

# MARLBOROUGH TOWN COUNCIL



## SERVICE DELIVERY PLAN 2021-2025

Author: Town Clerk  
Date adopted: 17.1.22  
Review date: In progress

P	Aim	Objective	Actions	When	Who	£	T
<b>1 Climate Emergency Response</b>							
	To minimise the Council's carbon footprint and environmental impact with the aim to be carbon neutral by 2031	To reduce unnecessary energy consumption and the Council's carbon footprint	Energy saving policy and practices in Council buildings	Ongoing	Overarching, and integral to all Council services and activities. (Full Council, all Committees, Councillors, Staff)	Yes	
			Maximise opportunities for building insulation in MTC estate	2022	CEWP - support and develop partnership network	Yes	
			Carry out a Town Council audit/environmental impact assessment	2022		Yes	
			Renew energy providers with 100% renewable energy sources	2023	TC, OM	Yes	
			Develop biodiversity and carbon reduction practices across the estate, specifically a plan for: <ul style="list-style-type: none"> <li>• Tree planting</li> <li>• Wildflower planting</li> </ul>	2022 – ongoing	A&OS, GM, GT	Yes	Yes
		To encourage increased awareness of environmental issues, challenges, and solutions in all sections of the Council in the Community	Support and develop partnership network	2021 – ongoing	ARK, Transition Marlborough, business and community sectors, schools, partners, tenants	Yes	
			Biannual Dark Skies event	2023/25	North Wessex Downs AONB, Marlborough College, schools	Yes	
			To provide relevant need-led training for Council staff and Councillors as required to support the progression of the above	Ongoing	F&P, SC, TC	Yes	
<b>2 Properties</b>							
	Ensure the Council's properties are maintained to a good standard and are fit for purpose (Properties – Town Hall, Community and Youth Centre, 1&2 Rec Cottages, Kingsbury St Flats, 5 High St Offices and Flat, Shops – Bike/Physio, George Lane toilets, Town Hall Toilets, workshop)	To expediently carry out any remedial maintenance works as identified	Respond to needed remedial works as identified by the property agent inspections	2022 – ongoing	TC, OM	Yes	
		To proactively carry out medium term maintenance works that ensure the integrity and good upkeep of the properties	Carry out overview of Council properties and agree 3-year maintenance schedule and precept accordingly	2022 – ongoing	PR, F&P	Yes	Yes
		To ensure the instatement of an improved grounds team workshop offer	To complete a plan for the use of the existing workshop site and assess feasibility against the site at land adjacent to The Common; and for a FC decision on the development option, with a view to begin works on the chosen workshop site	2022	FC	Yes	

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<b>3 Open Spaces, Parks, Play Areas</b>							
<p>Maximise and ensure the integrity of the Town's Parks and Open Spaces and Play Areas</p> <p>The Common, Salisbury Road Recreation Ground, Elcot Playing Fields, Stonebridge Meadow, Wye House Gardens, Plume of Feathers, The Green, Coopers Meadow, Jubilee Field, Priory Gardens, War memorials, Orchard Road, Churchill Court Trees, verges, Tin Pit, Rabley Wood, Victorian Cemetery</p>	<p>To ensure each town park, open space or play area:</p> <ul style="list-style-type: none"> <li>Is maintained to a high and safe standard</li> <li>Is relevant to the range of needs in the Community</li> <li>Offers a safe and purposeful user experience</li> </ul>	Bin emptying / replacement	Daily/ weekly	GT	Yes		
		Health and safety inspections	Daily	GT	Yes		
		ROSPA inspections	Annual		Yes		
		Maintain existing benches and play equipment/areas	Ongoing		Yes		
		Support existing allotment sites (x3) as appropriate/agreed	Ongoing		Yes		
		Review and devise overview plan for open spaces and play areas; <b>and identify supporting resource and finance plan</b> as required, including, subject to feasibility:	2021-2022/25	OSWP, A&OS, SC, F&P, partners (WC, schools and Police, ARK, TM)	Yes	Yes	
		<ul style="list-style-type: none"> <li>MUGA at Salisbury Road Recreation Ground</li> <li>Fenced outdoor group area at MC&amp;YC</li> <li>Wye House Gardens concept, landscaping/apparatus installation as relevant</li> <li>Possible youth shelter/area on edge of The Common</li> </ul>					
		Support TM in the development of the Jubilee Community Orchard	2022-2025	A&OS, GM, GT, TO	Yes		
		Maintain skatepark		ATC, GM, GT	Yes		
Ensure the positive development of the Rabley Wood site, working in partnership with Wiltshire Wildlife Trust as required	2022-2025	A&OS, F&P, FC, TC, GM	Yes	Yes			
Monitor and review resource base in relation to expectation as required	Ongoing		Yes				
<b>4 Town Centre Plan</b>							
Develop a Town Centre Plan	To influence other key stakeholders and partners towards a shared vision	To develop a Town Centre Plan through a combination of:	2022-2025	PC, TC	Yes	Yes	
		<ul style="list-style-type: none"> <li>Community consultation</li> <li>Commission of relevant services</li> </ul>					
<b>5 Traffic Plan</b>							
Promote and increase road safety and pedestrian experience in the town	To develop a 'Traffic Plan' to support in influencing other key stakeholders and partners towards a shared vision	Create Traffic Management Plan through a combination of:	2022-23	PC, WC	Yes	Yes	
		<ul style="list-style-type: none"> <li>Community consultation</li> <li>Commission of relevant services</li> </ul>					
	To challenge speeding by the effective deployment of SIDs	Evolve current SID management practice	2021-ongoing	PC, F&P, FC, TC, ATC, GM, GT	Yes		
		Purchase second SID	2021-ongoing	PC, F&P, FC, TC, ATC, GM, GT	Yes		
	Monitor and increase capacity if needed	2021-ongoing	PC, F&P, FC, TC, ATC, GM, GT	Yes			

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<b>6 Neighbourhood Plan</b>							
	Ensuring the Marlborough Area Neighbourhood Plan	To support the MANP through the referendum stage, and until adoption is achieved	Support the MANP Steering Group in the task of managing the NP process, and as guided by WC	2021-2022	MANP SG, PL, FC, TC, WC	Yes	Yes
			Restate the MANP Steering Group and review the MANP as required	2023		Yes	
			Commission further consultancy if required. Apply for grant funding if available or identify funds via precept to support review if needed	2024		Yes	
		To advocate affordable rented accommodation	Increase MTC stock if opportunity presents		FC, PC	Yes	
			MTC to consider enabling role of Community Led Housing Initiative	2024	PC	Yes	Yes
			To proactively advocate the needs of existing Housing Association tenants	2022	PC	Yes	
<b>7 Civic Offer</b>							
	To ensure the Town's Civic services and program as part of the Town's "brand" including: <ul style="list-style-type: none"> <li>• Mayor Making</li> <li>• Remembrance Sunday</li> <li>• Armistice Day</li> <li>• Marlborough Mop</li> <li>• Christmas Lights and switch-on</li> <li>• Marlborough College Carol Service</li> <li>• Mayoral end of term event</li> <li>• Peppercorn rent ceremony</li> </ul>	To ensure each event is delivered to a high standard	To ensure timely event plans are in place and communicated to all parties	Annually	All staff, FC, all relevant partners		
			Recruit and induct Civic Secretary	2022			
			Review and replenish gowns/regalia	2022		Yes	
			Consider succession planning for Mace Bearers and Town Crier	2023			

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8	<b>Cemetery</b>						
	To ensure the burial needs of the town are met	Maintain existing Cemetery to high standard, and associated supporting administration	Regular grounds maintenance	Ongoing	GM, GT, OM	Yes	
			Induct Civic Secretary	2022			
		Secure additional land site for a new Cemetery	Research Cemetery legal and religious, planning, requirements	2022-25	A&OS, TC, GM	Yes	Yes
			Formulate development plan and costing			Yes	Yes

9	<b>Marlborough Common</b>						
	To ensure the effective management and utilisation of The Common	To clarify and agree a set of guiding principal considerations for the governance of The Common, including: <ul style="list-style-type: none"> <li>• Legal</li> <li>• Environmental</li> <li>• Commoner needs and rights</li> <li>• Health and safety</li> <li>• Practical and administration</li> </ul>	CWP to draft proposal of principal considerations in consultation with A&OS, F&P; FC to agree in consultation with TC, OM, GM	2022	FC, A&OS, CWP, F&P, TC, GM, OM		Yes
		To carry out a land survey of The Common to ensure an accurate understanding of the topography by the Council	To commission a survey	2022	CWP, TC, GM	Yes	
		To establish and Operational Management Forum (OMF) for the Common comprising key stakeholders	Consider and agree TORs for OMF Establish inaugural meeting and quarterly dates	2022	A&OS, TC, GM		Yes
		To oversee the creation of a 'training area' by MRFC and MYFC	Monitor and implement as per FC resolutions	2022	FC, CWP, TC, GM, MRFC, MRC		Yes

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<b>10 Devolution</b>							
10	To improve service delivery to the town via devolution of services from Wiltshire Council (inc. possibly High Street markets)	Establish what services or assets may be taken on from Wiltshire Council in a sustainable way	Clarify WC committed to MC&YC	2022	TC, ATC, GM, WC	Yes	Yes
			Time analysis of GT current duties	2023	TC, ATC, GM	Yes	Yes
		Ensure preparatory groundwork is carried out to ensure smooth transition and sustainable service devolution	Catalogue devolution offer with time analysis, costing, staffing need (grounds or otherwise as appropriate), and formulate sustainability plan	2023-24		Yes	Yes
			MTC to consider devolution officer, agree financial plan to ensure service sustainability, including precept implication (level and timing)	2023-24	SC, TC, ATC, GM	Yes	Yes
			Devise and implement training plan to underpin new services if required	2023-24	SC, TC, ATC, GM	Yes	Yes
			Staff recruitment as needed	2024	SC, TC, GM, ATC, OM	Yes	Yes
			Progress new workshop prior to extending devolution of ground staff duties	2022-24	FC, TC, GM	Yes	Yes
			Clarify what WC support can be sustained via direct delivery or as advisory resource (e.g. Highways, Sparkle Team, Parish Steward, grit bin, gullies)	2023-24	FC, TC, ATC, GM	Yes	Yes
			Ensure necessary legal agreements are in place	2023-24		Yes	Yes
			Implement service devolution as per plan	2024		Yes	Yes

<b>11 Maximising Assets</b>							
11	To maximise Marlborough's assets for the benefit of the town (see also no. 3, Parks, Open Spaces, Play areas and no. 7, Civic offer)	To maximise the use of MTC's assets through an effective marketing and branding strategy	Raised profile of the Town Hall – events, weddings, wakes, groups, offering targeted Town Hall open days	2022-ongoing	OM, ATC, CT		
			Raised profile of the Community and Youth Centre	Ongoing			
			Consider marketing and branding strategy	2022-2023	FC, PR		Yes
			Improved CCTV – Salisbury Road Recreation Ground	2023		Yes	
			To devise and implement a comprehensive signage plan for the town	2022-23	F&P		
			Clarify CIL funds	Ongoing			
		To ensure easy user passage between town locations	Secure budget line	2022-23/24	TC, ATC, OM, CT		
		To ensure the necessary resource is in place to support the communicated offer	Management oversight, and evidence-based electronic monitoring system	2022-ongoing	ATC		Yes
		To ensure the service delivery is implemented to a high standard	Sustain Community Fridge, recruit volunteer co-ordinator	2022	TC		

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		Up to date asset register	Ensure the land register is completed for all MTC assets; seek to secure legal internship to carry out registration work	2022-24			Yes
<b>12 Eco-Tourism</b>							
	To promote the concept of 'Eco-Tourism' as an approach and product supported by Marlborough's location	To establish a partnership forum, and TORs to support 'Eco-Tourism'	Draft TORs, and agree membership	2022-25	FC, F&P, A&OS		
			Contact and engage relevant stakeholders and partners	2022	TC, ATC, TO		
		To identify the scope of 'Eco-Tourism' opportunities in Marlborough area	Vision and mapping exercise; agree scope of opportunities to focus on	2022			Yes
			To devise an 'Eco-Tourism' strategy and development plan clarifying the opportunities presented	To review "Marlborough in Bloom" or "Flower Festival"	2022		Yes
				Promote services and activities via website, social media, Marlborough Town and Country magazine	2022		Yes
				Capitalise on use of Great West Way in support of concept	2022		Yes
<b>13 Heritage Centre</b>							
	To capitalise on the heritage assets held by Marlborough Town Council, as an integral part of the civic experience offered by the Council	Develop a heritage centre feasibility plan	Establish working party to devise draft feasibility plan	2022-23	F&P, FC, TC/ATC		Yes
<b>14 Community Engagement</b>							
	To engage young people, the Community and business sector in support of shared goals and needs (see also 1, 3, 4, 5, 6, 9 and 120)	Establish scope of engagement with target stakeholders	Agree list of target stakeholders	2022-ongoing	FC, TC, ATC, TO		Yes
			Identify opportunities to synergise with MTC aims, or in support of youth, community, or business sector needs	Run business engagement event at Town Hall	2022	TC, ATC, TO, FC	
		Encourage and support instatement of Local Youth Network		2022	TC, WC		Yes
		To maximise the use of MTC s137 funding to lever community engagement		Promote youth and community use of s137 grants	2022-ongoing	TC, ATC, TO	
			Establish "youth" budget line	2022/23	F&P, FC	Yes	Yes

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<b>15 Cultural Development</b>							
	To increase the Council's cultural development offer and events (see also 7 and 11)	Ensure positive shared experiences for community cohesion, and be forward thinking in terms of bringing back events	Identify additional events and associated resource	2022-ongoing	FC, F&P, A&OS, TC	Yes	Yes
<b>16 Partnerships</b>							
	To proactively establish Marlborough Town Council's role in influencing and enabling, and partnerships	To maximise opportunities for Marlborough residents	To ensure effect Marlborough Town Council representation with outside bodies	2022-ongoing	FC, TC, ATC		Yes
			Establish a working party to devise engagement plan, clarifying the scope of opportunities and stakeholders or partners where Marlborough Town Council would aim to lever maximum influence in support of its aims and objectives	2022			Yes
<b>17 Business and Employment</b>							
	To support and enable business and employment development (see also 14)	Work with Wiltshire Council Economic Development and other partners to identify opportunities for small businesses, a "business hub" or young people?	Contact Wiltshire Council Economic Development, SWLEP; explore funding opportunities of initiatives the Town Council can facilitate or support	2022/23	FC, TC, TO, WC		Yes



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<b>18 Resourcing and Finance</b>							
18	All aspirations should be supported realistically, and also could look at creative ways to draw in resources to enable developments in a managed way (e.g. 1/2/5/10 years)	To ensure all aims are realized and managed within Local Government Financial Regulations	Regular monitoring of accounts and budgets	Monthly	TC, OM, Chair of F&P		
			Annual accounts	March/April annually	TC, OM, F&P, FC		
			AGAR and External Audit	May/June – September annually			
			Quarterly budget reports	July, October, January, April annually	All Committees		
			Precept and budget setting	October-December/January annually	All Committees, FC, TC		
		To ensure each aspirational aim is supported by the necessary resource (time and money)	Refer to each aim		All Committees, FC, TC		
		Maximise use of CIL funds	Agree use of existing CIL funds	2022	F&P, TC		
		Maximise use of s106 funds	Allocate funds to Tennis Club and MRFC as agreed	2022	F&P, TC		
			Clarify position with Marlborough Sports Forum re: 3G pitch	2022	FC, TC		

## Glossary of terms

**A&OS** Amenities & Open Spaces Committee  
**CEWP** Climate Emergency Working Party  
**F&P** Finance & Policy Committee  
**GT** Grounds Team  
**MTC** Marlborough Town Council  
**OSWP** Open Spaces Working Party  
**SBMC** Stonebridge Meadow Management Committee  
**TM** Transition Marlborough

**ARK** Action for the River Kennet  
**CT** Caretaking Team  
**FC** Full Council  
**MC&YC** Marlborough Community & Youth Centre  
**MYFC** Marlborough Youth Football Club  
**PL** Planning Committee  
**SWELP** Swindon & Wiltshire Local Enterprise Partnership  
**TO** Tourism Officer

**ATC** Assistant Town Clerk  
**CWR** Common Working Party  
**GM** Grounds Manager  
**MRFC** Marlborough Rugby Football Club  
**OM** Office Manager  
**PR** Property Committee  
**TC** Town Clerk  
**WC** Wiltshire Council