

Working Together: An Approach to Devolution of Assets (Facilities) and Services

2019 - 2029

Doing the best for every local community within Milton Keynes



milton keynes council



Version Control

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Foreword

Parish and Town Councils, as well as the many local partners in Milton Keynes, are playing a really significant role in shaping and improving their local areas. As Cabinet Member for Economic Growth and Community Partnerships I am passionate about communities having even more power, so that they feel more confident about taking ownership of local priorities going forward.

We know that since 2010, the financial pressures for both Milton Keynes Council and our partners has increased - we have taken a long hard look at what we do and how we do it and how we work together with our key local partners. The result of this is that over the last few years we have shifted our focus from being a provider of services to being an enabler. We are committed to creating the right environment for local parish and town councils working alongside their communities to do things for themselves that matter locally. With this shift in focus, I look forward to watching Milton Keynes continue to develop and thrive, with councils and communities taking innovative and bold decisions that can effect real change at the local level. We are committed to supporting our partners in that journey (and working with them to build capacity) and this document provides the blueprint for this. I look forward to working with you as we move ahead with our devolution programme.

Cllr Moriah Priestley

Cabinet Member for Economic Growth and Community Partnerships

Introduction

The Milton Keynes Council (MKC) *Council Plan (2016-2022)* recognises the importance of partnership working and the vital role that parish and town councils, voluntary groups and charities have in shaping the local area and Milton Keynes as a whole. Operating on the principles of a co-operative council, we want to ensure that the services that citizens value can continue to be delivered in a sustainable way and that the people of Milton Keynes have the opportunity to influence and shape their own communities.

MKC recognises that devolution of assets and services to local communities, parish and town councils (given their locality base) makes a significant contribution to enabling local areas to be stronger, more resilient and sustainable. In addition, this provides the opportunity for residents to have greater ownership of local assets and a real say in their future. The fact that parish and town councils are able to set their precepts at the level at which they are required to support communities to achieve what they would like means that this locally based influence and say is greater than it ever has been.

The experience gained from a number of asset and service transfers completed to date has shown that the development of this approach (combining the *Community Asset Transfer Policy* and principles enshrined in the *Draft Framework for Local Councils to have an Increased Role in Service Delivery*) presents significant opportunities to create stronger, more cohesive and sustainable communities. It enhances the role of these partners and enables them to shape their areas and make the improvements that sometimes only local knowledge can provide and respond to, delivering outcomes that match the needs and expectations of local communities. Appendix A details case studies of some of the services and assets transferred over the last five years.

Let's be transparent – reduced central government funding and increased demands for services mean that principal authorities will be working more closely than ever alongside their partners (in particular parish and town councils), in a collaborative, different and creative way to ensure that residents continue to receive services that are important to them. The need for cooperation between tiers of local government has never been greater and the opportunities never more exciting. Each parish and town council is different and faces different barriers and enablers. So, we want to build on what has already been achieved and support all parishes and town councils to consider how to engage in the devolution story. Over a third of parish and town councils in Milton Keynes have either taken over devolved services and assets or have indicated a wish to do so. We are committed to supporting local parish and town councillors and their officers to build

capacity to enable more parish and town councils to consider taking on devolved services over time.

This document sets out the vision for how this might be achieved over the next ten years.

1. Priorities and Principles

We will promote and facilitate the devolution of services and assets (associated or otherwise) as appropriate to **parish and town councils (and other community partners)¹ who want to embrace the devolution agenda**. We recognise that there are many ways to achieve this agenda (including 999 year leases, freehold transfers, management contracts, etc). We recognise the value of enabling local community partners to assume responsibility for local assets and local services and we want to empower these organisations that may be best placed to take on these assets and deliver services. We recognise that **each community is different** and we want to **ensure that each asset and service is placed with the best long term custodian**.

2. Background

Since the adoption of the Community Asset Transfer (CAT) programme in 2012, Milton Keynes Council has largely concentrated on MK's built infrastructure. The focus evolved in February 2017 (policy change) towards considering open spaces / play areas and their associated landscaping within parish and town council borders in an effort to respond to the changing needs and demands of the programme as suggested by participants and also to reflect the financial reality that MKC was facing and the associated need for it to make further savings. Of primary importance in this change was the wish to ensure that these assets remained for the use of communities and run by communities and their partner organisations.

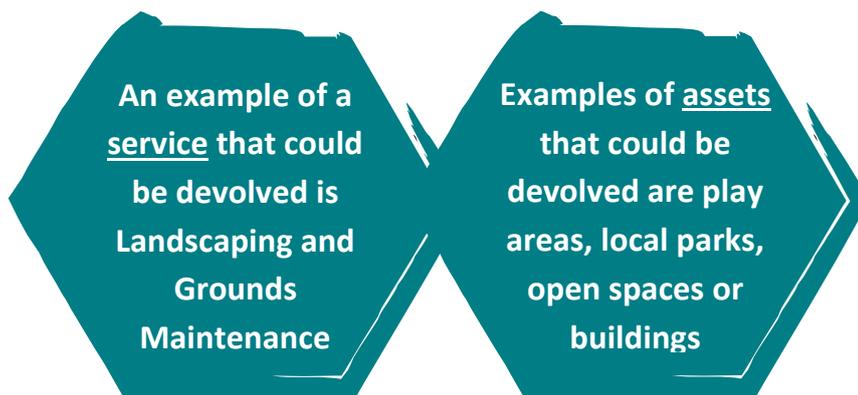
¹ 'Community partner' relates to all third party organisations; in the main, parish and town councils, and also the voluntary and community sector, including charitable and social enterprises, housing associations, local sporting clubs/organisations, schools, and management committees. With this in mind, a preference will exist for such partners to be locally run, locally controlled, non-profit distributing, inclusive, and democratic organisations with a track record and experience of delivering services to the local community.

Since 2016, a number of expressions of interest have been received from parish and town councils to not only manage open spaces, parks, play areas and their associated open spaces but to own them out right. The built infrastructure aspect of the programme (which had been exhausted in terms of the number and scope of assets offered to community partners), switched focus, resource and priorities towards potential large real estate transfers particularly with parish and town councils. The current delivery plan at Appendix B demonstrates this.

All assets in the built infrastructure list have been offered at some point. Out of the 69 that were offered, 27 were completed, and 42 did not transfer. There were a number of reasons for non-transfer which occurred at various stages of the CAT process.

3. Service and Asset Devolution

We recognise that individual parish and town councils / community partners will be at different stages of their thinking in terms of taking over services and assets.



Services could be devolved in isolation of an associated asset or as part of a package containing both a **service** and an **asset**.

There may be strategic or practical reasons why MKC would not be able to devolve an asset or a service, for example:

- Adjoining / surrounding land not being transferred
- Potential for redevelopment
- Historic and / or complex land issues that would make the transfer resource prohibitive to both us and our partners
- Service is part of a wider council contract

4. Assets

MKC have responsibility for land and buildings through various means:

- **Owned assets** – where we hold the freehold interest or a long lease
- **Dedicated assets** – where we have a historical contractual obligation but we do not have the freehold ownership, eg areas of open space or play areas under planning agreements
- **Statutory responsibly** - where we have a duty to maintain assets (and provide services) under legislation, eg highway land

To date, the 27 (freehold) assets that we have transferred have included:

- Community Centres
- Depots
- Meeting places
- Sports Grounds
- Libraries
- Sports Pavilions
- Open Spaces
- Youth Centres

In most cases, once an asset is transferred MKC ceases to be responsible for it. It is highly unlikely that MKC will re-assume responsibility for the asset at any point in the future, even if it is no longer needed for community use, unless there are compelling legal reasons to do so. This means that council and partners considering devolution need to consider not only the immediate impact of transfer but the longer-term sustainability.

5. New Scope for Devolving Assets

The original programme scope for the CAT identified five key programme strands, namely:

1. **Leisure and Community;** meeting places, community centres, leisure centres, pools, and sports grounds
2. **Arts and Heritage**
3. **Libraries**
4. **Youth Centres**
5. **Open Spaces;** parks, landscape depots

the programme in 2012. Due to emerging demands, the priority and focus upon strands going forward will be:

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|---------------------|-------------------|--------------------------|-----------------|
| 1. Amenity Land | 2. Play areas | 3. Parks and open spaces | 4. Seats |
| 5. Footway Lighting | 6. Public Toilets | 7. Depots | 8. Bus shelters |
| 9. Monuments | 10. Litter Bins | 11. Grit Bins | |

This informs the current delivery plan outlined at Appendix B. We will continue to consider applications for other built assets, this will be limited to those identified through the Corporate Property Strategy.

6. Services

To date, we have devolved 'full' landscaping and grounds maintenance services to **6** parish and town councils. These arrangements commenced in 2014. **11** further parish and town councils have committed to delivering their own landscaping services from 2020.

If we transfer a **statutory service** to our partners to deliver, because we remain ultimately responsible for the provision of the statutory service, we will work with our local community partners to draw up a service delegation agreement. MKC will reserve the right to terminate the service delegation agreement at any time if the statutory responsibilities are not being met. We will monitor the service delegation agreement to ensure that our statutory responsibilities are being met.

If we transfer a **discretionary service** to our partners, we will cease to be responsible and accountable for the delivery of the service. Any monitoring will be 'light touch' and 'supportive'. Once we have transferred a discretionary service it is highly unlikely that we will re-assume responsibility at any point in the future.

In the cases of both discretionary services and statutory services, we will **agree a services contract** with our partners over a given number of years. The services contract will detail

any funding (as is relevant) that we give each year. The level of detail with the services contract will vary dependant on the service itself.

It is important to note that there is a difference between transferring a service and transferring a building or asset. By way of illustration, when we transferred the library building to Stony Stratford Town Council, it was just that – the building. The service (albeit a reduced service) continued to be provided by us MKC. The service was ‘topped up’ by the Friends of Stony Stratford Library (FOSSL) using its own volunteers.

7. Alternative Solutions to Devolving Assets

We recognise that the freehold transfer of an asset is not always the best solution, given amongst other things, the best value calculation. There are however alternatives to devolving / transferring the freehold of an asset that we are happy to consider, namely:

Long term lease	A long term lease (preferably without MKC revenue or capital funding) to a voluntary sector organisation / community partner or parish or town council, Examples of local long term lease arrangements are Shenley Leisure Centre, Wolverton Pool and Fitness Centre, Bletchley Rugby Club, Milton Keynes Rugby Club, Downs Barn Pavilion and large parts of open green space across the borough (The Parks Trust). In some cases a nominal lease payment is made to MKC.
Community use agreement	A community use agreement with a local organisation or a local school to protect community use access and prices with a preferable position of a zero council subsidy and risk transfer to the third party within a partnership working relationship. An example of this can be found at Oakgrove Academy with Oakgrove Leisure Centre.
Management contract	A long term lease, contract and service specification with a specialist service delivery partner which may link to a capital investment by a third party with a preferable position of zero subsidy or an income to MKC together with full risk transfer. An example of this can be found at Woughton on the Green, Woughton Leisure Centre, Windmill Hill Golf Centre and Bletchley Leisure Centre.
Contract Variation	MKC has a number of contracts for service delivery that afford the ability to vary services/assets into a contract. The existing contract will

often have a contract, specification and lease arrangement and a zero subsidy position is preferred together with user, programming and price protections. An example of this is at Tattenhoe Pavilion.

Lease transfer with council payment	Such an arrangement would involve the transfer of an asset under a lease with a payment being made to a local organisation to manage locally more cost effectively. An example of this can be found at Cowper's Alcove.
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8. Alternative Solutions to Devolving Services

We recognise that devolving services is not the only option for parishes and town councils / community partners who want to become more involved in service delivery. We are happy to consider and develop alternative approaches, namely:

Influencing	Parish and town councils / community partners may wish to request changes to the way existing contracts held by us and/or input in to the requirements when new contracts are retendered. They can also play a role in monitoring existing service delivery in their area.
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Topping up	Parish and town councils / community partners may choose to enhance an existing service provided by us by funding additional work that exceeds the base level (baseline) service provided. This could be through, for example:
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- a) encouraging community participation with support / sponsorship from local businesses
- b) procuring a separate contract (with a 'local' contractor)
- c) employing their own staff / wardens
- d) the use of volunteers / volunteer teams
- e) by purchasing additional services via an existing Milton Keynes contract, eg the SERCO contract, Ringway contract (either direct or via a specially offered 'framework arrangement' by one of Milton Keynes current contractors)

9. Outcomes for Service and Asset Devolution

The overarching desired outcome is the local delivery of services and local management of assets that meet the needs of local communities as well as strategic needs where the service/asset has a wider impact.

We acknowledge that each community is different and that the delivery will be a complex patchwork quilt of local responses to local issues delivered by a sector that has enhanced its skills to deliver the best outcomes.

Our aim is for Milton Keynes' approach to be recognised regionally and nationally as one that supports service and asset devolution to local councils / partners who want to deliver and be responsible for more.

Going forward, accepting the changes in scope and focus around service and asset transfers, MKC wants to work with its partners to ensure some of the key principles of the CAT programme will remain part of our approach, namely:

- Asset transfer will be considered but for this, there will need to be the demonstration that parish and town council / community partner has the ability to suitably manage the asset (although we recognise that organisations may be able to develop this capacity and they will be given the opportunity to do so if commitment and potential can be demonstrated).
- On an asset-by-asset basis an evaluation as to whether an asset should be devolved is undertaken by individual service areas. Services across MKC will assess whether they are needed for direct council service delivery. Other key considerations will include whether the facility / asset serves a wider strategic need.
- The three-test financial assessment process (that was introduced to the CAT programme in 2014) to ensure that MKC would not be adversely affected financially with regards to any freehold asset transfer will remain. The following will be considered:
 - The revenue cost to MKC,
 - The potential future liability in terms of capital investment requirements.
 - Potential development opportunities.

- We **will consider** for transfer assets that generate an income, as we aspire to doing what's best for each local community and above all acting in Milton Keynes best interest.
- No single aspect is considered more important than another but a balanced appraisal will need to be completed. Such an approach facilitates a clear and robust assessment of the assets requested for transfer, in a transparent manner.

State Aid

Our Legal team will continue to closely monitor the impact of any legislation that might affect the progress and will continue to do so in the future. Freehold Asset transfers are for a nominal price of £1 or nil. Under the Local Government Act 1972 a Council is required to obtain the best price reasonably obtainable where transferring ownership of property but may dispose of property for less where (in general terms) to do so benefits the residents of the Borough, and the undervalue is less than £2 million. In each case where property is transferred for less than market value MKC should be satisfied that this does not amount to State Aid. We will need to be mindful of both requirements in all cases, but generally transfers of small properties used by local residents are unlikely to contravene these legal requirements.

Costs

Parish and town councils / community partners will meet their own legal and surveying costs as part of the transfer. Additionally, post-transfer the parish and town council / community partner will be responsible for all statutory property tests and inspections, and we will expect that they have sufficient financial resources to fully maintain the asset.

Staff

When considering asset transfer, we will give consideration to any implications that the transfer may have on staff operating in or for the asset, and work with our Human Resources team to identify the affected employees and the potential implications of any transfer (TUPE).

10. Delivery of services

There are a number of different delivery models that parishes and other partners could consider that could make the management of the asset or service more cost-effective and responsive to local need. These include:

Clustering	Parish and town councils / community partners can cluster with each other. Clustering can bring about the following benefits: <ul style="list-style-type: none">• Sharing of resources• Enable larger parish and town councils to deliver services to smaller parishes who do not have the resources to manage service delivery or work with them in partnership to achieve some economies• Empower parishes to identify the most suitable form of service delivery for their local area• Enable shared services models, , for example if one parish and town council / community partner may lead on some service provision whilst another may lead on others• Ensure that smaller parish councils still benefit from these arrangements
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Individual	Parish and town councils may want to deliver services for their area only.
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Whether in clusters or as individual arrangements, parish and town councils have an opportunity to deliver services in a number of different ways, eg, using their own employees, or through a community interest company, or through commissioning contractors, or through using volunteers or using schemes such as social enterprise / local community schemes.

Funding

In the case of assets, no funding will be devolved. In the case of services, where parish and town councils choose to taken on delivery of a local service, funding will be provided which will be the equivalent to the cost of delivery to us at the point of take on.

There may be opportunities for 'capacity funding' for those parish and town councils and community partners who express an interest in taking on services or assets (or both). Cases for any such funding will be decided on the individual merits of each project.

Parish and town councils are able to seek alternative sources of funding not traditionally available to us as a principal / unitary authority, including:

- Attracting private investment
- Attracting community investment
- Crowdfunding
- Community shares
- Increasing the precept

11. Lessons Learned and Future Capacity Building

Since the beginning of the CAT programme in 2012, all assets in the built infrastructure list have been offered for freehold transfer. Out of the 69 that were offered, 27 completed and 42 did not transfer. There were a number of reasons for the incompleteness which occurred at various stages of the CAT process. Appetite for transfer being one of them, financial feasibility being another. Some assets like Woughton Leisure Centre and Oakgrove Leisure Centre now form part of the 1Life Contract.

The majority of transfers went to parish and town councils. All those that did not transfer went back in to the Property Services portfolio to look at other solutions.

As an alternative approach, we will consider any expressions of interest in any asset or service put forward by parish and town councils / community partners to take over delivery or management/ownership. Appetite varies enormously across Milton Keynes and we will react to and consider any request under this Devolution of Assets (Facilities) and Services Approach.

There are also situations where MKC will seek a partner to manage/operate in particular a new facility. In these cases (as occurred with the original built assets) MKC will seek expressions of interest from known interested parishes / community partners to manage/operate the facility under a suitable devolution method. (It should be noted that slightly different processes may need to be applied for community partners, to comply with particular requirements in relation to procurement legislation).

The Devolution of Assets (Facilities) and Services Approach is all encompassing. Although parish and town councils primarily lead the way forward this does not exclude other community partners, as MKC considers them to be part of the voluntary and community sector, with some of these partners being up to the task of handling these assets and or services.

12. Measuring success

The success of the Devolution of Assets (Facilities) and Services Approach 2019 – 2029 can be monitored through the number of devolution projects delivered and the savings achieved, alongside the ultimate benefits to the community. MKC is committed to working with parish and town councils and community partners to develop a fit for purpose and agile approach that can empower councils and communities in exciting new ways.

Appendix A : Case Studies from the Past Five Years



Stony Stratford Library

The Stony Stratford Town Council Partnership Agreement was signed in March 2013, enabling the town council to take over the ownership of the Stony Stratford Library building previously owned by MKC. Library staff remain employed by MKC. The partnership has led to a yearly saving on revenue costs of £27,500 for Milton Keynes Council and enabled Stony Stratford Town Council to develop the building into a 'centre for learning at the heart of the local and surrounding communities'. The 'knowledge hub' now offers events, activities, lectures and talks that have maximised the use of the building outside the library core opening hours.

Stony Stratford Town Council undertook a study of building user needs to understand each user's requirements to inform the development of a project to reorganise the internal available space, maximising its use. This also looked at a possible extension to the building to enable flexibility of use to be achieved at the same time supporting the future of the library.

Since taking ownership of the asset, the Town Council have:

- Installed a new hot water system
- Completed the replacement program for all windows (This has upgraded the windows and door from single to double glazed units and replaced rotten wooden frames.) and the rear entrance to the building
- Improved lighting, particularly on the first floor
- Brought cleaning of the building back in house, combined with a new caretaking function that provides a flexible service when the building is in use in the evening and at weekends.

Middleton Pool / Willen Road Sports Ground

Middleton Pool and Willen Road Sports Ground were transferred to Newport Pagnell Town Council in March 2014. With the freehold transfer taking place this removed the need for Milton Keynes Council to fund ongoing revenue costs of Middleton Swimming Pool and Willen Road Sports Ground from 1 April 2014 onwards. This amounted to revenue savings of £116,000 per year. Newport Pagnell Town Council immediately leased their newly acquired assets to a Leisure Service Provider (*Places for People Leisure*, a registered charity) who manage the asset on the Town Council's behalf. This arrangement brought significant benefits to the community and Middleton Pool and very quickly saw the following improvements:



- Employment of 7 full-time life guards
- A smarter, corporate look for staff and premises
- A 50 week-per-year book-in facility for swimming lessons with Direct Debit, which makes budgeting and payments much easier for parents
- The introduction of free under-8 swimming when accompanied by a paying adult
- Increased membership for swimming
- A temporary gym installed in the Tickford Centre with over 500 members and rising
- Weekly after-school activities for younger children, supported by *MKC Play Rangers*
- Belly dancing – run in conjunction with *Works for Us*
- MK food bank collection and delivery sessions
- Monthly inter-agency support and advice sessions for local residents, involving *MKC Housing, Mitie, DWP*
- The Council takes frequent weekend bookings for the centre, allowing local residents to celebrate birthdays for young and old with their friends and family

Frank Moran Centre

In early 2012 the Frank Moran Centre was one of the first pilots put forward for transfer. Upon transfer, West Bletchley Council (WBC) took responsibility for the asset, its liabilities and relevant capital investment into the future.



The terms of transfer took some time due the need to renegotiate the pre-school lease, but were finally agreed and approved by both Councils, and WBC took ownership of the centre

in **June 2013**. With the freehold transfer, the Council's Landlord responsibilities fell away resulting in a saving of **£2,294** revenue costs per year.

The Frank Moran Centre had been vacant for some 18 months prior to transfer to WBC. Since the transfer, local residents supported staff from the WBC's Community Resource Centre in Melrose Avenue in organising, running and attending a range of activities that take place on most weekdays.

WBC had improvement and alterations plans prepared professionally and subsequently engaged with a local building contractor to carry out the works. Construction included a new entrance and lobby area, creation of two additional meeting rooms and refurbishment of toilets and kitchen area. Works were completed and the centre officially reopened in November 2013. Activities have since included:

- Social activities for a group of residents aged 55 years plus, supported by *AgeUK MK*.
- Adult "job club" supported by *MK College*.
- Arts and Craft activity sessions for all ages – run by local residents.
- Knitting group.

Medbourne Pavilion

Medbourne Pavilion & Sports Ground transferred in February 2015. Shenley Church End Parish Council (SCEPC) beat several other qualified applicants with a plan for the site which will see its use by the community protected and, where possible, extended in the years to come.



SCEPC took full responsibility for the asset, its liabilities and relevant capital investment into the future. With the transfer of ownership, this resulted in revenue saving for Milton Keynes Council of £36,000 per year.

Since taking ownership the parish council has undertaken much maintenance work. The biggest and probably most noticeable thing was the re-surfacing of the hall floors. The transfer also enabled other investment to take place. The work completed so far includes:

- the installation of a new security alarm system providing easier and more secure access for all hirers
- a deep clean of the whole facility

- fire safety assessments
- maintenance on the heating system

The kitchen has been re-vamped including the installation of a specific hand-wash sink and an oven. The addition of a second entrance into the kitchen made it possible for hirers of both halls to access this facility independently through arrangement with staff during booking. Repairs have taken place to the dividing wall and shutters and the Parish Council have also redecorated. This helped to make the building more welcoming and the environment better for everyone using the building.



Fishermead Sports Ground & Woolstone Sports Ground

Fishermead was once the site of a sports and social club, but the clubhouse was demolished some years ago and public sports pitches were no longer available. Campbell Park Parish Council (CPPC) received frequent enquires about sports pitches in Fishermead and felt it could develop the site to benefit the local community, and had similar ideas about improving Woolstone. Although there was no savings or costs to MKC the redevelopment of this site would have long term benefits to the local community, reinstating a facility for future use.



In the summer of 2013, both sites were transferred to CPPC, and residents witnessed the benefits of their local facilities being upgraded. CPPC addressed several woodland management issues in Woolstone which had caused community safety concerns. The car park was repaired, and benches that had served the sports ground for nearly 30 years were replaced. CPPC consulted with residents on long-term plans for the ground, including a sports wall, trim trail, and exercise track.

With the Freehold transfer taking place at Woolstone sports ground, the Council's Landlord responsibilities fell away resulting in a saving per year of £13,800 in revenue costs.



“We’re delighted to have acquired the ownership of Fishermead and Woolstone Sports Grounds. The transfer process itself was straightforward and transparent, and was concluded in a timely manner. The completion of the transfers will ensure the future of the sites for both the current and future generations. The Parish Council looks forward to working with residents to ensure that facilities on the sites reflect the needs of the community.”

CPPC

Landscaping Services

In 2014, just before the Council entered into a contract with a contractor to deliver borough wide landscaping services, it offered parish and town councils the opportunity to take on and deliver their own landscaping services. Six parish and town councils (out of a total of 48) now successfully deliver their own landscaping services. MKC provides an amount of funding to these parish and town councils, some of whom deliver the service directly themselves, whilst others have contractual arrangements with local contractors. The borough wide contract is due for renewal / retender in 2020 and the remaining 42 parishes have been offered the opportunity to deliver their own landscaping services. At the time of writing 11 parish and town councils have committed to delivering their own landscaping services from 2020.

APPENDIX B - Delivery Schedule 2019 Onwards

Action	Month	Lead
Continue working with 11 Parish and Town Councils that confirmed their commitment to delivering Landscaping Services from 2020.	January 2019 to March 2020	KP/MB/ NiH
Continue with the 'In progress CATS' (inc Chepstow and 3 play areas to West Bletchley)	Ongoing	NeH
Progress Asset Transfer of Play Areas and Open Spaces for NEWPORT PAGNELL TC (Tranche 1 - 10 that we currently own and 2 key sites of Dove and Kingfisher)	Ongoing to Summer / Autumn 2019	NeH
Progress Asset Transfer of Play Areas and Open Spaces for NEWPORT PAGNELL TC (Tranche 2 - balance that we currently don't own / obtain ownership then transfer)	Ongoing to Summer / Autumn 2020	NeH
Progress Asset Transfer of Play Areas and Open Spaces for SHENLEY BROOK END & TATTENHOE (Tranche 1 - 22 that we currently own)	Ongoing to March 2020	NeH
Progress Asset Transfer of Play Areas and Open Spaces for SHENLEY BROOK END & TATTENHOE (Tranche 2 - 22 that we currently don't own / obtain ownership then transfer)	Ongoing to March 2020	NeH
Progress Asset Transfer of Kernow Crescent Play Area in Fishermead for Campbell Park Parish Council	Ongoing to March 2020	NeH

<p>Accept, for consideration and joint working, requests from Parish and Town Councils and Community Organisations under the Approach</p>	Ongoing	NeH/KP
<p>Explore opportunity to devolve services such as</p> <ul style="list-style-type: none"> • Grit Bin Provision • Cleansing - street scene / litter bin provision • Rights of ways surveys / maintenance • Bus shelter maintenance • Sign cleaning • Weed spraying • Removal of low level graffiti / fly posting fly tipping • Maintenance of street furniture 	January 2019 onwards	KP/SG