



Date: Wednesday, 11 February 2026

Time: 10.30 am

Venue: Council Chamber, The Guildhall, Frankwell Quay, Shrewsbury, Shropshire, SY3 8HQ

Contact: Ashley Kendrick, Democratic Services Officer
Tel: 01743 250893
Email: ashley.kendrick@shropshire.gov.uk

CABINET

TO FOLLOW REPORT (S)

17 Devolution of Local Services to Town & Parish Councils (Pages 1 - 50)

Lead Member – Councillor Alex Wagner, Deputy Leader and Portfolio Holder for Communities

Lead Officer – Andy Wilde, Service Director – Infrastructure

This page is intentionally left blank



Cabinet 11 February
2026

Item

Public



Devolution of Local Services to Town & Parish Councils

Responsible Officer:	Andy Wilde
email:	Andy.wilde@shropshire.gov.uk
Cabinet Member (Portfolio Holder):	Alex Wagner

1. Synopsis

Shropshire Council is progressing a strategic programme of devolution designed to empower Town and Parish Councils to take greater ownership of local priorities, aligned with the new administration's commitment to partnership working, financial sustainability, and community-led delivery. Informed by early engagement with the first tranche of Town Councils, the programme builds on the administration's ambition to establish a "Can Do Council" that strengthens localism, transfers services where appropriate and improves responsiveness at community level.

This report is seeking Cabinet approval to delegate elements of Street Scene functions to the four pilot areas, as detailed within the report.

2. Executive Summary

- 2.1 The current Shrewsbury Grounds Maintenance delegation agreement ends in March 2026 and following a detailed review, the preferred approach is for four pilot Town Councils to assume delegated responsibility for Street Scene services either fully, partially, or through partnership arrangements that enable locally funded enhancements. This model supports local accountability, service efficiency and provides the flexibility for future improvements.

2.2 Shropshire Council has reviewed its service specification for the Street Scene function which will serve as guidance, with Town Councils assuming responsibility for how services are delivered going forward. This approach enables Shropshire Council to manage its costs while giving Town Councils the flexibility to fund and implement any service enhancements, through their own resources and funding arrangements.

2.3 It is proposed to develop an agreement between Shropshire Council and the pilot areas that will clearly delegate service delivery for Street Scene services and introduce a Governance and Oversight solution, to meet at least annually, to review the delegated services and intended to have joint membership from Shropshire Council and the relevant Town and Parish Council's.

2.4 Since 2009, Shrewsbury Town Council has delivered grounds maintenance services on behalf of Shropshire Council under a Service Level Agreement (SLA) established following the creation of the unitary authority. The SLA was extended through Deeds of Variation but expired in 2025. While this arrangement ensured continuity of service, ultimate responsibility remained with Shropshire Council. Effective from April 2025, these grounds maintenance services were delegated to Shrewsbury Town Council for direct delivery. This delegation represented the first phase of a planned transition toward full local responsibility forming one of four pilot areas.

2.5 The intention is to fully or part devolve services by April 2026, transferring complete operational and managerial responsibility to participating Town Councils. This approach aims to enhance service efficiency, strengthen local accountability, and ensure greater responsiveness to community needs.

2.6 The Shropshire Plan seeks to improve outcomes under four main headings, of which Healthy Economy and Healthy Environment have greatest relevance for the delivery of a high-quality Street Scene services across the County.

- **Healthy Economy:** This includes a focus on developing Shropshire as a vibrant destination for people that attracts people want to live in, work, learn and visit. Creating an attractive and healthy environment in which to live and work is a key goal, supported by a well-run grounds maintenance service day to day.
- **Healthy Environment:** We will maintain, protect, and enhance our outstanding natural environment, promoting positive behaviours and greater biodiversity and environmental sustainability. Our grounds maintenance service includes a range of public open spaces and other settings which present opportunities to enhance biodiversity.

2.7 It is critical to delivery of the Healthy Economy and Environment goals of The Shropshire Plan that Shrewsbury and its key facilities are well maintained and presented. It was therefore proposed that from April 2025 the Grounds Maintenance SLA is replaced by a formal delegation of these services to Shrewsbury Town Council, with the appropriate associated budgets, subject to a parallel approval by Shrewsbury Town Council at their Finance and General Purposes Committee meeting on 2 December 2025. It is proposed that the details of this delegated arrangement be finalised and agreed under delegated authority by the officers of both councils, in consultation with the portfolio holder.

3. Recommendations

It is recommended that Cabinet approves:

3.1 The delegation of full or part operational and managerial responsibility for Street Scene services to participating pilot areas

- Broseley Town Council
- Oswestry Town Council
- Shifnal Town Council
- Shrewsbury Town Council

Delegation of the final terms of the individual arrangements, (to be agreed by the 31st March 2026) to the Service Director for Infrastructure in consultation with the Deputy Leader of the Council and Portfolio Holder for Communities and the Portfolio Holder for Highways and Environment. The commercial terms of the individual arrangements are detailed within section 5 of this report.

3.2 That an Operations Board is established to meet a minimum of once a year to monitor the operation of the delegated services with joint membership from Shropshire Council and Town Council.

Report

4. Risk Assessment and Opportunities Appraisal

4.1 Shrewsbury Town Council has the largest number of staff with experienced grounds maintenance operatives, who have been providing these services to the facilities and assets captured in the existing delegation agreement, as well as managing a range of other assets, for many years. Oswestry Town Council also has a competent grounds maintenance team delivering ground maintenance services. This provides confidence in the capacity and capability of the Town Councils team to deliver the identified services to the necessary standards and mitigates any risk around service delivery.

4.2 In this proposal Shropshire Council is transferring the responsibility and risk associated with delivery of Street Scene services to Shrewsbury Town Council, Broseley; and initially elements of play areas and open spaces to Oswestry Town Council. The Town Councils are aware of their Health and Safety obligations towards members of the public who use the parks and open spaces under their control. Town Councils will need to ensure operations conform with legislation, largely but not limited to the Environmental Protection Act 1990, Health and Safety at Work etc Act 1974 and Highways Act 1980.

4.3 The final town Council that makes up the initial pilot is Shifnal, however they have opted for an enhanced service provision only, which means that will undertake some additional street scene functions.

4.4 The risk of challenge from other contractors who might wish to take on devolved services, is dealt with by reference to the regulations which permits devolution of services from one tier of local government to another. Section 101 of the Local Government Act 1972 allows for delegation of any function to another local authority,

allowing Shropshire Council to delegate Street Scene Services without the need for a procurement exercise, where it is satisfied that this is appropriate. Equally, Shrewsbury Town Council, Broseley Town Council and Oswestry Town Council have the General Powers of Competence under the provisions of the Localism Act 2011 which allow it to take on these services.

4.5 It is standard practice, particularly in areas where local government reorganisation has created unitary authorities, for functions such as Street Scene Services to be delegated to local councils, which have wide powers to provide such services. Local government law allows for the delegation of functions from one authority to another. Delegating the function would not create a contract for service between Shropshire and Town councils but can be done through an agreement as to what services are to be provided and funded. It is also possible for the delegated services to be reviewed over time, permitting changes to allow sites or services to be added from the agreed list, and existing delegations to be amended as needed.

4.6 As detailed within the January Cabinet paper and in the context of the recent statutory recommendation by the Council's external auditors, utilising the principles of a zero[1]based-budgeting approach for 2027/28 budget development will greatly assist in understanding how resources are being used and the impact they are achieving. Commencing this process early in 2026/27, as part of a wider business and budget planning approach, may result in in-year budget adjustments wherever appropriate and could change the councils funding of streetscene services in the future.

4.7 Risk table

Risk Title	Risk Description	Mitigation
Commercial Exposure	Transitional cost exposure due to the existing delivery partner, risk of additional cost through loss of operational efficiency if the service cannot be efficiently optimised by Shropshire Council.	<ul style="list-style-type: none"> Contract variation agreed with delivery partner, removing the commercial blockage. Ongoing actions: finalising variation terms, aligning communications, and tightening governance to ensure responsibilities and cost flows are clear. Partnered working to ensure operational efficiency of transferred services
Assurance & Compliance	<p>Lack of clear audit & Monitoring arrangements to evidence value for money for 66% contribution. (more detail in section 5 of this report)</p> <p>Uncertainty remains over which statutory EPA1990 duties remain with SC, creating accountability and assurance gaps.</p>	<ul style="list-style-type: none"> Define assurance and reporting requirements for delegated services. Clarify statutory responsibilities between SC & T&P's Introduce Governance process through T&P Ops board.

TUPE Transfer Complexity	<p>Uncertainty around how TUPE (Transfer of Undertakings Protection of Employment) applies to staff currently employed by delivery organisation.</p> <p>This creates operational and cost risk.</p>	<ul style="list-style-type: none"> • Early involvement of HR and legal specialists. • Clear process mapping and legislative guidance. • Joint discussions with delivery partner and delivery organisation to clarify timing and avoid delays • Use of subject matter experts to ensure compliance and minimise disruption.
Delivery partner Contract Impact	<p>As more services are delegated, the value of the Term Maintenance contract reduces, which could threaten its viability if uptake grows.</p>	<ul style="list-style-type: none"> • Regular commercial reviews with Delivery Partner to track contract viability. • Oversight into the proposed Service Transfer Board. • Development of contingency options (including insourcing) if contract viability is threatened.

5. Financial Implications

5.1 Shropshire Council continues to manage unprecedented financial demands, and a financial emergency was declared by Cabinet on the 10th September 2025. The overall financial position of the Council is set out in the monitoring position presented to Cabinet on a monthly basis. Significant management action has been instigated at all levels of the Council, reducing spend to ensure the Council's financial survival.

5.2 While all reports to Members provide the financial implications of decisions being taken, this may change as officers and/or Portfolio Holders review the overall financial situation and make decisions aligned to financial survivability. All non-essential spend is being stopped and all essential spend challenged. These actions may involve (this is not exhaustive):

- scaling down initiatives,
- changing the scope of activities,
- delaying implementation of agreed plans, or
- extending delivery timescales.

5.3 The following table details the current cost to Shropshire Council for each of the pilot areas and also the proposed 66% Contributions in year 1, 2026/27.

Town / Parish Council	Type	Current Cost - 100%	Contribution - 66%
Brosley Town Council	Full	£ 47,601.38	£ 31,416.91
Oswestry Town Council	Partial	£ 87,181.46	£ 57,539.76
Shifnal Town Council	Enhancement	£ -	£ -
Shrewsbury Town Council (inc Delegated)	Full	£ 1,697,319.39	£ 1,120,230.80

5.4 For assurity beyond next financial year (2026/27), to support the pilots in tranche 1, it is proposed that the contributions reduce from 66% to 58% in year 2 and then reduced to a de minimis value based on the statutory service costs for the activities in tranche 1.

5.5 The contribution levels for future tranches will be calculated individually, based on the specific services being delegated, the number of councils included in each tranche, and the commercial impact of removing these services from the current delivery provider's workload.

6. Climate Change Appraisal

There are no anticipated changes in energy and fuel consumption, carbon offsetting or mitigation, renewable energy generation or climate change adaptation arising from the recommendations of this report. It is proposed that services are maintained in their existing form, still delivered by the Town Council and its team.

7. Governance Model

As part of the initial phase of devolution, there will be a Service Transfer Board to oversee the delegation process.

Once that has been established, the Operations Board will meet quarterly in the first year to ensure that statutory obligations, that remain with Shropshire Council, are being met. This will move to an annual meeting after the first year.

Service Transfer Board:	Proposed to oversee financial arrangements, track efficiency, coordinate with the delivery partner, and use pilot outcomes for wider rollout.
Operations Board:	Continue to oversee progress, align priorities, and refine governance.
Partnership Working Task & Finish Group:	Focused on work on specific areas to support delivery and assurance
Members Steering Group:	Member engagement, feedback, and political input.

8. Best Value

The Council has a best value duty under the Local Government Act 1999 to secure "continuous improvement" in the way it exercises its functions "having regard to a combination of economy, efficiency and effectiveness". The accompanying statutory

guidance makes reference to seven “themes of good practice” through which compliance with the duty should be demonstrated, and that it is more about intentions than outcomes.

One of those key themes is “Partnership and Community Engagement” under which the emphasis is on maximising the opportunities for sharing resources, and “creating a more joined-up offer that meets the needs of residents and local service users.”

Since the May elections there has been extensive consultation with town and parish councils and careful consideration given to what can feasibly be delegated. Currently the proposal is for four pilot delegations (in Oswestry, Shrewsbury, Broseley and Shifnal) limited to the Street Scene function.

Another theme is effective service delivery and it is a central aim of the devolution process that it should improve outcomes for local communities through a more responsive a locally tailored service.

The current analysis is that these pilots will deliver some savings to Shropshire Council and generate evidence, in terms of “economy, efficiency and effectiveness”, as to whether further devolution initiatives should be explored.

9. Conclusions

Opportunities will be taken to review and refine the specification of services, to seek savings and develop a formal agreement. Further phases of service delegation will need to be considered once they are defined and commercially modelled.

Delegated responsibilities for the tranche 1, year 1 Street Scene pilot agreement will sit with the Director for Infrastructure, acting in consultation with the Portfolio Holder for Finance, Corporate Resources and Communities. Oversight and responsibility of ongoing and subsequent delegated projects and developments will fully transition to the Service Director for Strategy from 1st April 2027.

List of Background Papers (This MUST be completed for all reports, but does not include items containing exempt or confidential information)

Local Member:

Caroline Bagnall - Broseley
Wendy Owen - Oswestry North
James Owen - Oswestry North East
Duncan Kerr - Oswestry South
Mark Owen - Oswestry South East
Thomas Clayton - Shifnal North
Elizabeth Barker - Shifnal Rural
Ed Bird - Shifnal South
Julian Dean - Porthill
Jon Tandy - Bicton Heath
Chris Lemon - Radbrook
Bernie Bentick - Meole
Kate Halliday - Belle Vue

Vicky Moore - Oteley & Reabrook
Rosemary Dartnell - Column & Sutton
David Vasmer - Underdale
Jamie Daniels - Abbey
Adam Fejfer - Monkmoor
Mandy Duncan - Sundorne & Old Heath
Harry Hancock-Davies - Battlefield
Rhys Gratton - Harlescott
Ben Jephcott - Bagley
Alan Mosley - Castlefields & Ditherington
Alex Wagner - Quarry & Coton Hill
Rob Wilson – Copthorne

Appendices

Appendix 1: Scrutiny Task and Finish Paper

Appendix 2: Initial Letter to Town and Parish Councils

Appendix 3: Letter to Town and Parish Councils re signed MOU



**Shropshire
Council**

Transformation and Improvement Overview and Scrutiny Committee

Report of the Partnership Working Task and Finish Group

November 2025

Acknowledgments

The Members of the Partnership Working Task and Finish Group, chaired by Councillor Dawn Husemann, were chosen with careful consideration to ensure that the group was made up of a range of both town and rural Councillors with a geographic spread across the County. Reflective of the diverse needs and challenges of town and parish councils across Shropshire.

The Task and Finish Group have conducted research, consulted experts, and reviewed case studies to understand effective partnership working. This evidence as well as Town and Parish Council survey results have informed the group's conclusions and those recommendations which are presented in this report.

The Task and Finish Group are grateful to those contributors who have provided the information essential to this ongoing investigation and would like to thank them for their time in meeting with them. The work of the Task and Finish Group is continuing, and this report is one of several expected throughout the life cycle of the work, which is aimed at providing timely updates to Transformation and Improvement Committee, and to Cabinet, as their work progresses.

Members of the Task and Finish Group

Councillor Dawn Husemann (Chair)
Councillor Edward Potter (Vice Chair)
Councillor Rachel Connolly
Councillor Carl Rowley
Councillor Vivienne Parry
Councillor Gregg Ebbs
Councillor Alan Moseley

Contents

Section	Title	Page no.
1	Context	4
2	Scope of the work	4
3	Objectives	5
4	What the Task and Finish Group have done	6
5	Key Findings	10
7	Conclusions and Recommendations	12

1. Context

The Transformation and Improvement Overview and Scrutiny Committee members recognise the importance of our partner organisations, in particular Town and Parish Councils and Voluntary Community and Social Enterprise (VCSE) sector groups and organisations, in identifying and helping to meet the needs of Shropshire communities and understanding the demand upon services.

2. Scope of the work

The Committee have identified that a Task and Finish Group should consider ways in which partnership working could be developed to deliver outcomes for Shropshire people and communities more efficiently and effectively, including at the local level. The Task and Finish Group have explored what has worked well elsewhere, and within Shropshire to understand the scale of this work and develop a proof of concept model that might be able to be rolled out over time. It anticipated that this partnership working will initially involve partners ranging from Town and Parish Councils to Faith Groups, and the VCSE sector. It has the scope to expand to partnerships that look more widely across the systems that the Council works in with other public sector partners such as the NHS, Police, Probation, Social Enterprise Models and the Fire and Rescue Service, to name a few.

Given the scale and nature of the topic and its relationship to the delivery of outcomes by using resources in the most effective way, there is a realistic option that this could be a standing Task and Finish Group of the Committee. It will report back on its findings and recommendations to the Transformation and Improvement OSC at specific points in the work and will also share key updates with the Town and Parishes Internal board. This would enable the committee to task the group with new or refined work related to the groups remit as it emerges and make recommendations to Cabinet/decision makers.

The Task and Finish Group will take account of partnership options and look to identify best practice and opportunities to enable more area-based locality partnerships to be developed for different geographies and communities in Shropshire. This will include considering options to empower local partners, in particular Town and Parish Councils, to make decisions that they feel will have the greatest impact upon their communities, drawing in benchmarking with other local authorities and horizon scanning of upcoming and developing legislation.

The Committee recognises that each community has unique demands, and they understand that what works well for a rural parish may not be suitable in a large market town. The Councils' future approach in Shropshire will be shaped by the work of the Task and Finish Group and the Committee and be reflective and supportive of these differences.

3. Objectives

Opportunities to deliver outcomes and services locally differently

- To understand fully what can be achieved, what could work well and where, and any blockers that might prevent success.
- Identify suitable services that could be put forward to inform the development of working models/proof of concept, to be piloted in the short term.
- To explore opportunities and possibilities to expand involvement in the delivery of shared outcomes for residents and communities and align and increase resource opportunities to achieve this e.g. through the involvement of the third sector and through different grant funding streams

Options for developing a Local Partnership in Shropshire

- To identify and recommend opportunities to improve engagement opportunities for partners with Shropshire Council develop effective local partnership arrangements including, either by Town and Parish Councils, VCSE organisations, other strategic partners, local providers, individually, together and / or in collaboration with Shropshire Council.
- To consider options for how a new style of partnership might work in practice and develop a policy around this for Shropshire, utilising best practice and what works in other places to do this (England/UK/internationally).
- To review ways in which financial and non-financial benefits might be achieved through the adoption of a partnership approach.
- To develop understanding of and recommending how levels of demand and need are identified and forecast by different partner organisations. How these can be aligned and applied consistently to inform the identification of shared outcomes, partnership decision making and improved progress and impact management.
- To consider how the different needs of communities, geographic areas, and partners should be built into any framework and arrangements for effective partnership working. Understand and map community relations, where people go to access services and potential for clustering of parishes to build resource and strong relationships.
- To identify options to establish and develop the relationships between local partnerships, and between local partnerships and more strategic partnerships e.g. those that are countywide.
- To help shape a new and long-term policy for Shropshire Council to develop their local partnership working, starting with Town and Parish Councils and the VCSE sector.

4. What the Task and Finish Group have done?

The Partnership Working Task and Finish Group was formed early September 2025 and have held four meetings to date to understand the scale and scope of the project and speak to relevant witnesses to better understand any challenges or opportunities presented. Further evidence gathering, desk based research and review has taken place in between meetings to consider the key information, learn from other local authorities and close any gaps in understanding.

The Task and Finish Group Members cover a variety of areas including Ludlow and Bridgnorth plus rural parishes in both north and south of the county and they have undertaken informal discussions with their parish councils.

In addition, a survey was sent to all Town and Parish Councils in June 2025 which remained open until September 2025. The results of the Town and Parish Survey are depicted as an infographic at the end of this report as Appendix I. Further to its completion the Partnership Working Task and Finish Group have reviewed the results and feedback received and used this information to consider where there are areas of improvement, quick wins and longer-term projects, and how these can be implemented and supported by Shropshire Council.

At their first meeting as a group on the 16th September 2025 the group worked hard to clarify the focus of their investigations and determine where they could have the most impact. Mindful of the quantity and breadth of all 153 towns and parishes this could become a large and widespread topic for a Task and Finish Group and therefore Task and Finish Group Members were keen to pinpoint areas in which they could most effectively contribute, pooling their local knowledge and experience to further explore the capacity and appetite of towns and parishes to work in partnership with Shropshire Council. This led to a revised terms of reference which better reflected their mutual understanding of how this work would take shape.

They agreed that headline feedback would be made to Cabinet on the 15th October to confirm the overarching principles, and the feasibility of partnership working, envisaging 18 months to 2 years until fully operational. This would be the first of several touchpoint reports to Cabinet and to Transformation and Improvement Overview and Scrutiny as this work progresses so that both committees are sighted throughout the course of this work. This is particularly important and timely in line with when budgets precepts are due to be set.

The group discussed how this work is not limited to town and parish council engagement, but that there were opportunities to scale this out in time to include fire services, voluntary sector organisations, police, and others.

All the group could see the value in retaining the Shropshire pound and commissioning local providers to provide local services ie cutting hedgerows, stressing that no town or parish council should be compelled to join if they don't wish to. This is not something that should be imposed but it might open up possibilities to those who are keen and able to do more themselves.

There are almost 2,000 town and parish councils within Shropshire many of whom may require training and support to take on additional responsibility and may have the desire to want to do so, with the appropriate enablers.

The Task and Finish Group heard how this work links to the national Neighbourhood Governance Review and the Local Government Outcomes Framework and were mindful of ensuring alignment as their work progresses. These frameworks still need to be reviewed in detail and the links clarified.

At this 16th September meeting the group were keen to hear about the experiences of their own Members and the engagement that they had already had within their local towns and parishes. In doing so they quickly understood the differentiations of scale and challenges faced amongst just the small cross section represented at the Task and Finish Group. They were eager to hear from a range of other areas and shortlisted a number of towns and parishes that they would like to engage with in future meetings, from a geographical spread across the County.

During the course of their conversations at the next Task and Finish Group meeting on the 22nd September, the group sought a clear definition of what services were statutory and non-statutory. In order for town and parish councils to understand what is required of them, the group felt that this information was essential to the success of the Partnership Plan and needed to be clarified. A services audit carried out by Town and Parish Council's and separately by Shropshire council to identify the current position and be clear about who currently does what would also be essential in negotiations with town and parishes, in order to be clear of the level of commitment expected.

The Deputy Leader of Shropshire Council confirmed at this meeting that due to the financial emergency at Shropshire Council services would continue to be cut year on year without intervention, although they are not near the statutory minimum at present this could be a very real likelihood in future. Therefore, consideration of what could be devolved and what could be delegated is essential. A Memorandum of Understanding is going ahead as proof of concept testing in those areas who are ready and willing to get underway. This will test out what works and where there are challenges to delivering services in this new way.

At the moment the proof of concept areas include Shrewsbury, Oswestry and Shifnal, but the Deputy Leader explained that small scale parish cluster schemes are also a consideration, as well as external partners involvement, such as the ICB, post offices or the police as examples. A member also added the option to engage with Corporate Social Responsibility schemes as part of this.

The group recognised that developing an understanding of where residents travel to access services would be useful, mapping community relations particularly in those areas that may choose to form a cluster.

The group discussed how improved dispersion of CIL might help enable towns and parishes and felt that some of the work of the Partnership Working Task and Finish Group would be likely to align with the work of the CIL Task and Finish Group which is expected to launch mid-October.

All agreed that the motivation for the Task and Finish Groups work was improving residents' lives, improving services and saving money, for the benefits of communities and the voluntary sector. In order to realise its success, three key questions needed to be understood -

What can be done?

What will work and where – what would a model look like?

What are the blockers to enabling this, and how can they be unblocked?

The Task and Finish Group were also keen to explore the policy development aspect of this work.

The Task and Finish Group next met on the 29th September 2025 and were joined by the Town Clerk for Shrewsbury Town Council and the Mayor of Church Stretton.

The Mayor of Church Stretton described how they have a population of just under 5,000 people with a catchment of 200 square miles, they have 8 staff, 200 acres of parkland to manage and around 80% of the enquiries they receive as a Town Council relate to services managed by Shropshire Council. The Task and Finish Group heard how residents are not clear on who provides the services they receive, many residents access services from outside of their parish and there is reliance upon public transport, buses, to make this movement possible. The Mayor of Church Stretton explained that resident engagement regarding the impact of the financial emergency was already underway.

Members of the Task and Finish Group confirmed that this is a case of asking Town and Parish Councils what they would like to take on, and not an imposition of services, however due to the financial emergency at Shropshire Council any vacuum created by withdrawal of services would need to be filled. The Mayor of Church Stretton asked that a services audit is provided in order to help Town and Parish Councils understand what services are provided by Shropshire Council, which ones are statutory, which ones are not and what are the minimum statutory service levels in each service area. This insight would help Town and Parish Councils understand what is at risk.

The Task and Finish Group heard from the Clerk of Shrewsbury Town Council about the Stepping Up team who are already making a difference by maintaining and enhancing Shrewsbury's public spaces. The Town Clerk added that Shrewsbury are in a position to take on a number of services and are enthusiastic about doing so, but central recharges need to be understood, HR, Payroll, Insurance for example.

It was felt that the memorandum of understanding puts the fundamental principles of partnership working together, and the pilot schemes can provide modelling as to how this can work well, if scaled out wider. Good communications, clear messaging, and collaboration are also essential to its success, both with towns and parishes but also with residents.

The Chair of the Task and Finish Group asked the witnesses what they needed from Shropshire Council to help make this happen. In response the Mayor of Church Stretton explained that an understanding of the economies of scale is key, as well as determining what role Community Infrastructure Levy (CIL) funding might play and sharing the information necessary to ensuring towns and parishes are fully aware of what services are at risk. The Shrewsbury Town Council Clerk added that a single point of contact to break

down barriers and open doors was essential, as was the need for precepts to be set for the whole of an electoral term.

On the 10th October the Task and Finish Group met with Highways and Streetscene Officers to discuss the devolution of Streetscene services, which is already being prepared for pilot in Shrewsbury, Oswestry and Shifnal.

The Service Director Infrastructure reported that Shrewsbury, Oswestry, and Shifnal Town Councils have indicated interest in assuming Streetscene responsibilities. Each council may have different requirements and expectations, and the timeline for progress will align with the setting of precepts. Work is currently underway with Shrewsbury Town Council to provide their own Streetscene services beginning 1 April 2026, with further engagement planned with other Town and Parish Councils as appropriate.

The group heard how this was not prescriptive but would take into account the available resources, budget, environment to inform the type of service required which may include sweeping, litter picking, waste bins for example. Mindful that some towns and parishes already do undertake some of these activities, the group heard that Streetscene officers will be working through delivery options, not only for maintaining but enhancing services, above the existing standard perhaps through rewilding or planting of flowers.

The Task and Finish Group members felt that there should be clarity of different economies of scale that would make aspects of a service viable and that it would be beneficial for the Council to establish a way to collect and measure benefits of working in this way.

The Service Director Infrastructure and the Streetscene Manager are preparing a report detailing data regarding the proposed transfer of services, including TUPE considerations and financial modelling. This report aims to provide information on available options, opportunities, and associated risks.

At this point it was becoming clear that several key themes were emerging. Task and Finish Group members agreed that recommendations to Cabinet should include Communications – which had been an ongoing theme at every meeting so far. They felt that good communications with Town and Parish Councils were essential to avoid mixed messages, build trust and ensure open and transparent conversations. The Task and Finish Group recommended that this begins with the sharing of the survey results.

Task and Finish Group Members also recognised the breadth of Partnership Working opportunities therefore it was agreed that better outcomes will come from having a more detailed focus on specific project areas and from these build the overall picture and coherent, overarching principles to guide the Partnership Plan.

The financial emergency has meant that the Council fast tracked launching the already scoped transfer of Streetscene services in the planned pilot areas of Shrewsbury, Oswestry and Shifnal in advance of the Task and Finish groups research and findings. However, the early findings reported verbally to Cabinet in October should still be used to guide activities in these pilot areas. As is the nature of pilots these are moving fast to test concepts and identify learnings. The Task and Finish Group will review the progress of

these pilots during year 2026-27 to take the learning into account for the wider partnership plan.

Further recommendations would include awareness of the levels of support or training required for Town and Parish Councils and providing Towns and Parishes with sufficient information around statutory and non-statutory service to make informed decisions.

5. Key Findings

The Chair of the Partnership Working Task and Finish Group delivered a verbal report to Cabinet on 15th October 2025, presenting the initial findings of the group.

At this meeting she described the work that the group had undertaken to date including the meetings with The Mayor Church Stretton Town Council, The Town Clerk at Shrewsbury Town Council, The Service Director Infrastructure and the Streetscene Manager at Shropshire Council. As well as the research and review of a number of case studies of successful partnership working arrangements including reports from:

- Rotherham
- Oxfordshire
- Devon
- Malvern Hills
- Northamptonshire
- Buckinghamshire
- Plus the LGA report “Local service delivery and place shaping: A framework to support parish and town councils”

The Chair described to Cabinet how this research has led to the identification of three key strategic areas that the Task and Finish Group feel are critical to the success of a Partnership Working arrangement, these are as follows:

- Communication
- Support and training
- The sharing of essential information

The detailed recommendations proposed in relation to each of these strategic areas are contained within section 6 of this report.

Alongside these three key areas and the implementation of the associated recommendations the Task and Finish Group also felt that the following considerations were of importance:

1. In order to enable the transfer of services as soon as 2026/27 appropriate discussions between Town and Parish Council Chairs and Clerks and Shropshire Council/Streetscene officers must start immediately. The Task and Finish Group raised concern that failure to enter into discussions now could mean that Town and Parish Council will be unable to set their budgets to take account of any service transfers. This will inhibit or maybe even prevent any service transfers in the coming financial year.

2. The Service Director Infrastructure and the Streetscene Manager at Shropshire Council have assured the Task and Finish Group that they have the granular level, detailed information relating to Streetscene services and costs ready and available now. This data is a critical element to the success of the partnership. The agreement of the funding levels and payment regime would enable negotiations to commence immediately.
3. The considerable reliance on volunteers could inhibit the success of the programme. Careful consideration must be given to the impacts on and expectations of those volunteer Town & Parish Councillors. If solutions are not genuinely developed in conjunction with Town & Parish Councillors, there is a significant risk of failure.
4. Partnership Working has the potential to provide community and financial benefits. However, without robust foundations there is the possibility of not only failing to realise the financial and/or the community benefits, but they could also further damage already fragile relationships between Shropshire Council and its Town and Parish Councils and residents. If the transfer of Streetscene services goes well this could build trust and aid future developments. If it goes badly, it could undermine the whole Partnership plan.

The Task and Finish Group propose the following next steps under phase two of their work. They would like to look at the concept of clustering arrangements and how this might work in Shropshire along with the complexities and barriers to this type of structure. The group aim to examine different possible approaches. These will include but are not necessarily limited to:

- Hub and spoke networks
- Collaborative parish networks
- Blended delivery approaches
- Community gangs

Members of the Task and Finish Group would start with desk research looking at:

- Place plan geographies
- Local joint strategic needs assessment
- Local joint committees
- Emerging guidance from Government

These would help the Task and Finish Group in identifying any knowledge gaps and guide the group towards identifying the most relevant witnesses to call.

The Task and Finish Group would like to speak with stakeholders in different geographies and examine the feasibility of different approaches with them. The involvement of Shropshire Association of Local Councils (SALC) in this area will be considered. The focus will be on practical application on the ground including:

- Skills
- Willingness
- Capacity

The aim of this phase will be to provide the administration with different options which might work for Shropshire along with the risks and opportunities of each. Mindful of the time and resources available to the Task and Finish Group, these findings will be presented to

Transformation and Improvement Overview and Scrutiny Committee and Cabinet at appropriate intervals.

The Task and Finish Group propose that Phase Three of their work, over the longer term, might include looking at existing stakeholder relationships including emergency services, the NHS and others and to clarify the current position by stakeholder group and locality. The aim will be to identify a clear “where we are now position” that can be mapped alongside the Councils’ “where they want to be” position and conduct a gap analysis to highlight issues, possibilities and risks.

6. Conclusions and Recommendations

In addition to the approval of those proposed future plans of the Task and Finish Group as set out in the key findings at section 5 above, Members make the following recommendations to Committee –

Recommendation1 –

The Task and Finish Group recommend that communication going forward must be:

- Consistent in its messaging, previously confusion has occurred about the message itself and terminology being used, this needs to be clarified and clearly explained.
- Sufficient to ensure that all stakeholders feel adequately informed about
 - what's happening
 - The implications to them
 - The consequences of these changes to them and their residents
- It must be open, honest and two way.
- Multiple communication channels need to be used including but not limited to
 - face to face meetings,
 - group sessions,
 - newsletters,
 - press releases.

It is recommended that this begins with providing all participants with the results of the survey that they completed. Task and Finish Group members have learned that not being given the results has caused frustration amongst Town and Parish Councils.

Recommendation 2 –

Suitable support and training for Town and Parish Councils is essential, any breakdown in this area will mean that people simply won't have the skills, capability or willingness to make the Partnership Working a success.

- It is recommended that there is provision of a single point of contact at an administrative level to support the Town and Parish Clerks. This will enable

a swift, straightforward method for them to communicate and liaise with Shropshire Council. The Task and Finish Group believe that a named person with a direct phone number and email is essential.

- Shropshire Council should liaise with the Shropshire Association of Local Councils (SALC) to assist in the provision of ongoing support and training to Clerks as this process moves forward.
- All clerks should be involved during the planning, development, pilot and implementation phases. It is going to be vital that local plans are developed with, and not imposed upon, our Town and Parish Councils. This is very important as clerks will be doing much of the work.

Recommendation 3 –

Regarding the sharing of essential information

Members of the Partnership Working Task and Finish Group urge that before people can or will be willing to engage with Shropshire Council about the transfer of services it is critical that they are given full information about

- The services to be transferred
- What the minimum statutory service provision for each item of service to be transferred is
- What the current cost of these services to Shropshire Council is
- How much money Town and Parish Councils will be given to carry out these services locally and what the ongoing financial arrangements are going to be.
- Exactly what will be expected of them and what help they will be given.

A further but important recommendation in this section is to minimise bureaucracy and rules. Making it as quick and easy as possible for Town and Parish Councils to engage with the partnership, taking on new tasks and then managing the process themselves.

Recommendation 4 –

The Task and Finish Group members recommend that they carry out a Scrutiny review of Phase one – the transfer of Streetscene to all pilot areas including but not limited to Shrewsbury, Shifnal and Oswestry.

This should take place 6 months after the transfer of services to gather the learning from these areas.

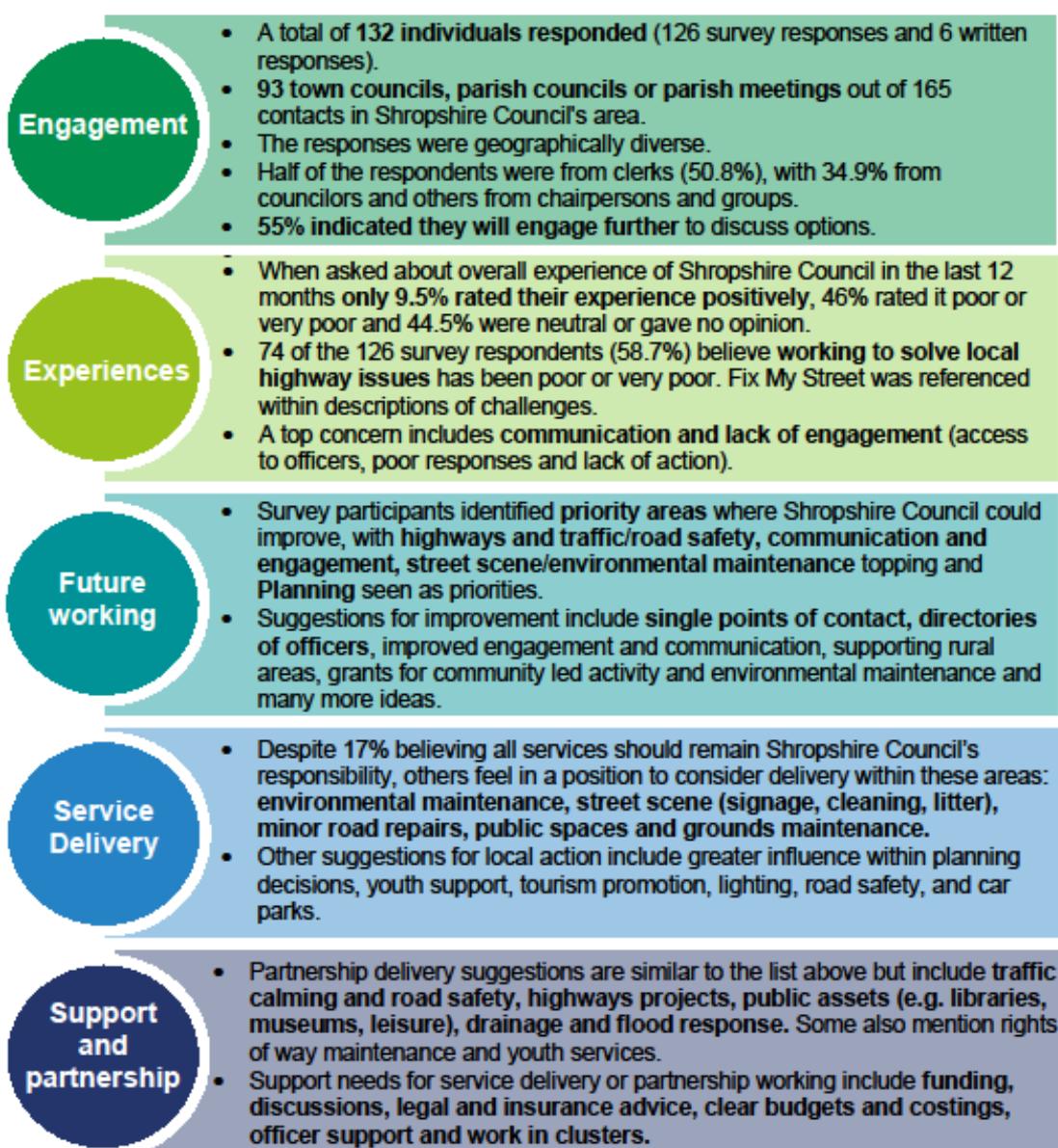
Members also recommend providing scrutiny of the “foundations development phase” relating to the success or otherwise of the communication, support and training and information provision building blocks

Town and Parish Council Engagement: Summary Results 2025

In June 2025 Shropshire Council launched a call for information from town, parish council and parish meetings designed to foster improved partnership working. The aim was to gather:

- Views on how the partnership should work and how to achieve an equal say in making our communities and services the best they can be.
- Experiences engaging with Shropshire Council and thoughts on how to improve.
- Which services town and parish councils believe could be better delivered locally either by Town and Parish Councils, using local providers, or in partnership with Shropshire Council.

The work was led by the Transformation and Improvement Overview and Scrutiny Committee with the aim of reporting to Cabinet and Full Council before the end of 2025.



Shropshire Council
Guildhall
Frankwell Quay
Shrewsbury
Shropshire SY3 8HQ

Date: 3rd June 2025

Dear Town or Parish Council,

A New Approach to Partnership with Town and Parish Councils

Shropshire Council has not done a good enough job of working with Town and Parish Councils in partnership over its 16-year history. This must change.

As part of our commitment to work more closely with communities, the new Administration at the Council is looking to reset its relationship with Town and Parish Councils.

We want to deliver services more effectively, support local decision-making, and rebuild trust with the public and Town and Parish Councils. That starts with listening.

We know that what works for the sparsest rural parish and what works in the largest market town are not one and the same, and want to see new Council policy designed with that in mind.

As a result, Shropshire Council is planning to put out a **Call for Information** to gather views from Town and Parish Councils. This would run for two months and help shape a new policy, which will be looked at and developed cross-party through our Transformation and Improvement Scrutiny Committee. **We hope to see recommended policy changes to Cabinet and Full Council before the end of 2025.**

We'd particularly like to hear:

- Your views on how the partnership should work and how we have an equal say in making our communities and services the best they can be;
- Your experiences engaging with Shropshire Council (e.g. highways, planning, developer levies, communications);
- Your thoughts on how we can improve;
- And which services you believe could be better delivered locally either by Town and Parish Councils, using local providers, or in partnership with Shropshire Council.

We want to move at a pace you feel is best for you and your communities as we appreciate that some areas may be ready to move faster than others.



In addition, we are happy to consider piloting new arrangements or testing your ideas and suggestions in order to see how they work. This approach is intended to be **flexible and collaborative**, not one-size-fits-all.

The Shropshire Association of Local Councils (SALC) and other partners will play a key role, but we want to ensure that we hear from all of our Town and Parish Councils, either individually or in clusters.

Above all, this is about delivering better outcomes for residents, by empowering communities and treating partners with the respect and professionalism they deserve, which is why we want to collaborate and cocreate with you rather than taking the top-down approach we've all been used to seeing.

This is an exciting chance for change and we look forward to sharing more detail in the very near future and hearing your views. We are ready to listen.

Alex Wagner

Deputy Leader of Shropshire Council, with responsibility for Communities
Councillor for Quarry and Coton Hill Division

David Minnery

Chair, Transformation and Improvement Overview Committee
Councillor for Market Drayton South Division



To: Town & Parish Councils

Shropshire Council
The Guildhall
Frankwell Quay
Shrewsbury
SY3 8HQ

10 December 2025

Dear Clerk / Councillors,

Re: Devolution Pilots – Progress & Next Steps

We're really pleased that you've chosen to engage with us through the Town & Parish Devolution Programme and have signed the Memorandum of Understanding (MoU). Thank you for your patience and continued commitment while we've been developing the next stage of this work.

I'm now pleased to share an update on devolution pilots, which are underway across the four pilot areas.

These pilots mark an important step in testing how Shropshire Council and local councils work more closely together to plan and deliver local services, ensuring that decisions are made closer to communities.

The attached summary briefing note outlines what the pilots involve, the key principles they are testing, and how the learning will shape the future approach that all Town and Parish Councils can benefit from. Our aim is to strengthen local collaboration, improve responsiveness, and make the best use of local insight and resources, while Shropshire Council retains overall governance and accountability.

Over the coming weeks, we'd like to arrange meetings with councils who have signed the MoU to discuss how this first phase of pilots is progressing and how future phases could involve your area. An officer will be in touch with you to arrange a suitable time, but please do let me know if there are any particular dates that work best for you.

I hope you find the briefing useful and informative and thank you again for your ongoing engagement and partnership.

Yours sincerely

Alex Wagner

Alex Wagner -Deputy Leader

Town and Parish Devolution Pilots Summary (December 2025)

1. Purpose

The devolution pilots are part of Shropshire Council's wider transformation and improvement programme. They are designed to test delegated approaches to local service delivery, particularly within **Street Scene and Grounds Maintenance**, to identify practical, locally led ways of improving outcomes while maintaining clear governance and accountability.

2. Overview of the Pilots

Four pilot areas are now working with Shropshire Council to explore how delegated activities can be planned, managed and reviewed at a local level:

- **Shrewsbury** - Full Devolution of all StreetScene Services. (starting April 2026)
- **Oswestry** - Partial Devolution - Parks and green spaces.
- **Shifnal & Broseley** - Collaboration Approach - Enhanced arrangements only.

These pilots are not about transferring services or responsibilities; Shropshire Council retains overall accountability. This is about delegating and coordinating work more locally, improving responsiveness and making the best use of local knowledge and capacity.

Each pilot is focusing on:

- **Street scene and environmental services**, such as grounds maintenance, verge cutting and local cleansing.
- **Better communication and coordination**, ensuring issues are raised and resolved more efficiently; and
- **Governance and reporting**, establishing clear standards, accountability and performance measures.

The learning from these pilots will help shape a consistent county-wide model that can be extended to other Town and Parish Councils in due course.

3. Shared Objectives Across All Pilots

- **Local decision-making:** Ensuring town and parish input shapes priorities and delivery.
- **Responsiveness:** Issues resolved quickly through clear, local communication channels.
- **Efficiency:** Reducing duplication, improving scheduling, and maximising use of resources.
- **Partnership:** Strengthening relationships between local and principal councils.
- **Community pride:** Enhancing the appearance and feel of local places.

4. Expectations Framework (applies to all pilot and future areas)

Area	Shropshire Council will...	Town & Parish Councils will...
Communication and Engagement	Maintain open channels of communication, share information in a timely way, and respond through agreed routes.	Provide local contact details, ensure clear escalation routes, and share updates on local issues.
Support and Resources	Offer advice, templates, and data to support local delivery; ensure access to relevant officers and guidance.	Use agreed templates and processes; identify local delivery capacity or partnerships where appropriate.
Standards and Compliance	Set service standards, monitor delivery, and provide oversight for health and safety, insurance, and risk.	Deliver tasks to agreed standards and report any incidents or risks promptly.
Performance and Reporting	Collate and review monitoring information; feedback on performance and learning.	Record activity and outcomes and provide information for monitoring and evaluation.
Learning and Development	Capture and share lessons from pilots; refine processes for wider rollout.	Contribute to evaluation by sharing feedback and practical insights.

Detailed examples of operational service levels (e.g., StreetScene activities and frequencies) are provided in Appendix B.

4. Legal & Statutory Requirements

All devolved StreetScene functions must be delivered in full compliance with relevant legislation, including the **Environmental Protection Act 1990** and associated regulations. Participating councils must ensure that statutory duties, such as those relating to waste management, litter control, and environmental protection are maintained at all times.

5. Next Steps

The pilots will run through 2025–2026, with regular evaluation to understand what works well and what needs refinement. Findings will be shared through the Town & Parish Operations Board and SALC briefings, with the aim of shaping a consistent county-wide approach that can be offered to all Town and Parish Councils.

Milestone	Description	Lead Responsibility	Target Date
Confirm Service Scope and Local Responsibilities	Finalise which StreetScene functions will be delivered by each Town or Parish Council and define operational boundaries.	Shropshire Council with each Pilot Council	15 November 2025
Agree Financial and Governance Arrangements	Complete costings, funding allocations, and governance documentation. Formal sign-off required before implementation.	Shropshire Council & Pilot Councils	W/C 17 November 2026
Training and Induction	Deliver training sessions on service delivery, compliance, and reporting expectations.	Shropshire Council (Support & Training Function)	W/C 1 December 2025
Implementation Preparation	Confirm local delivery plans, contact points, and communication arrangements (inc. supporting budget /precept meetings)	Pilot Councils with Shropshire Council oversight	Nov 2025 – Jan 2026
Pilot Launch – Go Live	Begin devolved delivery of agreed services under the new arrangements.	Pilot Councils	April 2026

Initial Review	Assess early progress, identify issues, and capture lessons learned for refinement of the wider devolution model.	Shropshire Council (Performance & Evaluation)	June 2026
----------------	---	---	-----------

Appendix B: StreetScene Services

1. Service Frequencies and Standards

Re-design model proposed activities and frequencies

Ref	How (Equipment)	Where (Category)	What We Do	How Often	Number of Visits per Year
A	Mechanical Sweeper (12t)	Zone 1a	Sweeping of main retail areas: Shrewsbury, Bridgnorth, Market Drayton, Oswestry, Whitchurch, Ludlow	Once per Week	52
		Car Parks	Sweeping of all Shropshire Council owned or managed car parks.	Once per 12 Weeks	4
		Other Areas	Sweeping of roads with kerbs or a boundary wall.	Once per 12 Weeks	4
	Mechanical Sweeper (18t)	Remote/Rural Roads	Sweeping of roads with kerbs or a boundary wall.	Once per 12 Weeks	4
B	Pedestrian Sweeper	Zone 1a	Sweeping of footpaths in main retail areas: Shrewsbury, Bridgnorth, Market Drayton, Oswestry, Whitchurch, Ludlow.	Once per Week	52
		Alleyways, Connected Footpaths and Cycleways not Running Alongside a Road	Secondary retail zones, strategic walking routes and some high footfall areas.	Twice per Year	2
		Alleyways, Connected Footpaths and Cycleways not Running Alongside a Road	Alleyways, footpaths, and cycleways in low footfall areas.	Once per Year	1
C	Hand Brush	Zone 1b	Steps and alleyways not accessible by machinery.	Once per 12 Weeks	2

Ref	How (Equipment)	Where (Category)	What We Do	How Often	Number of Visits per Year
		Other Areas	Steps/narrow alleyways not accessible by machinery in rural areas.	Twice per Year	1
D	Power Sweeper	Alleyways and Footpaths	Litter hot spots, secondary retail, and strategic walking routes.	Twice per Year	2
		Alleyways and Footpaths	Alleyways and footpaths in low footfall areas.	Once per Year	1
E	Litter Picking	Zone 1a	Litter picking in main retail areas: Shrewsbury, Market Drayton, Oswestry.	Twice per Week	104
		Zone 1a	Litter picking in main retail areas: Bridgnorth, Whitchurch, Ludlow.	Once per Week	52
E	Litter Picking	Zone 1b	Areas connected to main retail areas: Shrewsbury, Bridgnorth, Market Drayton, Oswestry, Whitchurch, Ludlow.	Once per Week	52
		Litter Hot Spots	Litter pick in areas with a history of having problems with litter.	Once per 2 Weeks	26
		Secondary Retail Zones	Shopping areas outside of main town centres.	Once per 4 Weeks	12
		High Population	Litter pick in areas with large populations.	Once per 4 Weeks	12
		Strategic Walking Routes with High Traffic	Litter picking on high footfall paths that act as common routes to Schools, Hospitals, Towns etc.	Once per 12 Weeks	4
		Car Parks	Litter pick of all Shropshire Council owned or managed car parks.	Once per 12 Weeks	4
		Other Areas	Litter pick in areas with low populations, not within a retail zone and with no history of litter problems.	Twice per Year	2
		Zone 1a	Bin emptying in main retail areas: Shrewsbury, Bridgnorth, Market Drayton, Oswestry, Whitchurch, Ludlow.	Daily	365
F	Waste Bins	Other Areas	All areas not within the main retail areas: Shrewsbury, Bridgnorth, Whitchurch, Ludlow.	Range from one to four times per	x

Ref	How (Equipment)	Where (Category)	What We Do	How Often	Number of Visits per Year
			Market Drayton, Oswestry, Whitchurch, Ludlow.	week and fortnightly	
G	Weed Control	All Areas	Carriageways/footpaths with a kerb or hard boundary wall.	Twice per Year	2
H	Leaf Fall	All Areas	Carriageway/ footpath with a kerb or hard boundary wall. High density areas impacted by heavy, obstructive leaf fall will receive this 1 additional visit.	Once per year	1

2. Glossary

Term	Description
Boundary Wall	A boundary wall is a hard standing object at the edge of a pavement or road. Some examples of a boundary wall would be a garden wall (not hedges & fences) or the brick wall of a building
Cycleway	A cycleway is marked with white lines separating it from the footpath and has signage displaying its use for cyclists. A cycleway is not where white lines have been painted separating a section of road dedicated to cyclists
Footpath	A footpath is a path designated for pedestrian use that connects locations separate from the road network. Footpaths are not the footways that are adjacent to/or running alongside roads
High/Low Footfall	Footfall is used to describe the level of pedestrian traffic in a particular location. High footfall refers to a large number of people entering a specific area, while low footfall indicates a small number of people entering
Litter Hot Spot	Litter hot spots are areas with a known history of littering problems within Shropshire. They have been identified using data-led and local intelligence
Secondary Retail Zone	Secondary retail zones are areas containing a few grouped shops, sometimes with a pedestrian area. Secondary retail zones are not areas surrounding local corner shops or one-off shops on side streets
Strategic Walking Route	Strategic walking routes are pedestrian walking routes that link key areas. An example could be a footpath or footway linking a highly populated housing estate to a school, hospital, or town centre

Zone 1a	Zone 1a's are the main central retail districts of Shrewsbury, Bridgnorth, Market Drayton, Oswestry, Whitchurch, and Ludlow
Zone 1b	Zone 1b's are the areas that lead into Zone 1a's. They are highly trafficked routes that lead directly into town centres in close proximities

STREET SCENE AND GROUNDS

Specification Guidance Notes

Juan Hernandez

Football Pitch Maintenance

The maintenance of football pitches shall be to the following standard

Table 01

Task	Response times for non-compliance
Maintenance of Football Pitches – All specified sites	5 working days

List of Grass Football Pitches:

Competition Pitch

Adult Pitches

Junior Pitches

9-a-side

5-a-side/7-a-side

Table 02

ACTIVITY	STANDARD
Grass Cutting	The Service Provider shall cut the pitch grass to maintain a uniform grass height during the playing season, between 25 and 40mm long. To achieve this, it's recommended that football pitches have a minimum of twenty (20) cuts per year, allowing for additional cuts to be made if the weather is good and promotes a faster rate of growth.
Initial Measure and Marking Out	Annually, prior to the beginning of the football season, the Service Provider shall set out and mark the pitches. Lines must be marked with a non-toxic white marking compound using a pedestrian line marker or equivalent equipment. The line marking material must be agreed by the Authorised Officer prior to use.
Remarking	The Service Provider will re-mark the pitches during the playing season using a compound as detailed above. Re-marking of the lines is required at reasonable intervals throughout the season.
Aeration	The Service Provider shall aerate the football pitches, as necessary. Any arisings from this operation shall be removed for disposal.

ACTIVITY	STANDARD
Localised Spiking Harrowing	<p>The Service Provider shall during the playing season undertake localised spiking to remove surface water.</p> <p>Prior to re-marking the pitches the Service Provider shall, using suitable equipment, chain harrow the surface to maintain surface levels.</p>
Rolling	During the playing season, the Service Provider shall, using suitable equipment, roll the whole area of the pitch.
Localised Sanding	The Service Provider shall undertake sanding operations on areas of excessive wear.
Renovation	The Service Provider shall carry out annual renovation of the goal mouths, penalty boxes and centre circles. The renovation work will be carried out using a sports mix seed.
Fertilizer	<p>The Service Provider shall use appropriate methods, fertilize football pitches where necessary from April with an accepted fertilizer.</p> <p>Fertilizer must be applied evenly across the surface area. It must not be applied in windy conditions or in periods of drought. Application must preferably be made when rainfall is imminent otherwise, the area must be irrigated to avoid scorching of the sward.</p>
Weed Control	The Service Provider shall maintain each football pitch and provide a method statement outlining how it proposes to apply a suitable herbicide to football pitches at the beginning of the growing season. The affected areas should not be mown for three days following herbicide application.
Goal post installation and removal	<p>The Service Provider shall maintain all goal post to ensure they are installed prior to the start of the season and removed at the end of the season.</p> <p>All goal post to be removed no later than 10 working days once the playing season has finished.</p> <p>Net fittings to be provided.</p> <p>New goalposts need to be provided by SC</p>

Appendix 2: LAW 1: The Field of Play

The line marking of Football Pitches shall be to the following standard

Table 03

Task	Response times for non-compliance
The Line Marking of Football Pitches - All specified sites	5 working days

Table 04

ACTIVITY	STANDARD
Field of Play	<p>The field of play must be rectangular and marked with continuous lines which must not be dangerous.</p> <p>Artificial playing surface material may be used for the field markings on natural fields if it is not dangerous. These lines belong to the areas of which they are boundaries.</p> <p>The field of play is divided into two halves by a halfway line, which joins the midpoints of the two touchlines.</p>
Lines to be Marked	<p>Only the lines indicated in Law 1 are to be marked on the field of play. Where artificial surfaces are used, other lines are permitted provided they are a of different colour and clearly distinguishable from the football lines.</p> <p>The two longer boundary lines are touchlines. The two shorter lines are goal lines.</p>
Centre Mark	<p>The centre mark is at the midpoint of the halfway line. A circle with a radius of 9.15 m (10 yds) is marked around it.</p>
Line Width	<p>All lines must be of the same width, which must not be more than 12.7 cm (5 ins). The goal lines must be of the same width as the goalposts and the crossbar.</p>
Additional Markings	<p>Marks may be made off the field of play 9.15 m (10 yds) from the corner arc at right angles to the goal lines and the touchlines.</p>

Guidance to Support Understanding of Pitch sizes

Diagram 1: Adult Playing Field Marked

- Measurements are from the outside of the lines as the lines are part of the area they enclose.
- The penalty mark is measured from the centre of the mark to the back edge of the goal line.



Diagram 2: Junior Playing Field Marked



Appendix 3: Artificial Pitch Maintenance

The maintenance of artificial pitches shall be to the following standard to the playing characteristics such as ball roll and bounce, stud slide and shock absorption are improved by the carpet's longer fibres (around 40-50mm) and cushioning rubber infill. These features must be preserved to allow a 3G pitch to provide a consistently high standard of play.

Table 05

Task	Response times for non-compliance
Maintenance of Artificial Pitches – All specified sites	5 working days

List of 3G Artificial Turf Pitches:

1 x Full size
 4 x 5-a-side markings within
 4 x 7-a-side markings within

Table 06

ACTIVITY	STANDARD
Weekly Pitch Cleaning/maintenance	<p>The Service Provider shall remove debris such as leaves, twigs, and dirt can accumulate on the surface and affect its performance.</p> <ul style="list-style-type: none"> • Inspect for damage: Check the turf for any signs of damage or wear and tear, such as loose seams, tears, or worn-out areas. Promptly report any issues to prevent further damage. • Remove debris: Use a broom or leaf blower to clear the surface of any debris, especially after windy or stormy weather. • Brush the turf: Regularly brush the turf fibres to prevent matting and keep the surface even. Matting can affect ball roll and player traction.
Leaf Clearance	<p>The Service Provider shall remove leaf fall and not allow it to accumulate, particularly during the autumn months when leaf fall can accumulate and over time mulch down into the surface fibres creating issues with drainage, cleanliness, performance, and durability.</p>
Reporting	<p>The Service Provider shall immediately report any damage or concerns with the Surface Seams and lines.</p>

Appendix 4: Grass Areas

The maintenance of Amenity Grass Areas shall be to the following standard

Table 07

Task	Response times for non-compliance	
Maintenance of Amenity Grass - All specified sites.	Highway visibility splays Countryside sites Highway Verge - Rural Outside 40mph limits Highway Verge - within 40mph limits	5 working days 5 working days 10 working days 10 working days

Table 08

ACTIVITY	STANDARD
Grass Cutting Frequency	<p>The Service Provider shall cut the grass areas to a frequency of once (1) per calendar month during the period between April to October allowing for a total of seven (7) visits per season.</p> <p>An allowance will be made for an early cut subject to ground condition in March to be agreed by the Authorising Officer prior to any works starting.</p> <p>Any persistent problems with grass cutting an area should be brought to the attention of the Authorised Officer at the earliest opportunity in order that these issues can be considered when monitoring performance and alternative arrangements considered.</p> <p>The Authorised Officer shall be aware that some areas may not be cut at certain times of the day to reduce risk to the public and minimise nuisance. For example, roads with high volumes of traffic at peak times, outside schools and other places of education and in pedestrian areas.</p>
Highway Verges	<p>The Service Provider shall include highway verges, central reserves, islands and roundabouts and side slopes to embankments and cuttings.</p>

ACTIVITY	STANDARD
	<p>Urban (within 40 mph speed limit signs) grass areas to a frequency of once (1) per calendar month during the period between April to October allowing for a total of seven (7) visits per season.</p> <p>Urban (outside 40 mph speed limit signs) grass areas to a frequency of once (1) per calendar month during the period between April to October allowing for a total of seven (7) visits per season.</p> <p>Rural (within 40 mph speed limit signs) grass areas to a frequency of once (1) per calendar month during the period between April to October allowing for a total of seven (7) visits per season.</p> <p>Rural (outside 40 mph speed limit signs) Cut grass once per year between May & September to a uniform height of 50mm.</p>
Naturalised Grass/ Areas	<p>Naturalised Areas will receive one (1) maintenance visit annually, these comprise of, Hedge lines, Boundaries and embankments, Wooded areas, around pools and wetland areas, next to conservation areas and some areas just left to grow.</p> <p>The yearly visits will be undertaken between the months of January – December depending on the requirements and wildlife for the area.</p> <p>In grassed areas containing naturalised ‘bulbs’, it is the responsibility of the Service Provider to ensure that all existing bulbs are allowed to flower, ripen and mature before mowing is carried out at these locations.</p> <p>During the growing, flowering and ripening period, grass shall be cut around the perimeter of the naturalised bulb areas, to form a neat appearance at the standard frequency specified until six weeks after the last flowers have faded.</p> <p>At the end of the six-week period, the area shall be mown, until a finishing cut can be made.</p>
Arisings	The Service Provider shall at the time of cutting leave arising on the ground.

ACTIVITY	STANDARD
	Grass clippings that are deposited on to property, street furniture, footpath (paved or gravel), carriageway or memorials in the vicinity of mowing operations shall be removed by the Service Provider.
Ornamental grass	<p>The Service Provider shall cut the grass areas to a frequency of Twice (2) per calendar month during the period between March to October allowing for a total of seven (16) visits per season.</p> <p>The first and last cut of the season will be delivered by cutting and collecting the arising.</p>
Mowing	<p>The Service Provider shall ensure mowing takes place on the full area of grass at each site. Unless otherwise specified, all grass adjacent to obstacles and boundaries shall be maintained to the height of grass of the surrounding area using appropriate methods and equipment. Grass cutting around fixed obstacles will be carried out as close as possible to the object without causing damage. Where possible 1m left around the base of trees</p> <p>All litter should be removed prior to any mowing commencing.</p> <p>War Graves that are grouped or individual will be maintained but not paid for as part of this agreement.</p>
Sports Pitches	<p>Competition Pitch Minimum of 1 week to increase up to a maximum 3.</p> <p>All other pitches cut 1 x week along with the adjoining areas.</p>
Fuelling and lubrication	The Service Provider shall not allow fuelling or lubricating to take place on landscaped areas. Any spillage of fuel or lubricants shall be reported to the Authorised Officer and cleared up immediately to the satisfaction of the Authorised Officer. Any contaminated material of whatever description shall be safely disposed of off-site.
Conservation Areas	Although identified within the agreed plan specifications and spreadsheet.

Appendix 5: Waste Bins

The maintenance of Waste Bins shall be to the following standard.

Table 09

Task	Provision	Response times for non-compliance
Maintenance of Waste Bins - All specified sites (Locations and numbers to be agreed.)	Bins to be emptied at a frequency to ensure they do not become full All contents of bin to be removed each visit including side waste. The surrounding area litter picked.	1 working day

The Authorised Officer may instruct the Service Provider to carry out additional bin empties following events which will be prioritised, and emptying must be carried out within the relevant response time.

Table 10

Task	Response times for Instruction	
Maintenance of Waste Bins - All specified sites (Locations and numbers to be agreed.)	Low Medium High	3 days 1 day 1½ hours

Table 11

ACTIVITY	STANDARD
Emptying of Bins	Many bins are locked, and the Service Provider will be issued with keys to gain access to bins for emptying and cleansing. The Service Provider shall ensure these bins are locked after emptying.
Plastic Sacks	The Service Provider shall line bins with a plastic sack at the time of emptying and will be responsible for the supply of adequate plastic sacks.

ACTIVITY	STANDARD
	<p>The Service Provider should note that all litter bins on the relevant land can be used by the public to deposit bagged dog faeces. However, relevant signage is used to identify specific bins for dog faeces.</p>
Waste Disposal	<p>The Service Provider shall provide the Authorised Officer with weights for the collected litter, weighed on a certified weighbridge and maintain an auditable record of the weights of waste.</p>
Washing	<p>The Service Provider carries out the cleaning inside and outside to ensure that they remain free of dirt and staining.</p>
Graffiti and Fly Posting Removal	<p>The Service Provider carries out the removal of all graffiti and fly posting including stickers to ensure that they remain in good appearance.</p> <p>Graffiti and fly posting shall be removed using a suitable detergent specially prepared for this task and shall cause no harmful effects to the surfaces to be cleaned or the environment. No abrasive cleaning materials of any kind shall be used.</p>
Response Times for Graffiti and Fly posting removal	<p>Non offensive 5 days. Offensive 1 day.</p>
Inspections	<p>During routine emptying the Service Provider shall carry out the following during each visit and provide a monthly report in the format agreed by the Authorising Officer that includes,</p> <p>Reporting damaged or missing doors, door locks. Check holding down bolts, banding, and post to ensure the waste bin is secure and structurally sound.</p> <p>Examine, tighten, lubricate hinges, door locks, and replace where necessary all, screws, nuts and locking devices.</p>

Appendix 6: Shrub and Rose beds

The maintenance of Shrub and Rose beds shall be to the following standard:

Table 12

Task	Response times for non-compliance
Maintenance of Shrub and Rose beds – All specified sites.. .	10 working days

Table 13

ACTIVITY	STANDARD
Vandalism	Any vandalism or damage to shrubs and rose beds must be reported to Authorised Officer.
Pruning	<p>The Service Provider shall prune to a frequency of once (1) per Annum during the period between October to the end of February back to the previous year growth to maintain the existing appearance and height/definition.</p> <p>Arising will be removed at the time of the works being undertaken and disposed of.</p>
Clearance of weeds and litter	<p>The Service Provider shall ensure Shrub and Rose beds are litter picked and maintained to minimise weed growth to achieve.</p> <p>% of street scene inspections meeting the required standards of cleanliness (Litter and Detritus) Target 90%</p> <p>% of street scene inspections meeting the required standards of cleanliness (Weeds) Target 90%</p>
Removal of severely damaged or diseased plants	During routine pruning maintenance the Service Provider shall carry out inspection and inform the Authorising Officer of any concerns.
Weeding and removal of weeds	<p>Where plants have no bark, mulch or similar covering the Service Provider shall use an approved chemical control method weed free appearance.</p> <p>If mulch or bark is present, then allowance to top up annually will be required.</p>

ACTIVITY	STANDARD
----------	----------

Replacement of plants To be authorised prior to any works being undertaken which will aligned to the next planting season.

Appendix 7: Hedges

The maintenance of Hedges shall be to the following standard

Table 14

Task	Response times for non-compliance
Maintenance of Hedges – All specified sites	10 working days

Table 15

ACTIVITY	STANDARD
Vandalism	Any vandalism or damage to hedges must be reported to SC
Hedge cutting	<p>The Service Provider shall cut to a frequency (of once a year) between August to end of February. Growth including encroachment will be reduced to a point close to the base of the current year's growth or to ensure the full width of the path/ carriageway is maintained.</p> <p>Hedges identified as priority for visibility and for safety issues, will be cut first to maintain the existing appearance and height/definition, ensuring that growth does not present a hazard to pedestrian or vehicular traffic.</p> <p>Arising will be removed at the time of the works being undertaken and disposed of where required to avoid encroachment.</p> <p>The arisings cut by the tractor and flail will be blown back into the bottom of the hedge at the time. All arisings cut by hand will be removed.</p>
Clearance of weeds and litter	The Service Provider shall ensure hedge lines are litter picked and maintained to minimise weed growth to achieve.

ACTIVITY	STANDARD
	% of street scene inspections meeting the required standards of cleanliness (Litter and Detritus) Target 90%
	% of street scene inspections meeting the required standards of cleanliness (Weeds) Target 90%
Removal of severely damaged or diseased hedges	During hedge cutting maintenance the Service Provider shall carry out inspection and inform the Authorising Officer of any concerns.
Replacement of hedges	To be by the Authorised Officer prior to any works being undertaken.

Appendix 8: Hard Surface Management and Maintenance

The maintenance of Hard Surfaces shall be to the following standard

Table 16

Task	Response times for non-compliance
Maintenance of hard Surface – All specified sites	2 working days

Table 17

ACTIVITY	STANDARD
Footpaths and Walkways	<p>The Service Provider shall clean the whole area, kerb channel on all sides of the hard surface, access roads, footpaths, parking areas ensuring the removal of accumulations of litter, grit, detritus, and any other materials to achieve.</p> <p>% of street scene inspections meeting the required standards of cleanliness (Litter and Detritus) Target 90%</p> <p>% of street scene inspections meeting the required standards of cleanliness (Weeds) Target 90%</p>

ACTIVITY	STANDARD
	<p>The Service Provider shall pay regard to the type of surface to avoid any damage whatsoever, and to ensure the removal of litter or detritus trapped.</p> <p>Any persistent problems with hard surfaces should be brought to the attention of the Authorised Officer at the earliest opportunity in order that these issues can be considered when monitoring performance.</p>
Waste Disposal	<p>The Service Provider shall provide the Authorised Officer with weights for the collected litter, weighed on a certified weighbridge and maintain an auditable record of the weights of waste.</p>
Leaf fall	<p>The collection and disposal of leaf fall shall form part of the normal service provision.</p> <p>Areas identified as representing a potential danger to pedestrians or road users shall be cleared of accumulations.</p>

Appendix 9: Tree Management and Maintenance

The maintenance of Trees shall be to the following standard

Table 18

Task	Response times for non-compliance
Maintenance of Trees - All specified sites	2 working days

Table 19

ACTIVITY	STANDARD
Epicormic and Basal Growth	<p>The Service Provider shall undertake removal of epicormic and basal growth</p> <ul style="list-style-type: none"> • Less than 20mm in diameter should be pruned cleanly back to its point of origin, avoiding damaging the bark of the tree. • Growth greater than 20mm should be cut back to avoid damage to the branch bark ridge and collar. This must be carried out using a sharp handsaw
Pruning	<p>The Service Provider shall:</p> <ul style="list-style-type: none"> • Ensure tree limbs and branches are removed in sections to avoid splitting or ripping of bark on the branch or stem that is to remain. • Smaller trees pruned to provide adequate clearance above highways, where an adequate height clearance cannot be achieved without compromising good Arboricultural practice, contact the Authorised Officer before commencing work.
Pruning (9.4)	<ul style="list-style-type: none"> • Smaller trees pruned to provide adequate clearance above grass areas or paths, where an adequate height clearance cannot be achieved without compromising good Arboricultural practice, contact the Authorised Officer before commencing work.
Remove Ivy/Climbers	<p>The Service Provider shall:</p> <ul style="list-style-type: none"> • Remove the climber around the trunk of the tree up to 2.5m from ground level in align with the street inspections.
Clearance of undergrowth	<p>The Service Provider shall undertake the clearance of undergrowth in a manner which avoids damage to trees and their roots, or other ecological or features.</p> <p>To facilitate the survey process.</p>
Legislation	<p>The Service Provider shall always ensure compliance with legislation in the undertaking of this work.</p>
Fallen Trees	<p>The Service Provider shall</p> <ul style="list-style-type: none"> • Remove trees that have fallen blocking the carriageway or footpath with works agreed prior to commencement with the Authorised Officer.

ACTIVITY	STANDARD
Tree Tendering Works	<ul style="list-style-type: none"> • Storm damage is instructed on a case-by-case basis by the Authorised Officer. • Damaged trees are to be assessed to determine the hazard and risk and works instructed by the Authorised Officer. <p>The Authorised Officer shall provide details of required tree works to be completed to the Service Provider who shall prepare and confirm details of quotation prior to works being instructed.</p>
Tree Works (9.10)	No tree work is assigned and or costed to any of the rural areas with the exception of the following.
Ash- Dieback Works	No works or costs for Ash-Dieback have been included in this agreement

This page is intentionally left blank