

# Marlborough Town Council

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26 August 2025

Dear Councillor

## Full Town Council

I hereby **summon** you to a meeting of **Marlborough Town Council** which will be held on **Monday, 1 September 2025 at 7pm** in the **Court Room, Marlborough Town Hall**.

Yours sincerely

*Richard Spencer-Williams*

Richard Spencer-Williams, PSLCC

**Town Clerk**

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If members of the public wish to attend they should notify the Town Clerk of this by noon on the Friday prior to the meeting.

If members of the public wish to attend and ask a question they should also notify the Town Clerk of this by noon prior to the meeting and provide their question in writing at the same time. If members of the public wish to ask a question, but not attend, they can provide the question in writing to the Town Clerk by noon on the day of the meeting, and a written response will be provided.

Places will be allocated on a first come first served basis. Organisations and interest groups are asked to send one delegate. Some people may not be allowed to attend if all the allocated seats are taken.

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## MOMENT OF QUIET REFLECTION

## PUBLIC QUESTION TIME

In accordance with Standing Order 3(f), members of the public may ask questions of the Council. The time allocated for this should not exceed 10 minutes and be limited to one question per person unless directed otherwise by the Chair. A full response may not be possible without further research, and the Chair may direct that a written or oral response be given

## CRIME AND DISORDER

A member of Wiltshire Police will be invited to give a report and answer questions from Councillors and members of the public (not to exceed 10 minutes)

## TO RECEIVE QUESTIONS TO AND FROM WILTSHIRE COUNCILLORS

Not to exceed 10 minutes

## AGENDA

### 1. Apologies for absence

### 2. Declarations of interest

- a) To receive any Declaration(s) of Interest under Marlborough Town Council's Code of Conduct issued in accordance with the Localism Act 2011
- b) To consider any dispensation requests received by the Town Clerk

Members are reminded that they are obliged to notify the Monitoring Officer of a change to disclosable interests, or a new interest as defined in Appendices A and B of the Code of Conduct within 28 days of becoming aware of it. These should be passed on to the Town Clerk to register online.

### 3. Mayor's Announcements

### 4. Minutes

To approve and sign the minutes of the meetings held 23 June and 7 July 2025

### 5. Action Log

To review the Action Log

### 6. Service Delivery Plan

To consider the draft Service Delivery Plan for the council term 2025 29

### 7. Civic Working Party

- A. To restate the Civic Working Party for 2025 26
- B. To consider the recommendation to re-start the 'Ale Tasting'

### 8. Wiltshire Association of Local Councils

To note an article by Ian Nockolds, the County Advisor, Wiltshire Association of Local Councils

## 9. **Outside Bodies**

An opportunity for Members to provide verbal updates on their representational roles to outside bodies

## 10. **Committee Minutes**

In accordance with para. 3.1 of the Scheme of Delegation, to note the approved minutes of the following committee meetings: **Planning** – 9 June, 14 July, and 4 August 2025 and **Property** - 7 April 2025. These minutes have been approved by committees and circulated to Members and are available to download from <https://www.marlborough-tc.gov.uk/council/meeting-dates-agendas-and-minutes-2025-26> or from the Town Council offices. Other meetings have taken place, but minutes are not yet approved so remain in draft form.

## 11. **Common Seal**

To authorise the fixing of the Common Seal of Marlborough Town Council to all documents necessary to give effect to the decisions of the meeting

To approve and sign the minutes of the meetings held 23 June and 7 July 2025

## a) 23 June 2025

# Marlborough Town Council



## Full Town Council

### Minutes of a meeting of Marlborough Town Council held Monday, 23 June 2025 in the Court Room, Marlborough Town Hall at 7pm

<b>PRESENT</b>	Councillor Emily Trow	Town Mayor
	Councillor Nicholas Fogg	
	Councillor Mark Cooper	
	Councillor Kym-Marie Cleasby	
	Councillor James Sheppard	
	Councillor Kelvyn Shantry	
	Councillor Susannah O'Brien	
	Councillor Abi Beaumont	
	Councillor Peter Morgan	
	Councillor Caroline Wrench	
	Richard Spencer-Williams	Town Clerk
	Dawn Whitehall	Corporate Services Officer

## ALSO

**PRESENT** Two members of the public

### **MOMENT OF QUIET REFLECTION**

The **Town Mayor** asked Members to take a moment to reflect on why they were here, consider the people of the town and especially anyone who was struggling, and how they could help them.

### **PUBLIC QUESTION TIME**

**Val Compton** asked whether the Town Council would consider applying to Wiltshire Council to request a community asset transfer of the roadside verge better known as the 'Waterfront Garden' in Kennet Place and answered questions about how it might be maintained in the future.

*Councillor Wrench joined the meeting*

The **Town Mayor** thanked her and accepted the suggestion for future consideration. For anyone interested, Mrs Compton left a scrapbook in the keeping of the Town Clerk documenting the history of this piece of adopted highway and how it had transitioned into its current form.

**David Jackson** asked the Town Council whether it would consider using land at Salisbury Road Recreation Ground near the Marlborough Community & Youth Centre available for a community project to erect a shed similar to those in Highworth, Pewsey and Corsham, and answered questions. Details of intended use and specifications were still to be confirmed. Members agreed to accept the idea in principle but would need a clear proposal from Mr Jackson, which would be passed to the Amenities & Open Spaces Committee for consideration.

*Mrs Compton and Mr Jackson left the meeting*

### **CRIME AND DISORDER**

No officer was available to attend the meeting but a written report would be provided soon.

### **QUESTIONS TO AND FROM WILTSHIRE COUNCILLORS**

**Councillor Shantry** asked why all car parks in and around Avebury (e.g. at Silbury Hill and lay-bys on the A4) had been closed at summer Solstice. As this was an important occasion at this world heritage site, he asked if there was a reason that people wishing to join the commemorations were being discouraged.

**Councillor Sheppard** explained that in the past a few people had spoiled it for the many – parking vehicles on land, often on private farms, and then not moving on after the event, causing damage, cost and distress. The only way to stop it was to remove all parking, and enforcement had been issuing tickets to vehicles parked on grass verges or where cones had been removed and people had parked anyway.

**Councillor Cleasby** understood the reasons but agreed it was a shame not to have a way of safely welcoming people to this important landmark on one of its most important days of the year.

**ACTION:** Wiltshire Councillors to investigate whether a compromise could be reached for future years

**69/25**

### **APOLOGIES**

Apologies for absence had been received from **Councillors Farrell, Hall, Luson and Sadler**.

**70/25**

### **DECLARATIONS**

There were no declarations of interest.

## **71/25 MAYOR'S ANNOUNCEMENTS**

Members were asked to reply to the Town Clerk's recent meeting request, calling an extraordinary Full Council meeting on 7 July at 7.30pm to interview a co-option candidate for the west ward councillor seat. It was important to respond to confirm who would be present at the meeting, which will follow the staffing committee meeting.

## **72/25 MINUTES**

**RESOLVED:** that the minutes of the meeting held 12 May 2025 were confirmed as a true record and signed by the Town Mayor

## **73/25 ACTION LOG**

Members noted the updated action log.

#276: overcrowded housing: **Cllr Cleasby** reported that there had been no progress for the family in question. This had become part of a wider discussion about housing in general, and she had received some information from Marlborough St Mary's explaining how many families were affected by the same issue. She would pass the information to the Town Clerk.

## **74/25 INTERNAL AUDIT 2024/25**

Members noted the final internal audit report for 2024 25, where there had been no issues or outstanding recommendations.

## **75/25 ANNUAL GOVERNANCE STATEMENT 2024/25 SECTION 1**

**RESOLVED:** that the Annual Governance Statement at Section 1 of the Annual Governance and Accountability Return (AGAR) was approved and signed by the Chair and Town Clerk

## **76/25 ANNUAL ACCOUNTING STATEMENTS 2024/25 SECTION 2**

**RESOLVED:** that the Annual Accounting Statements at Section 2 of the Annual Governance and Accountability Return (AGAR) were approved and signed by the Chair and Town Clerk

## **77/25 NEIGHBOURHOOD PLAN: INFORMAL CAR PARK**

Members considered the indicative plan of the proposed informal car park on the Common and a recommendation from the Amenities & Open Spaces Committee (**15.4.25, Min.No.467/25**) 'that the current plan for an informal car park is supported in principle, and the Town Council should look to incorporate material changes that would be required to the Marlborough Area Neighbourhood Plan (MANP) into a wider review of the MANP informed by future updates to the National Planning Policy Framework and Wiltshire Local Plan, and to recommend this to Full Town Council'. Discussion points included:

- National and Wiltshire planning policies were currently being reviewed and so were in a state of flux, meaning this was not a good time to review the MANP

- There were already big projects under way for the Council this year – the workshop extension, cemetery extension, and taking on open space and a play area at Rabley Wood View
- Whether it was feasible to review the MANP at the current time
- The MANP was only 2 years old and was a robust document that could be used to defend planning decisions. Taking it into review might weaken its strength in that context
- Whether the proposed location would be best to assist people who worked in the town, or whether another location should be considered, e.g. immediately at the top of Kingsbury Street
- That more publicity/signage was required to raise awareness that the current informal car park is a Town Council car park, available to anyone all year round, and not part of the Rugby Club
- Whether the Grounds Team had the capacity to take on another project this year
- Only 10% of the expected cost was budgeted for; funding it could add a 9% burden on the taxpayer via the precept
- Sensitivity to more activity at The Common: a recent training ground had created public controversy; a planned Cemetery Extension would also require public consultation
- Whether the public would support more erosion of common land
- That the Town Council was the custodian of the Common on behalf of the owners, the registered electors/tax payers of Marlborough Parish

**RESOLVED:** that Members recognised the need for more car parking but this is not the right time to review the Neighbourhood Plan. When it is due for review, MARL5 and its wording should be incorporated into that process

**78/25 STANDING ORDERS – MAYOR AS ‘EX OFFICIO’**

**RESOLVED:** to amend Standing Orders to clarify that the Town Mayor becomes ‘ex officio’ with full voting rights on all standing committees, including Planning

**79/25 VICTORIAN CEMETERY AND ARBORETUM**

**RESOLVED:** that the request to create a Charitable Incorporated Organisation for the Victorian Cemetery and Arboretum with a Town Council Trustee is approved

**80/25 PRESS AND MEDIA POLICY**

Members noted the Council’s Press and Media Policy and the eComms Policy.

The **Town Mayor** had added this to the agenda to remind everyone of the Council’s policies on communications. There had recently been occasions where individual Councillors had acted independently to communicate with residents concurrently with similar conversations taking place via the Town Clerk, leading to confusion. It was important that Members followed the processes at all times so that communications from the Town Council were unified and clear. They should always go via the Town Clerk or check with the Town Clerk before replying as a Town Councillor.

**Councillor Sheppard** agreed that the Town Clerk speaks on behalf of ‘corporate Marlborough’.

Referring to social media, the **Mayor** asked Members not to tag her on posts on public pages such as Marlborough Notice Board on Facebook – it draws attention to her personal account and had resulted in unpleasant and unwanted approaches. This should be considered the case for all Members, and she asked people not to tag others in this way without first seeking permission.

ACTION: Town Mayor to write to all Members, especially those not present tonight, to reinforce the importance of these two policies

81/25

## **MEMBERS’ QUESTION TIME**

**Councillor Morgan** had submitted a question:

*“I note that there were no prayers said at the start of today’s meeting. I would like to propose that saying prayers within the official business of this Council is brought to an end.*

*I would suggest to you that religious worship... many residents disengage with local politics because they feel disconnected by aspects which have become increasingly antiquated. Council prayers may contribute to this feeling of alienation in an increasingly religiously diverse and irreligious society where a significant majority are no longer C of E or even Christians. Such an antiquated custom today can be exclusive and unwelcoming to visitors in this Chamber. I believe this issue is a component of several reasons why this Council finds it difficult to persuade new and especially young candidates to stand as prospective Councillors. We must aim here for an environment that is open, inclusive and welcoming to all whatever their beliefs.”*

**Councillor Morgan** gave examples from research and findings where other councils had separated prayers from official business or moved away from prayers altogether, ending with: *“As we look forward to a new era of keeping Marlborough special, I would like to suggest that we attract new forward-looking talent by making our own house fit for purpose.”*

**Councillor Cleasby** responded:

- Disagreeing with most of the points stated
- A decision whether to hold prayers or have a Chaplain is in the gift of the Mayor
- Would object to not being allowed to say a prayer should the Chair wish to do so
- Other Councils in Wiltshire retained the custom of saying prayers
- That people did not have to join in with the prayers
- Disagreeing that it was an outdated custom
- That young people were becoming more spiritual

**Councillor Fogg:** on a point of order asked whether there was a question for the Mayor to respond to? It sounded more like a proposal that should be put forward

properly for consideration, otherwise if there was no question Members could only note the item.

Councillor Morgan's comments were noted.

82/25

### **OUTSIDE BODIES**

**Councillor Cooper** (Chair, Amenities & Open Spaces): **The Allotment Association** was in the process of being restructured into three separate associations, one for each site. A recent meeting had taken place with Stonebridge Lane allotmenters to move this forward and would be followed up at a second meeting in September.

*Councillor Morgan left the meeting*

**Councillor Wrench** had recently attended her first **Marlborough Area Board** meeting and had been inspired by a truly communal meeting where all were open to discussion and ideas.

**Councillors Shantry** and **Fogg** had attended a **Business Networking Meeting** and had been impressed with the White Horse Book Shop summer school, offering classes until August in various topics, which went some way to compensating for the loss of Summer School at Marlborough College. Proposals to widen it for next year were already being pursued, to extend beyond the normal topics offered at the book shop, e.g. rugby and football camps in collaboration with local groups. **Councillor Wrench** confirmed that the Business Networking group was now very strong with 100 registered businesses taking part. It meets monthly and provides an important opportunity to liaise with local businesses.

**Councillor Fogg** and the **Town Mayor** encouraged Members to attend the Maton painting exhibition, running at **The Merchant's House** until 28 June.

**Councillor Wrench** commented on 'Marlborough Music Month', and asked whether the Town Council should consider following up with each of the organisers to discuss learnings and get feedback.

83/25

### **COMMITTEE MINUTES**

In accordance with para 3.1 of the Scheme of Delegation, Members noted the approved minutes of the following committee meetings: Planning – 14 April and 19 May 2025, and Amenities & Open Spaces – 15 April 2025

84/25

### **COMMON SEAL**

Proposed by **Councillor Fogg** and seconded by **Councillor Cooper** and **RESOLVED:** that the Common Seal of Marlborough Town Council be affixed to all documents necessary to give effect to the decisions of the meeting

The meeting closed at 8.34 pm

## Marlborough Town Council



### Full Town Council

#### Minutes of an extraordinary meeting of Marlborough Town Council held Monday, 7 July 2025 in the Court Room, Marlborough Town Hall at 7pm

<b>PRESENT</b>	Councillor Emily Trow	Town Mayor
	Councillor Mark Luson	Deputy Mayor
	Councillor Nicholas Fogg	
	Councillor Lisa Farrell	
	Councillor Mervyn Hall	
	Councillor Mark Cooper	
	Councillor Susannah O'Brien	
	Councillor Peter Morgan	
	Councillor Caroline Wrench	
	Richard Spencer-Williams	Town Clerk
	Dawn Whitehall	Corporate Services Officer
<b>ALSO PRESENT</b>	Nicholas Awbery	
	Neil Goodwin	Marlborough.News

#### **PUBLIC QUESTION TIME**

There were no members of the public present.

**93/25**

#### **APOLOGIES**

Apologies for absence had been received from **Councillors Cleasby, Shantry, Sadler and Beaumont.**

**94/25**

#### **DECLARATIONS**

There were no declarations of interest.

*Nicholas Awbery joined the meeting*

**95/25**

#### **INTERVIEW FOR COUNCILLOR CO-OPTION**

The candidate, Nicholas Awbery, explained why he had applied to be a Town Councillor and answered questions.

*The candidate withdrew from the room*

**RESOLVED:** that Nicholas Awbery is duly elected as a Town Councillor for Marlborough West Ward.

*The candidate returned to the room*

The **Town Mayor** and Members congratulated the candidate on his election, and he verbally accepted the position.

**96/25**

**COMMON SEAL**

Proposed by **Councillor Fogg** and seconded by **Councillor Farrell** and

**RESOLVED:** that the Common Seal of Marlborough Town Council be affixed to all documents necessary to give effect to the decisions of the meeting

The meeting closed at 7.53 pm

**ITEM 5**

**ACTION LOG**

To note and review the Action Log

Ref	Action	Owner	Minute No. & status	Meeting date	Notes
276	Family of 4 in 1-bed flat: impact on children raised by school. Why are there empty 3-bed properties in Rabley Wood View? Cllr Farrell to circulate details of empty properties; members who wished to write in support should contact the Mayor for details; contact MP to ask him to write	Cllrs Farrell and Cleasby	PQT  In progress	20/01/25	
293	Wiltshire Councillors to investigate whether a parking compromise can be reached for future years re summer solstice at Avebury	Cllrs Cleasby and Sheppard	Questions to/from Wiltshire Councillors  In Progress	23/06/25	

To consider the draft Service Delivery Plan for the council term 2025 29

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### **Purpose**

The purpose of this report is to ask the Council to consider the draft Service Delivery Plan for adoption (see Appendix).

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### **Background**

All Councillors were invited to attend informal discussion workshops held on 14 July and 4 August 2025. Those councillors in attendance reviewed the Service Delivery Plan 2021-2025 ([Draft Service Delivery Plan 2021-25](#)), using it as a basis to inform a plan for the council term 2025-2029.

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### **Status & Considerations**

The draft Service Delivery Plan in the Appendix is the outcome of these discussions. Many of the stated aims reflect the position the council is in in terms of maintaining its current services and/or continuing to realise some pending and current developments e.g. cemetery extension, Rabley View Play area.

Some of the stated aims are potentially new developments which require either more feasibility work or more resource (over and above the current council funds or precept).

The Council should consider the aspirations as stated in the round, and, if all are adopted for progression, how they can be achieved whilst ensuring council sustainability to prevent the council becoming 'over-inflated'.

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### **Proposal**

Members are asked to consider the draft Service Delivery Plan and instruct the Town Clerk accordingly.

**Town Clerk 11 8 25**

To restate the Civic Working Party for 2025-26, and consider whether to restart ale tasting

## a) Civic Working Party

### Purpose

The purpose of this report is to ask the Council to re-state the Civic Working Party (CWP) for 2025-26.

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### Background

The CWP offers planning oversight and reviews all the Council Civic Events including:

- Mayor Making Ceremony
- Remembrance Sunday
- Armistice Day
- Marlborough Mop
- Christmas Lights Switch-On
- Marlborough Community Carol Service
- Marlborough College Carol Service
- Mayoral end of term event
- Peppercorn Rent Ceremony
- Community Awards
- Ale Tasting event

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### Status

The Civic Working party in 2024-25 included the Mayor (Councillor Cleasby), the Deputy Mayor (Councillor Trow), Councillors Hall, Fogg and Farrell, the Town Clerk, Deputy Town Clerk (as required), and the Civic, Cemetery & Engagement Officer.

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### Considerations

The Mayor is assumed to chair the working party in each municipal year. It has been suggested that the Deputy Mayor should also attend, not least as a preparation for the following year.

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### Proposal

The Council is asked to re-state the Civic Working party membership for 2025–26, and instruct the Town Clerk accordingly.

## b) Ale Tasting

### Purpose

The purpose of this item is to ask the Council to consider endorsing the reinstatement of the 'Ale Tasting' event.

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### Background & Status

On 20 January 2025 the Council asked the Civic Working Party (CWP) to consider this matter and the CWP met on 25 March 2025 to consider the request. This report follows on from that meeting when it was agreed to recommend the event be reinstated, subject to some further research.

The annual ale tasting is believed to be an ancient custom that originally made sure that all the beer served in the many inns, pubs and hotels in the town was not substandard or watered down. The Town Crier/Beadle also held the title of Official Ale taster. It was revived in the 1970s by the late Town Crier Denis McCaffrey and according to our records the last time ale tasting happened was in May 2015 when Marion Hannaford-Dobson was Mayor. It was set to be revived in September 2023 but unfortunately Mike Tupman, our Town Crier at the time, became ill.

### The Event Protocols

- A date is set that is convenient to the Mayor, Town Crier, Beadle and a Macebearer.
- Each public house or bar is given a letter asking them if they would like to participate in the Ale Tasting event. They are asked to reply to the Civic, Cemetery & Engagement Officer to confirm they would like to participate.
- Once replies are received, the Officer sets out a route and timetable for the event allowing for about 20 minutes at each venue.
- When the Ale Tasting group visits each establishment, they sample a beer and if it gets their seal of approval, they give the establishment a certificate of approval for them to display.

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### Proposal

It is proposed that the 'Ale Tasting Event' is reinstated. Members are asked to consider the matter and instruct the Town Clerk accordingly.

**Civic, Cemetery & Engagement Officer/Town Clerk**

**11 8 25**

To note the article by Ian Nockolds, the County Advisor, Wiltshire Association of Local Councils

### ***Disagreeing Agreeably: A Guide to Respectful Challenge in Local Councils***

*Reports of toxic behaviour, a lack of leadership and bullying are sadly not uncommon in the Town and Parish Council sector. These incidents undermine public trust and hinder effective governance, so how is it possible to disagree agreeably? This article considers what appropriate challenge looks like for Councillors, and how it can foster a more productive and respectful environment in your local council.*

*At its heart, appropriate challenge is about upholding standards, ensuring accountability, and promoting effective decision-making, all while maintaining civility and respect. Every local council in England is required to adopt a Code of Conduct for its members, which must align with the seven principles of public life (the Nolan Principles): Selflessness, Integrity, Objectivity, Accountability, Openness, Honesty, and Leadership. These principles are not mere suggestions; they are the foundation for ethical behaviour in public office.*

*A core obligation within the Code of Conduct is to treat other councillors, local authority employees, and the public with respect. This means politeness, courtesy, and civility in all forms of communication, whether in person, in speech, or in writing. While robust debate is a vital part of democracy, councillors should not subject individuals or groups to personal attack. These principals should be embedded in all Council training, particularly when new Councillors are being inducted.*

*Rude or offensive behaviour, especially from elected representatives, significantly lowers public confidence and that is why challenging disrespectful conduct is so important. Anything that could make others unwilling to speak up or interact due to anticipated unpleasantness falls under the definition of disrespectful conduct. The Code explicitly states that councillors must not bully any person, defining bullying as "offensive, intimidating, malicious, insulting, or humiliating behaviour, an abuse or misuse of power". This includes inappropriate comments about someone's performance or abuse of authority.*

*Councillors are entitled to express, challenge, criticise, and disagree with views, ideas, opinions, and policies in a robust but civil manner. However, if criticism of an officer or another councillor becomes a personal threat, abusive, or offensive, it is unacceptable and should be challenged.*

*A fundamental aspect of appropriate challenge is a clear understanding of the distinct, yet complementary, roles of councillors and officers. Councillors hold the democratic mandate and are accountable to the electorate. Their role is to set the council's policy framework, scrutinise services, and make collective decisions. Crucially, no individual councillor has the authority to act alone or speak on behalf of the council without formal authorisation. They must not involve themselves in the day-to-day running of the council, as this is the officer's responsibility. Individual councillors are explicitly not to issue orders, instructions, or directions to staff unless duly authorised.*

*Appropriate challenge within this relationship means respecting officer impartiality. Councillors can question officers to understand their reasons or the content of their reports, but must not try*

*to force them to act differently, change advice, or alter reports if it compromises their professional integrity. Officers must be able to speak truth to power.*

*If a councillor is dissatisfied with an officer's conduct or performance, the matter should be handled in private, not in public meetings or on social media. Undermining staff morale through public criticism can damage the council's reputation as a good employer. Concerns or suggestions should typically be directed through the Chair of the relevant committee to be discussed formally with key staff, rather than bombarding staff with individual emails.*

### **Effective Meeting Management**

*Council and committee meetings are formal events with a clear purpose: to make decisions. They are governed by standing orders, which provide clear rules for debate. The Chair's role is crucial in managing these meetings, ensuring that all business is properly considered and all councillors who wish to speak can do so.*

*Appropriate challenge in meetings involves adhering to standing orders. Councillors should know and adhere to the council's standing orders, as they guide orderly debate. The Chair can request persons obstructing business or behaving offensively to moderate their conduct. Their decision on a point of order is final, but that doesn't mean that the Chair is alone in managing poor behaviour. Good Councillors will support their Chair when conduct falls below the level expected by the Council.*

### **Fostering a Positive Culture for Change**

*Appropriate challenge also means working towards a more unified and professional environment. A local council is a corporate body; its decisions are the responsibility of the whole council. Once a decision has been made, councillors should stand by it and not use social media or other means to criticise it, even if they voted against it. However, Councillors can clarify their personal position respectfully, making clear it is not the view of the whole council.*

*Councils should adopt clear councillor-officer protocols to set out expectations for mutual respect and good working relationships. Small issues can quickly spiral and lead to entrenched factions, hindering the council's ability to conduct business. If a potential conduct issue is identified, it is generally better to address it early.*

### **Focus on the Issue, Not the Person**

*Perhaps the most important consideration for appropriate challenge is to focus on the issue for debate, not the individuals who are debating it. Criticism should always be based on facts, policy, or community impact rather than personal opinion. Communication is a two-way process, so no matter how entitled a Councillor believes they are to challenge a proposition, they should always respect the right of the person they are challenging to respond.*

*Whether challenging Councillors, Officers or anyone presenting to Council, an honest question deserves an honest answer. The respondent may need time to review and research before providing a reply or the challenge may result in a proposal being reconsidered. No matter how well intentioned, there is always the potential for the challenge itself to have been based on a false premise. This is the nature of good debate and good governance.*

*By embracing these principles and mechanisms for appropriate challenge, councillors can contribute to a professional, respectful, and effective local government that genuinely serves the community and gives it confidence in the diligence and professionalism of the decision-making process.*

**Ian Nockolds – County Advisor, Wiltshire Association of Local Councils**

## ITEM 9

## OUTSIDE BODIES

An opportunity for Members to provide verbal updates on their representational roles to outside bodies

## ITEM 10

## COMMITTEE MINUTES

In accordance with para 3.1 of the Scheme of Delegation, to note the approved minutes of the following committee meetings: **Planning** – 9 June, 14 July, and 4 August 2025, **Property** 7 April 2025. These minutes have been approved by committees and circulated to Members and are available to download from <https://www.marlborough-tc.gov.uk/council/meeting-dates-agendas-and-minutes-2025-26> or from the Town Council offices. Other meetings have taken place, but minutes are not yet approved so remain in draft form.

## ITEM 11

## COMMON SEAL

To authorise the fixing of the Common Seal of Marlborough Town Council to all documents necessary to give effect to the decisions of the meeting.



# SERVICE DELIVERY PLAN

## 2025 – 2029

Author: Town Clerk

Date adopted:

Review date:

## Introduction

This Service Delivery plan will shape the direction of travel for the current council term running from 2025 until May 2029. It should be noted that this aspirational plan will be supported by detailed costings and budget reports where applicable, which will be detailed in separate documents.

## Wider Council Overarching Aims

In all its considerations, where possible and relevant, Marlborough Town Council and its committees will aim to;

- Ensure **existing assets and services are maintained** and **delivered efficiently and effectively**
- Balance the quality of services against the quantity of services
- Ensure its focus remain on **outcomes for the community** it serves
- Seek to reduce any detrimental impact the town council services and activities have on the environment, with the overall **aim to reduce its environmental impact**
- Continue to **enhance and protect the biodiversity** of the parish of Marlborough & Manton
- Continue to **challenge the issue of air quality and the impact of traffic movement** on the town and the town centre, and advocate **road safety** where possible
- In support of the Council's declared 'Housing Emergency', continue to **advocate the need for affordable and social housing**, and the need to ensure Marlborough remains a sustainable community where all demographics are represented and included
- Nurture existing, and seek to develop new **partnership working** relationships for the benefit of Marlborough & Manton
- **Encourage positive youth and community engagement** in all aspects of town council business, and seek to develop opportunities in this respect where it can
- Commit to **continuous improvement** in pursuit of **best practice**
- Ensure its **legal duties** are adhered to

## FULL COUNCIL

What	How	Key Actions	When	Resource Implications
<b>1. CLIMATE EMERGENCY RESPONSE AND ENVIRONMENT</b>				
<p>To minimise the Council’s carbon footprint and environmental impact with the aim to be carbon neutral by 2031</p>	<p>To reduce unnecessary energy consumption and the impact this has on the Council’s carbon footprint</p> <p>To encourage increased awareness of environmental issues, challenges, and solutions in all sections of the Council in the community</p>	<ul style="list-style-type: none"> <li>• To continue to follow energy saving policy and practices in Council owned buildings</li> <li>• To continue to develop biodiversity and carbon reduction practices across the estate</li> <li>• To support and develop partnership networking</li> <li>• To provide relevant need-led training for Council staff and Councillors as required to support the progression of the above</li> <li>• To participate in Wiltshire Council’s Air Quality monitoring scheme</li> </ul>	<p>Ongoing</p>	<p><b>EXISTING</b></p> <ul style="list-style-type: none"> <li>• Precept and budget</li> <li>• Officer time</li> <li>• Councillor time</li> </ul>
<p>To prepare the Councils capability to</p>	<p>Develop the Councils emergency plan focussing</p>	<ul style="list-style-type: none"> <li>• To liaise with Dorset and Wiltshire Fire &amp; Rescue Service and complete</li> </ul>	<p>2026</p>	

respond to severe climate occurrences	on response to forest fire, and extreme snow	area based 'fire risk assessment; actions to be included in the Council's emergency plan	2026	
To encourage Dark Skies practices	Maintain Flood Wardens, and extend capacity to create teams of 'snow' and 'fire' wardens  Develop and promote Dark Skies Policy  To continue to maintain and support the work of the Dark Skies Working Party	<ul style="list-style-type: none"> <li>• Create policy</li> <li>• Comms initiative</li> <li>• Working to preserve dark skies, primarily through helping everyone play their part in minimising light pollution</li> </ul>	ONGOING	
What	How	Key Actions	When	Resource Implications
<b>2. CIVIC OFFER</b>				
To ensure the continuation of the town's civic services and program as part of the Town's "brand" to include: <ul style="list-style-type: none"> <li>• Mayor Making Ceremony</li> <li>• Remembrance Sunday</li> <li>• Armistice Day</li> </ul>	To ensure each event is delivered to a high standard	<ul style="list-style-type: none"> <li>• To ensure timely event plans are in place and communicated to all parties</li> <li>• Consider succession planning for Mace Bearers</li> </ul>	Annual timetable	<b>EXISTING</b> <ul style="list-style-type: none"> <li>• Precept and budget</li> <li>• Officer time</li> <li>• Councillor time</li> </ul>

<ul style="list-style-type: none"> <li>• Marlborough Mop</li> <li>• Christmas Light Switch-On</li> <li>• Marlborough Community Carol Service</li> <li>• Marlborough College Carol Service</li> <li>• Mayoral end of term event</li> <li>• Peppercorn rent Ceremony</li> <li>• Community Awards</li> <li>• Ale Tasting event</li> </ul>				
What	How	Key Actions	When	Resource Implications
<b>3. DEVOLUTION</b>				
<p>To improve service delivery to the town via devolution of services from Wiltshire Council (inc. possibly High Street markets)</p>	<p>Establish what services or assets may be taken on from Wiltshire Council in a sustainable/cost neutral way</p>	<ul style="list-style-type: none"> <li>• Catalogue devolution offers with time analysis, costing, staffing need, liability implications (grounds, market, or otherwise as appropriate), and carry out a cost benefit analysis and feasibility study</li> <li>• MTC to consider devolution offer, and if agreed /relevant;</li> <li>• agree financial plan to ensure service sustainability, including precept implication (level and timing)</li> <li>• Devise and implement training plan to underpin new services if required</li> <li>• Staff recruitment as needed</li> </ul>	<p>2025-27</p>	<p><b>ADDITIONAL</b></p> <ul style="list-style-type: none"> <li>• Precept and budget</li> <li>• Officer time</li> <li>• Councillor time</li> </ul>

		<ul style="list-style-type: none"> <li>Clarify what WC support can be sustained via direct delivery or as advisory resource (e.g. Highways, Sparkle Team, Parish Steward, grit bin, gullies)</li> <li>Ensure necessary legal agreements are in place</li> <li>Implement service devolution as per plan</li> </ul>		
What	How	Key Actions	When	Resource Implications
4. YOUTH AND COMMUNITY ENGAGEMENT				
To engage young people and the wider community in support of shared goals and needs, developing the 'youth offer' where relevant and possible	Establish scope of engagement with target stakeholders  Identify opportunities to synergize with MTC aims, or in support of opportunities to respond to youth and community needs, including external funding where possible.	<ul style="list-style-type: none"> <li>List of target stakeholders</li> <li>Establish an MTC 'Youth Development and Safeguarding' sub committee</li> </ul>	2025 -26	<b>EXISTING</b> <ul style="list-style-type: none"> <li>Officer time</li> <li>Councillor time</li> <li>Precept</li> </ul>
				<b>ADDITIONAL</b> <ul style="list-style-type: none"> <li>May require additional Precept if external funding not available</li> </ul>

To facilitate a coordinated response to ensure the best local response to individuals or groups who are disadvantaged in Marlborough & Manton, either socio-economically or otherwise	To continue to run and support the Marlborough Community Support Forum (MCSF)	To organise bi-monthly MCSF meetings	Ongoing	<b>EXISTING</b> <ul style="list-style-type: none"> <li>• Officer time</li> <li>• Councillor time</li> <li>• Precept</li> </ul>
<b>What</b>	<b>How</b>	<b>Key Actions</b>	<b>When</b>	<b>Resource Implications</b>
<b>5. LOCAL COUNCIL AWARD</b>				
To achieve the Local Council Award 'Quality Status'	Clarify award requirements and identify existing evidence or plan for areas of council operation in need of development	Gather evidence and submit to SLCC for assessment	2025-2027	<b>EXISTING</b> <ul style="list-style-type: none"> <li>• Officer time</li> <li>• Councillor time</li> </ul>
<b>6. CHRISTMAS LIGHTS</b>				
Christmas Lights Review			2025-2027	<b>EXISTING</b> <ul style="list-style-type: none"> <li>• Officer time</li> <li>• Councillor time</li> </ul>
				<b>ADDITIONAL</b> <ul style="list-style-type: none"> <li>• Precept</li> </ul>
<b>What</b>	<b>How</b>	<b>Key Actions</b>	<b>When</b>	<b>Resource Implications</b>

<b>7. MARTYNS LAW</b>				
To ensure that the legal requirements of 'Martyns Law' (Terrorism (Protection of Premises) Act 2025) are met when delivering Council events	Review Terrorism Protection of Premise Act 2025, and identify implications and measures in relation to relevant Council events	<ul style="list-style-type: none"> <li>Review Terrorism Protection of Premises Act 2025 in advance of implementation of legislation in 2027</li> <li>Risk Assessment for relevant events: <ul style="list-style-type: none"> <li>➤ Christmas Light Switch On</li> <li>➤ Remembrance Day Parade</li> <li>➤ Beacon events on the Common</li> <li>➤ Other</li> </ul> </li> <li>Identify budget</li> <li>Implement protection measures</li> </ul>	2025 - 2027	<p><b>EXISTING</b></p> <ul style="list-style-type: none"> <li>Officer time</li> <li>Councillor time</li> </ul> <p><b>ADDITIONAL</b></p> <ul style="list-style-type: none"> <li>Precept</li> </ul>
<b>8. CULTURAL DEVELOPMENT</b>				
To increase the Council's cultural development offer and events	Ensure positive shared experiences for community cohesion, and be forward thinking in terms of bringing back events	<ul style="list-style-type: none"> <li>Identify additional events and associated resource</li> </ul>	2022-2029	<p><b>ADDITIONAL</b></p> <ul style="list-style-type: none"> <li>Officer time</li> <li>Councillor time</li> <li>Precept</li> </ul>
<b>9. PARTNERSHIPS</b>				
To proactively establish Marlborough Town Council's role in influencing and enabling partnerships and maximise opportunities for residents	Seek to develop a partnership approach and engagement in all aspects of the council's business where relevant and appropriate	<ul style="list-style-type: none"> <li>To review current practices to ensure effective town council representation with outside bodies</li> </ul>	Ongoing	<p><b>EXISTING</b></p> <ul style="list-style-type: none"> <li>Officer time</li> <li>Councillor time</li> <li>Precept</li> </ul>

10. BUSINESS & EMPLOYMENT					
<p>To support and enable business and employment development in the town (not limited to the High St)</p> <p>To promote business engagement in the community of Marlborough</p>	<p>Work with <b>Wiltshire Council Economic Development</b> and other partners to identify opportunities for businesses in the town</p>	<ul style="list-style-type: none"> <li>• Contact Wiltshire Council Economic Development, SWLEP, others; explore funding opportunities of initiatives the Town Council can facilitate or support</li> </ul>	2025 – 2029	<p><b>EXISTING</b></p> <ul style="list-style-type: none"> <li>• Officer time</li> <li>• Councillor time</li> <li>• Precept</li> </ul>	
	<p>Continue to support <b>Wiltshire Police</b> in the development of <b>Shopwatch</b> and the already established <b>Marlborough Business Network</b></p>	<ul style="list-style-type: none"> <li>• Maintain positive working relationships with Wiltshire Police</li> <li>• Maintain positive working relationships with Marlborough Business Network</li> </ul>	Ongoing		Ongoing
	<p>Establish a <b>Business Engagement Working Party (BEWP)</b> to broaden the scope and efficacy in respect of common outcomes for the town’s community as a whole</p>	<ul style="list-style-type: none"> <li>• Create a BEWP</li> </ul>			2025
What	How	Key Actions	When	Resource Implications	
11. CCTV					
<p>Maintain and improve CCTV coverage at key locations</p>	<p>Install additional cameras at:</p> <ul style="list-style-type: none"> <li>• Salisbury Road Recreation Ground</li> <li>• Workshop</li> <li>• High St / Kingsbury St</li> </ul>	<ul style="list-style-type: none"> <li>• Confirm service specification required (in partnership with local business sector and Wiltshire Police)</li> <li>• Agree specification with Council</li> <li>• Agree additional budget if required</li> <li>• Tendering process</li> <li>• Commission service/ action installation</li> </ul>	2025 (Sept)	<p><b>EXISTING</b></p> <ul style="list-style-type: none"> <li>• Officer time</li> <li>• Councillor time</li> <li>• Precept</li> </ul>	
			2025 (Nov) 2025 (Nov/Dec) Feb – Apr 2026 May 2027		<p><b>ADDITIONAL</b></p> <ul style="list-style-type: none"> <li>• precept</li> </ul>

## AMENITIES & OPEN SPACES

### 12. OPEN SPACES, PARKS & PLAY AREAS

<p><b>Maximise and ensure the integrity of the town's parks and open spaces and play areas to include:</b></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 View play area, Hawthorn Meadow, Victorian Cemetery</p>	<p>To ensure each town park, open space or play area is:</p> <ul style="list-style-type: none"> <li>• maintained to a high and safe standard</li> <li>• relevant to the range of needs in the Community</li> <li>• Offers a safe and purposeful user experience</li> </ul>	<ul style="list-style-type: none"> <li>• Bin emptying / replacement</li> <li>• Health and safety inspections</li> <li>• ROSPA inspections</li> <li>• Maintain existing benches and play equipment/areas</li> <li>• Maintain skatepark</li> </ul>	<p>Ongoing</p>	<p><b>EXISTING</b></p> <ul style="list-style-type: none"> <li>• Officer time</li> <li>• Councillor time</li> <li>• Precept</li> </ul>
<b>What</b>	<b>How</b>	<b>Key Actions</b>	<b>When</b>	<b>Resource Implications</b>

13. CEMETERY				
To ensure the burial needs of the town are met	Maintain existing Cemetery to high standard, and associated supporting administration	<ul style="list-style-type: none"> <li>• Regular grounds maintenance</li> <li>• Timely grave preparation and burial management</li> </ul>	Ongoing	<b>EXISTING</b> <ul style="list-style-type: none"> <li>• Officer time</li> <li>• Councillor time</li> <li>• Precept</li> </ul>
14. MARLBOROUGH COMMON				
To ensure the effective management, utilisation and security of The Common	To establish an Operational Management Forum (OMF) for the Common comprising key stakeholders (to include youth representation)	<ul style="list-style-type: none"> <li>• Consider and agree ToRs for OMF</li> <li>• Establish inaugural meeting and quarterly dates</li> </ul>	2026-ongoing	<b>EXISTING</b> <ul style="list-style-type: none"> <li>• Officer time</li> <li>• Councillor time</li> <li>• Precept</li> </ul>
To install new 'trim trail' on the Common	Assess feasibility and sustainability of wooden 'trim trail'	<ul style="list-style-type: none"> <li>• Research trail designs and costs</li> </ul>		Possible use of s106 funds if they arise
What	How	Key Actions	When	Resource Implications
15. ALLOTMENTS				
To maintain and maximise the potential of Elcot Lane, St John's	Support existing allotment sites (x3) as appropriate/agreed	<ul style="list-style-type: none"> <li>• Facilitate x 3 allotment committee meetings: <ul style="list-style-type: none"> <li>○ Elcot and St Johns x 1 per year</li> <li>○ Stonebridge x 2 per year</li> </ul> </li> </ul>	Ongoing	<b>EXISTING</b> <ul style="list-style-type: none"> <li>• Officer time</li> <li>• Councillor time</li> <li>• Precept</li> </ul>

and Stonebridge allotment sites	Support with sufficient resource to ensure site sustainability	<ul style="list-style-type: none"> <li>• Mowing to agreed regime</li> <li>• Grounds team assistance as required</li> </ul>		<b>ADDITIONAL</b> <ul style="list-style-type: none"> <li>• May require additional precept</li> </ul>
<b>16. CEMETERY EXTENSION</b>				
Extend the existing cemetery	<p>Secure additional land site for a new Cemetery</p> <p>Secure Public Works Loan (PWL)</p> <p>Commission agent and submit necessary planning applications; carry out necessary land survey</p>	<ul style="list-style-type: none"> <li>• Ensure the handover of the Hawthorn Meadow site from GreenSquare Accord</li> <li>• Consultation regarding land swap between a parcel of 'Marlborough Common to relocate common land at Hawthorn Meadow</li> <li>• Submit PWL application to Ministry of Housing, Communities and Local Government</li> <li>• Tender for Consultant services</li> </ul>	2025-2029	<b>EXISTING</b> <ul style="list-style-type: none"> <li>• Officer time</li> <li>• Councillor time</li> </ul> <b>ADDITIONAL</b> <ul style="list-style-type: none"> <li>• Public Works Loan</li> </ul>
<b>What</b>	<b>How</b>	<b>Key Actions</b>	<b>When</b>	<b>Resource Implications</b>
<b>17. VICTORIAN CEMETERY AND ARBORETUM</b>				
To maximise the Victorian Cemetery and Arboretum as a destination heritage site	Work in partnership with the Friends Of the Victorian Cemetery to realise the shared vision for the maintenance and development objectives (see project plan)	<ul style="list-style-type: none"> <li>• Annual grounds maintenance schedule as agreed</li> <li>• Regular project group meetings</li> <li>• Establish Charitable Incorporated Organisation</li> </ul>	2025 -2029	<b>EXISTING</b> <ul style="list-style-type: none"> <li>• Officer time</li> <li>• Councillor time</li> </ul>

What	How	Key Actions	When	Resource Implications
		<ul style="list-style-type: none"> <li>• Grant applications and secure external funding</li> <li>• Implement development task (masonry, graves restoration, bio-diversity enhancements, signage and educational opportunities)</li> </ul>		<b>ADDITIONAL</b> <ul style="list-style-type: none"> <li>• External grant funding</li> </ul>
<b>18. RABLEY VIEW PLAY AREA</b>				
Ensure satisfactory inception of Rabley View Play area	Proper and satisfactory handover from GreenSquare Accord	<ul style="list-style-type: none"> <li>• Assure satisfactory condition of play equipment</li> <li>• Assure landscaping and trees (health)</li> <li>• Ensure commuted sum from Greensquare Accord; negotiate settlement if required</li> </ul> <p>Before opening site:</p> <ul style="list-style-type: none"> <li>• Check and assure play equipment</li> <li>• Check and assure ground works</li> </ul>	2025 -26	<b>EXISTING</b> <ul style="list-style-type: none"> <li>• Officer time</li> <li>• Councillor time</li> <li>• Precept</li> </ul> <b>ADDITIONAL</b> <ul style="list-style-type: none"> <li>• Grounds person</li> </ul>
<b>19. HAWTHORN MEADOW</b>				
Ensure satisfactory inception of Hawthorn Meadow	Proper and satisfactory handover from GreenSquare Accord	<ul style="list-style-type: none"> <li>• Check and assure path and gate arrangement</li> <li>• Check and assure soakaway arrangement and hedge / safety aspect</li> </ul>	2025 - 26	<b>EXISTING</b> <ul style="list-style-type: none"> <li>• Officer time</li> <li>• Councillor time</li> <li>• Precept</li> </ul>

		<ul style="list-style-type: none"> <li>• Prepare meadow paths, and ground</li> <li>• Install type one path to adjoin path at Tin Pits and Bay Meadows</li> </ul>		<b>ADDITIONAL</b> <ul style="list-style-type: none"> <li>• Grounds person</li> </ul>
What	How	Key Actions	When	Resource Implications
<b>20. BIODIVERSITY ENHANCEMENT ACROSS ESTATE</b>				
Enhance biodiversity of town council estate	Implement biodiversity plan (see separate plan)	In identified locations: <ul style="list-style-type: none"> <li>• Create earth beds</li> <li>• Seed identified locations</li> <li>• Install wildlife boxes</li> </ul>	2025 -27	<b>EXISTING</b> <ul style="list-style-type: none"> <li>• Officer time</li> <li>• Councillor time</li> <li>• Precept</li> </ul>
<b>21. UNAUTHORISED VEHICLE ACCESS DEFENCES</b>				
To prevent unauthorised vehicle access on the estate	Create suitable defences and managed entrance at Salisbury Recreation ground (approach to workshop and bowls club)  Review and respond as required at any location	<ul style="list-style-type: none"> <li>• Install reinforced wood rail</li> <li>• Install metal barrier</li> <li>• Issue keys to users</li> </ul>	2025-26	<b>EXISTING</b> <ul style="list-style-type: none"> <li>• Officer time</li> <li>• Councillor time</li> <li>• Precept</li> </ul>
<b>FINANCE &amp; POLICY</b>				
<b>22. FINANCE AND ADMINISTRATION</b>				
To ensure all aims are realised and managed within Local Government	Monitor and ensure key financial requirements, including required auditing processes	<ul style="list-style-type: none"> <li>• Regular monitoring of accounts and budgets</li> <li>• Monitoring of investment fund</li> <li>• Annual accounts / year end</li> </ul>	Annual	<b>EXISTING</b> <ul style="list-style-type: none"> <li>• Officer time</li> <li>• Councillor time</li> <li>• Precept</li> </ul>

Financial Regulations		<ul style="list-style-type: none"> <li>• Ensure internal audit</li> <li>• Monitor AGAR and External Audit (also Full Council)</li> <li>• Review Risk Management Scheme and Asset Register</li> <li>• Monitor VAT status</li> </ul>		
What	How	Key Actions	When	Resource Implications
<b>23. RESOURCING &amp; FINANCE</b>				
To ensure each aspirational aim is supported by the necessary resource (time and money)	Annual budgeting for precept	<ul style="list-style-type: none"> <li>• Precept and budget setting</li> <li>• Monthly budget monitoring by RFO</li> <li>• Quarterly budget reports to F&amp;P Committee</li> </ul>	2025-2029 Annual budget planning cycle	<b>EXISTING</b> <ul style="list-style-type: none"> <li>• Officer time</li> <li>• Councillor time</li> <li>• Precept</li> </ul>
	Monitor feasibility and costing for specific projects where required (refer to each aim)  Maximise use of CIL funds  Maximise use of s106 funds  Seek external funding to support ongoing projects			<ul style="list-style-type: none"> <li>• Monitor and agree use of existing CIL funds</li> <li>• Agree use of 106 funds if they arise</li> </ul>
<b>24. MAXIMISING ASSETS</b>				
To maximise Marlborough's assets for the benefit of the town	To maximise the use of MTC's assets through an effective marketing and branding strategy  Update land register	<ul style="list-style-type: none"> <li>• Consider marketing strategy</li> <li>• Ensure the land register is completed for all MTC assets; seek to secure legal internship to carry out registration work</li> </ul>	2026 -27  2027 -28	<b>EXISTING</b> <ul style="list-style-type: none"> <li>• Officer time</li> <li>• Councillor time</li> <li>• Precept</li> </ul>

<b>25. POLICIES</b>				
Ensure Council policies are up to date and relevant	Review policies as required  Create new policies if necessary	<ul style="list-style-type: none"> <li>Monitor all policies according to the review schedule</li> </ul>	2025-29	<b>EXISTING</b> <ul style="list-style-type: none"> <li>Officer time</li> <li>Councillor time</li> <li>Precept</li> </ul>
<b>PLANNING</b>				
<b>26. PLANNING CONSULTATION</b>				
Ensure MTC's view is made on planning matters	To process all planning consultations in a timely way	Continue to administer and run planning committee meetings according to the stated meeting schedule; submit all committee resolutions expediently	Ongoing	<b>EXISTING</b> <ul style="list-style-type: none"> <li>Officer time</li> <li>Councillor time</li> <li>Precept</li> </ul>
<b>27. TOWN CENTRE PLAN</b>				
To influence other key stakeholders and partners towards a shared vision for the town centre	Continue the Town Centre Working Party (TCWP) to develop a Town Centre Plan, comprising of interlinked 'component projects'	<ul style="list-style-type: none"> <li>Assess recommendations from PJA consultant's report</li> <li>Agree priority actions via Full Council</li> <li>Identify funding opportunities linked to identified 'projects'</li> <li>Work with relevant service to implement agreed projects</li> </ul>	2025-2029	<b>EXISTING</b> <ul style="list-style-type: none"> <li>Officer time</li> <li>Councillor time</li> <li>Precept</li> </ul>
		<ul style="list-style-type: none"> <li>Implement the town centre rain garden and SuDS scheme</li> </ul>	2025 -2026	

What	How	Key Actions	When	Resource Implications
<b>28. TRAFFIC &amp; ROAD SAFETY</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: <ul style="list-style-type: none"> <li>• Community consultation</li> <li>• Commission of relevant services (PJA)</li> </ul>	2025-26	<b>EXISTING</b> <ul style="list-style-type: none"> <li>• Officer time</li> <li>• Councillor time</li> <li>• Precept</li> </ul>
	Campaign for de-priming of the A346		2025 -2029	
	To challenge speeding by the effective deployment of Speed Indicator Devices (SID) and the formation of of a Community Speedwatch team	• Maintain current SID management practice	Ongoing	
		• Monitor & increase SID capacity and rotation if needed	Ongoing	
	• Recruit Community Speedwatch volunteers	2025-27		
<b>29. MARLBOROUGH AREA NEIGHBOURHOOD PLAN (MANP)</b>				
To review and update the MANP in response to changes in legislation and local policy	Undertake a review of the plan in line with the updated NPPF and WC Local Plan once revised and adopted	<ul style="list-style-type: none"> <li>• Establish MANP Review Group</li> </ul>	2026 -2027	<b>EXISTING</b> <ul style="list-style-type: none"> <li>• Officer time</li> <li>• Councillor time</li> </ul>
	To advocate affordable rented accommodation	<ul style="list-style-type: none"> <li>• Increase MTC stock if opportunity presents</li> <li>• MTC to consider enabling role of Community Led Housing initiative</li> </ul>		<b>ADDITIONAL</b> <ul style="list-style-type: none"> <li>• Precept</li> <li>• Officer time</li> <li>• Councillor time</li> <li>• Additional Precept</li> </ul>

		<ul style="list-style-type: none"> <li>To proactively advocate the needs of existing housing association tenants</li> </ul>		Or other external funding source / model e.g. third-party housing association
<b>PROPERTY</b>				
<b>What</b>	<b>How</b>	<b>Key Actions</b>	<b>When</b>	<b>Resource Implications</b>
<b>30. PROPERTY MAINTENANCE</b>				
<p>Ensure the council's properties are maintained to a good standard and are fit for purpose:</p> <p>Town Hall, Community and Youth Centre, 1&amp;2 Rec Cottages, Kingsbury St Flats, 5 High St Offices and Flat, Shops – Bike/Physio, George Lane toilets, Town Hall Toilets, workshop</p>	<p>To expediently carry out any remedial maintenance works as identified</p> <p>To proactively carry out medium term maintenance works that ensure the integrity and good upkeep of the properties</p>	<ul style="list-style-type: none"> <li>Respond to necessary remedial works as identified by the property agent inspections</li> <li>To develop a comprehensive maintenance log</li> </ul>	<p>Ongoing</p> <p>2026-2027</p>	<p><b>EXISTING</b></p> <ul style="list-style-type: none"> <li>Officer time</li> <li>Councillor time</li> <li>Precept</li> </ul>

What	How	Key Actions	When	Resource Implications
<b>31. HERITAGE CENTRE</b>				
To capitalise on the heritage assets held as an integral part of the civic experience offered by the Council	To explore the opportunity to open the 'hidden attic room' and cells to the public as a tourism initiative	<ul style="list-style-type: none"> <li>Ascertains costs for the development of the hidden attic room in the Town Hall</li> <li>Investigate the possibility of creating a virtual history tour of the cells and Town Hall building</li> </ul>	2026-27	<b>EXISTING</b> <ul style="list-style-type: none"> <li>Officer time</li> <li>Councillor time</li> <li>Precept</li> </ul>
			2027-28	<b>ADDITIONAL</b> <ul style="list-style-type: none"> <li>May require additional precept</li> </ul>
<b>32. MARKETING OF TOWN COUNCIL VENUES</b>				
Maximise use and income generated by the Town Hall and Community and Youth Centre	Raised profile of the Town Hall and the Community and Youth Centre	<ul style="list-style-type: none"> <li>Devised targeted marketing strategy capitalising on events, weddings, wakes, groups, possible targeted Town Hall open days, and use of Community and Youth Centre</li> </ul>	2026-27	<b>EXISTING</b> <ul style="list-style-type: none"> <li>Officer time</li> <li>Councillor time</li> <li>Precept</li> </ul>
				<b>ADDITIONAL</b> <ul style="list-style-type: none"> <li>May require additional precept</li> </ul>
<b>33. REVIEW OF PROPERTY PORTFOLIO</b>				
To understand the return on investment (ROI) for our property portfolio	To consider the possibility of expanding our property portfolio with an emphasis on providing affordable housing	<ul style="list-style-type: none"> <li>Carry out overview of Council properties and progress the development of a 3-year maintenance schedule for both tenanted and town council purposed buildings (and precept accordingly)</li> </ul>	2026-27	<b>EXISTING</b> <ul style="list-style-type: none"> <li>Officer time</li> <li>Councillor time</li> <li>Precept</li> </ul>
<b>34. COMMUNITY AND YOUTH CENTRE</b>				
To ensure and maximise the buildings	Work with users groups to develop the centre in a needs-led way; directly	<ul style="list-style-type: none"> <li>Continue with building improvement plan</li> </ul>	2025 -26	<b>EXISTING</b> <ul style="list-style-type: none"> <li>Officer time</li> <li>Councillor time</li> </ul>

environment and fabric to enhance and support its user groups needs	implementing exterior or interior improvements where required or where the Committee consider the improvements will ensure the sustainability of the provision	<ul style="list-style-type: none"> <li>Enhance interior decoration to reflect needs of user groups, especially young people</li> <li>Explore options for developing hard standing area</li> </ul>	2026  2026	Precept
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## STAFFING

What	How	Key Actions	When	Resource Implications
<b>35. MONITOR PERFORMANCE</b>				
To ensure best practice and maximise delivery by Council staff	Monitor appraisals and appraisal outcomes	<ul style="list-style-type: none"> <li>Appraisal update reports to Staffing Committee</li> </ul>	Ongoing	<b>EXISTING</b> <ul style="list-style-type: none"> <li>Officer time</li> <li>Councillor time</li> <li>Precept</li> </ul>
<b>36. TRAINING</b>				
To ensure staff are trained to equip them with the skills and knowledge to carry out their duties effectively and safely	Monitor training undertaken, and training needs identified by appraisals	<ul style="list-style-type: none"> <li>Training update reports to Staffing Committee</li> </ul>	Ongoing	<b>EXISTING</b> <ul style="list-style-type: none"> <li>Officer time</li> <li>Councillor time</li> <li>Precept</li> </ul>
<b>37. STAFFING COMPLIMENT</b>				
To ensure the staffing budget is utilised to best effect	Monitor overall deployment of staff posts in relation to council business	<ul style="list-style-type: none"> <li>Review relevance of posts as they become vacant, or as council business requires</li> </ul>	Ongoing	<b>EXISTING</b> <ul style="list-style-type: none"> <li>Officer time</li> <li>Councillor time</li> <li>Precept</li> </ul>

What	How	Key Actions	When	Resource Implications
<b>38. GROUNDS TEAM</b>				
To ensure the capacity of the grounds team matches any increase in expectation, and growth of estate	<p>Increase staff team capacity</p> <p>Ensure relevant skill set is assigned to key posts as required</p>	<ul style="list-style-type: none"> <li>• Present business and budget case as part of the 2026 -27 budgeting</li> <li>• Recruit additional member of grounds team</li> <li>• Grounds Manager to complete ILM Level 3</li> <li>• Implement harmonisation enhancements</li> </ul>	2026-27	<p><b>ADDITIONAL</b></p> <ul style="list-style-type: none"> <li>• Precept</li> </ul>

### Glossary of Terms

**MTC** Marlborough Town Council  
**MC&YC** Marlborough Community & Youth Centre  
**WC** Wiltshire Council  
**ToR** Terms of Reference  
**AGAR** Annual Governance & Accountability Return

**SWLEP** Swindon & Wiltshire Local Enterprise Partnership  
**CIL** Community Infrastructure Levy