use for rent working and supporting businesses to thrive</i></b></p> <ul style="list-style-type: none"> <li>• All rents charged assessed and set by RICS valuer. Sets market rent. In past negotiated with tenant using that as a bench mark. When market not buoyant used as a starting point to get occupation. Currently don't need to offer incentive as good value for money. Offer flexibility of lease</li> </ul>                   |
| 7.  | <p><b><i>How are we ensuring the service fits the needs of customers currently and into the future</i></b></p> <ul style="list-style-type: none"> <li>• Currently rolling out revised format of lease, clearer, written and shows role and responsibilities of landlord and tenant. Trying to give tenant a sense of responsibility for property. Treat with respect, health and safety, compliant checks being done. Then we can focus on landlord role</li> </ul> |
| 8.  | <p><b><i>How effective are we in advertising and marketing the units to businesses</i></b></p> <ul style="list-style-type: none"> <li>• Letting agents far more effective than previously</li> </ul>  |
| 9.  | <p><b><i>How are you ensuring the service is achieving Value for Money</i></b></p> <ul style="list-style-type: none"> <li>• Pre-set budgets. Are we achieving more income than expenditure and maximising income regardless of external circumstances. Budget the measure</li> </ul>  |
| 10. | <p><b><i>What are you main barriers to success</i></b></p> <ul style="list-style-type: none"> <li>• External forces</li> <li>• State of the economy</li> <li>• Making sure tenant aware of their responsibilities</li> </ul>  |

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|     | <ul style="list-style-type: none"> <li>• Resource in staff to run to the level people want</li> </ul>  |
| 11. | <p><b><i>Have you any suggestions for improvements</i></b></p> <ul style="list-style-type: none"> <li>• Initiatives to improve – uniform system – data base of information. Transferring all paper documents on to this system. Legally have to keep leases.</li> <li>• For letting – have a checklist of the process so we know which documents we need to retain, even if only electronic</li> </ul> |