



Strategy 2019-2024

Year 4 Update

Version Full Council, 30th January 2023

Making Newbury a town we can all be proud of

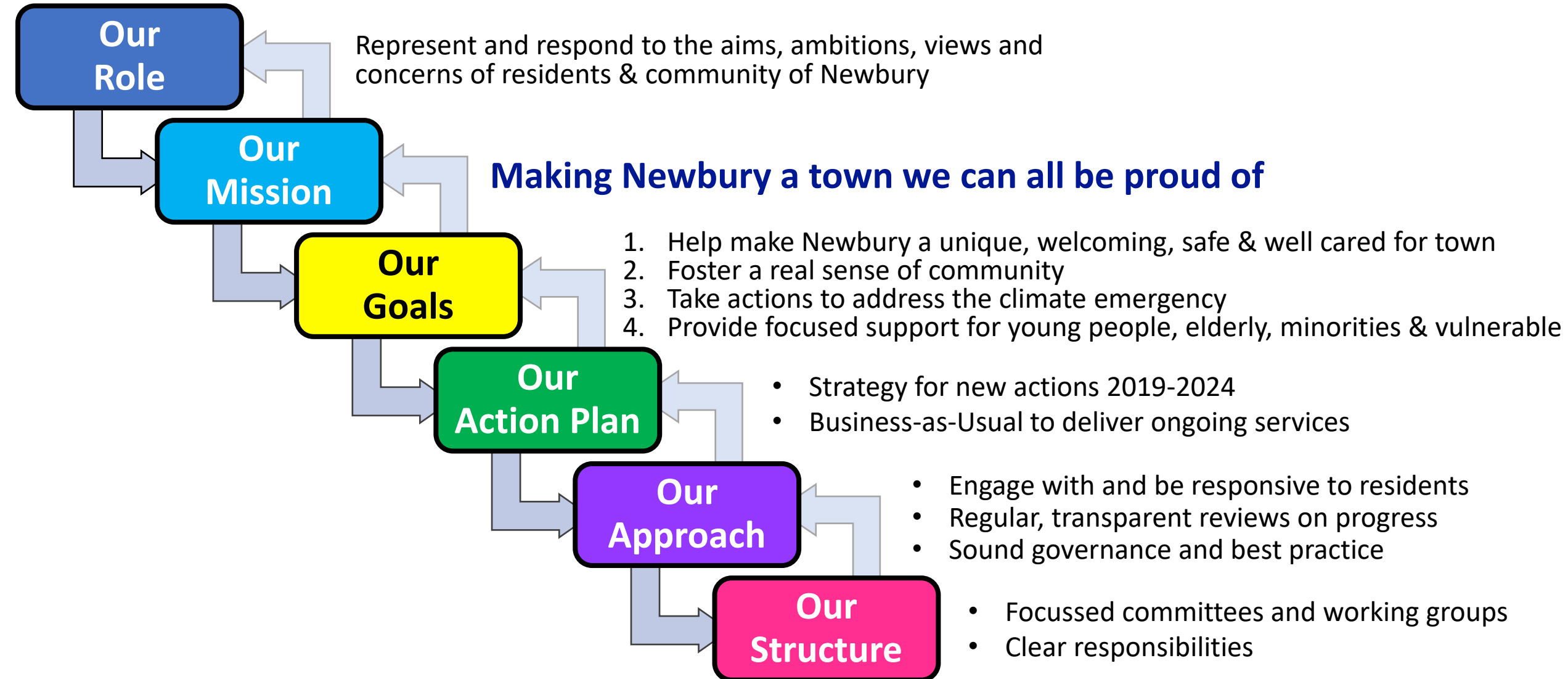


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Summary for our strategy





Newbury: a town we can all be proud of

**Our
Role**

Newbury Town Council Role – *Why are we Here?*



Represent and respond to the aims, ambitions, views and concerns of residents & community of Newbury

- Responsible for:
 - Most parks, playgrounds & public spaces
 - All allotments
 - All cemeteries
 - Many public amenities
 - Town Hall and several other public buildings
 - Charter market and Farmers' market
 - Mayor and civic events
- Statutory consultee on Planning & Highways
- General Power of Competence enables NTC to take on additional responsibilities as it sees fit:
 - E.g. Youth work

- Lobby and work with other bodies to further the interests of the people of Newbury, especially Newbury BID, West Berkshire Council & Thames Valley Police

- Funded by annual Precept, developer contributions & other income

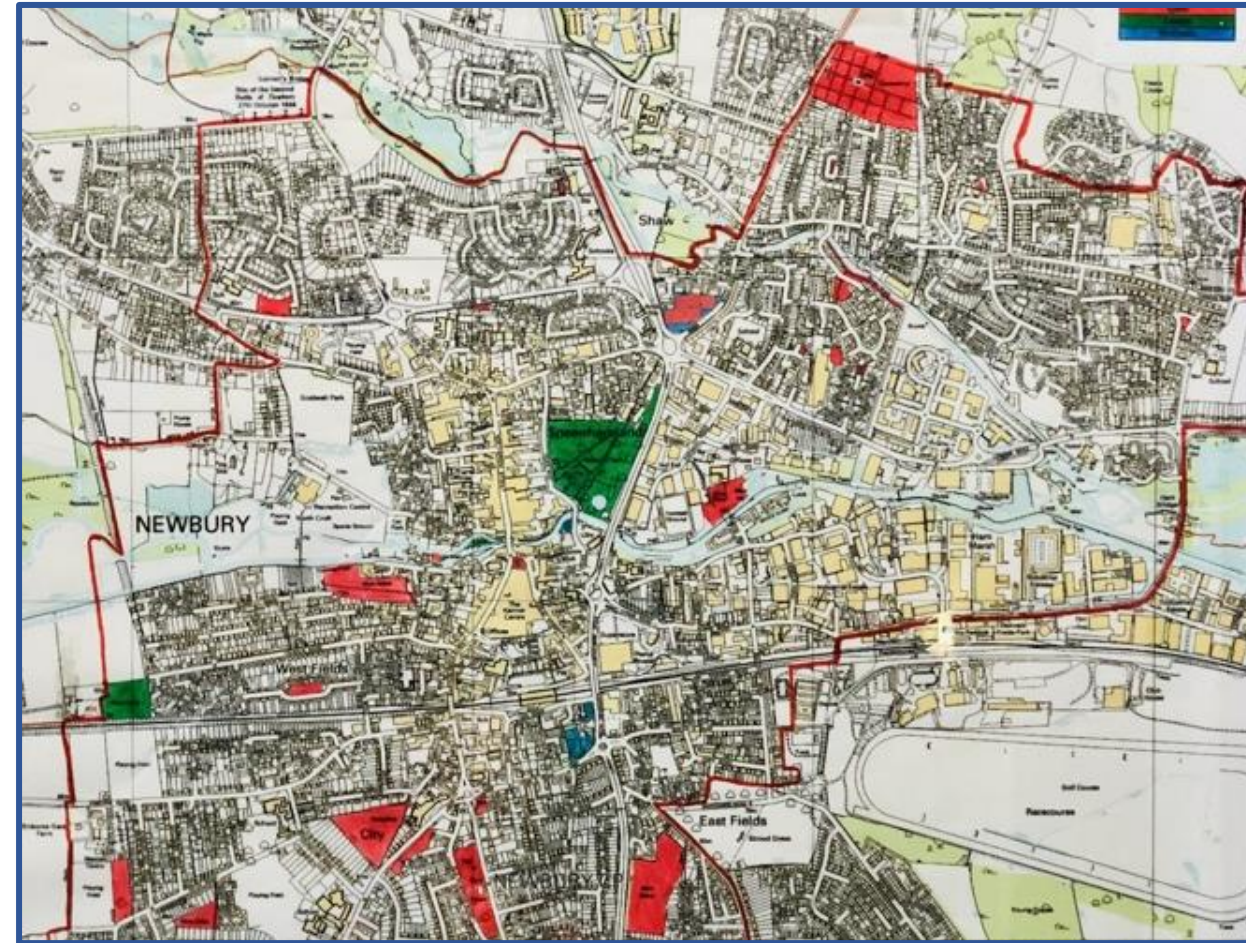
- Care & housing
- Schools, learning & libraries
- Consumer & environmental protection
- Rubbish & recycling
- Leisure, parks & countryside
- Tax & benefits
- Planning & building control
- Roads, transport & parking
- Licensing

- Funded by government, council tax, business rates & other income streams

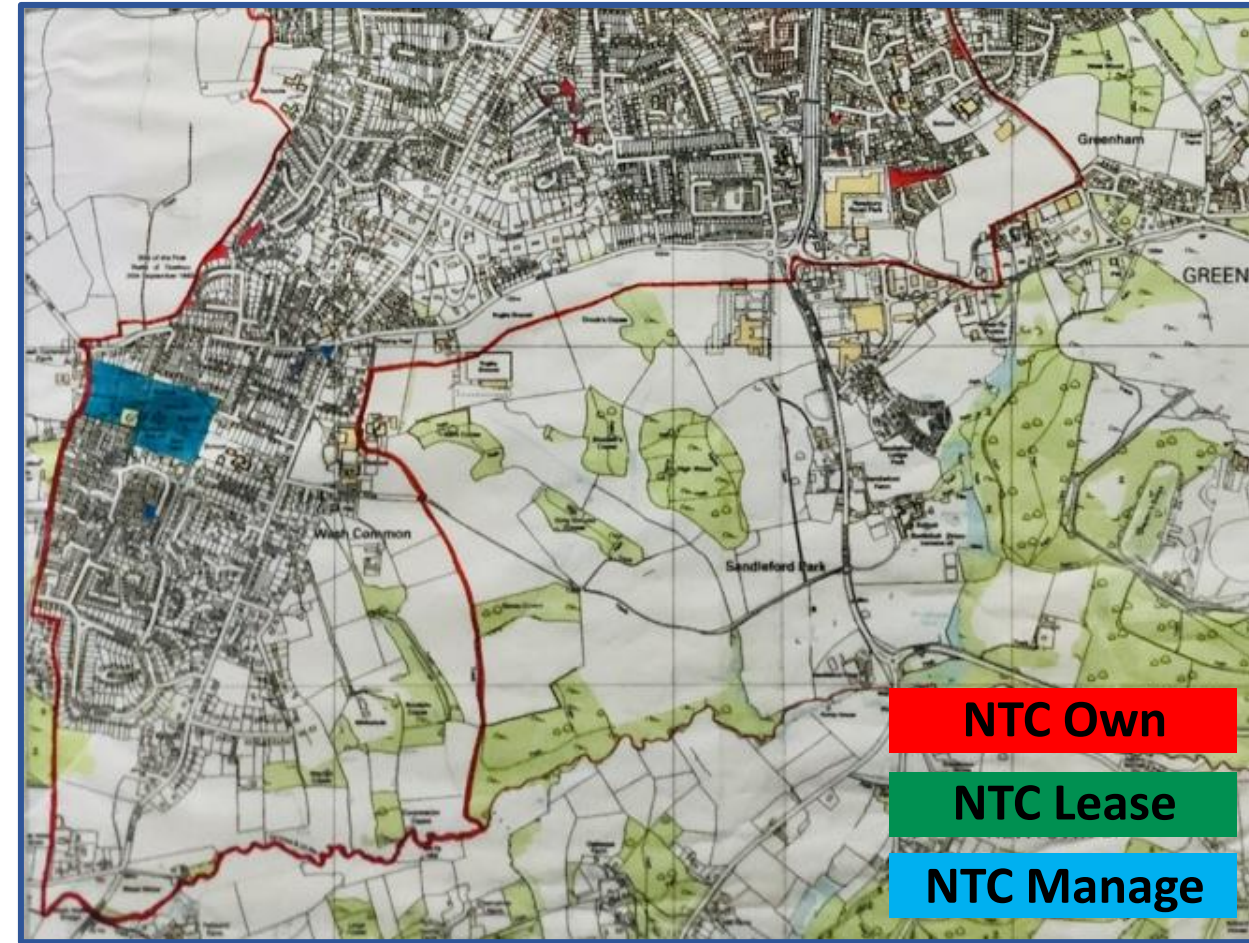
Newbury parish boundary and land we own, lease and manage

Our
Role

Newbury Parish – northern half



Newbury Parish – southern half

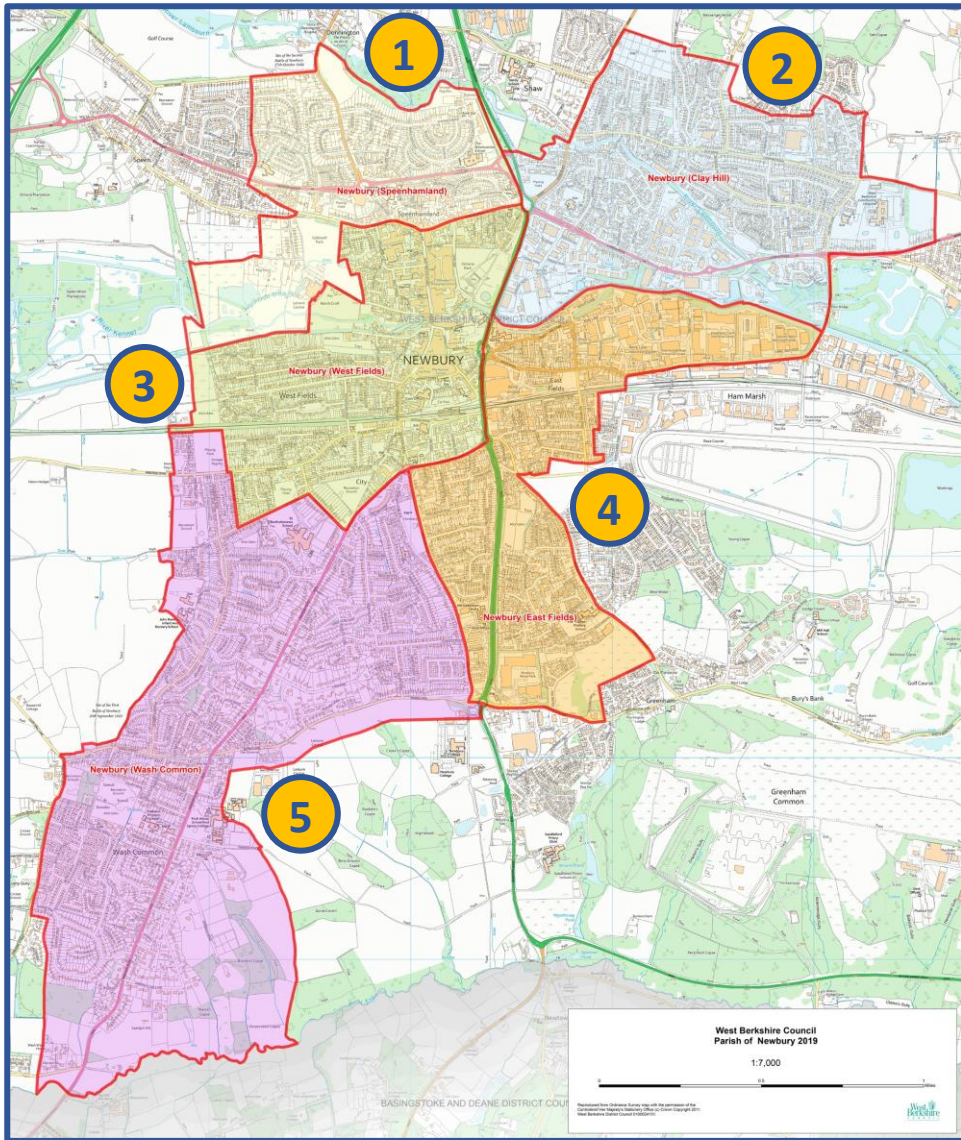


NTC Own

NTC Lease

NTC Manage

Newbury parish wards and Councillors – January 2023



1. Speenhamland

- Jo Day – *Liberal Democrat*
- Steve Masters – *Green Party*

2. Clay Hill

- Phil Barnett – *Liberal Democrat*
- Jeff Beck – *Conservative*
- Sue Farrant – *Liberal Democrat*
- Pam Lusby Taylor – *Liberal Democrat*
- Stuart Gourley – *Liberal Democrat*

3. West Fields

- Martin Colston – *Liberal Democrat, Leader of the Council*
- Nigel Foot – *Liberal Democrat, Deputy Mayor*
- Andy Moore – *Liberal Democrat*
- Elizabeth O’Keeffe – *Liberal Democrat*
- Martha Vickers – *Liberal Democrat*

4. East Fields

- Billy Drummond – *Liberal Democrat*
- Jon Gage – *Liberal Democrat*
- Olivia Lewis – *Independent*
- Vaughan Miller – *Liberal Democrat*
- Erik Pattenden – *Liberal Democrat*

5. Wash Common

- Chris Foster – *Liberal Democrat*
- Roger Hunnemann – *Liberal Democrat*
- David Marsh – *Green Party*
- Gary Norman – *Liberal Democrat, Mayor*
- Sarah Slack – *Liberal Democrat, Deputy Leader of the Council*
- Tony Vickers – *Liberal Democrat*



Making Newbury a town we can all be proud of

- Mission: **Making Newbury a town we can all be proud of**
- Our priorities are:
 - **Our residents and our community**
 - **Local businesses & their employees, & visitors to the town**

Our Goals – *Where are we heading?*

1. Help make Newbury a unique, welcoming, safe and well cared for town

- A. Provide outstanding parks, playgrounds and public spaces
- B. Run vibrant markets
- C. Run thriving allotments
- D. Provide well-kept and peaceful cemeteries
- E. Ensure our public and historic buildings are properly cared for and well-used
- F. Help deliver a well-presented town with high quality public amenities that support well-being, safety and visitors
- G. Provide a strong voice for Newbury by lobbying and working with WBC, Newbury BID, and others

2. Foster a real sense of community

- A. Inspiring Civic events and Mayoral calendar
- B. Enjoyable and inclusive community events
- C. Celebrate and recognise individual and community achievements
- D. Encourage and support contributions to our public and community life
- E. Celebrate and encourage appreciation of public art and Newbury's heritage

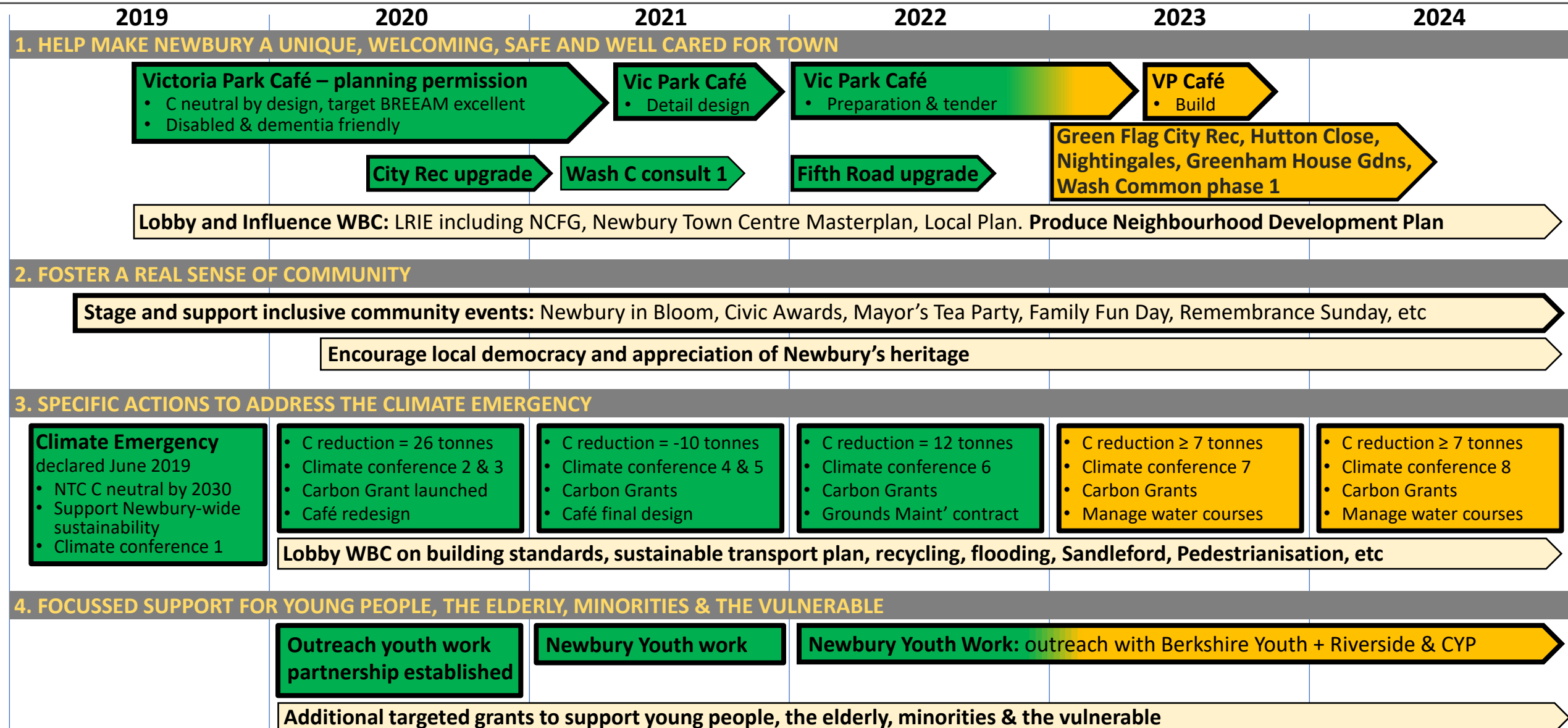
3. Take actions to address the climate emergency

- A. Ensure the activities of the Town Council are carbon neutral by 2030 or before
- B. Actively encourage and support actions that will make Newbury as a whole more environmentally sustainable

4. Provide focused support for young people, the elderly, minorities and the vulnerable

- A. Provide funding to organisations which support youth work in Newbury
- B. Support initiatives to make Newbury a more inclusive town
- C. Work with local organisations which support the elderly and the homeless in Newbury

Summary of Key Strategic Actions 2019-2024



Coding to understand type of strategy action points

1. Specific project activity – roman font
2. *Business as usual items – italic font*
3. Completed – green
4. New / modified in 2023/24 update
5. Cancelled / on hold – brown

1. Help make Newbury a unique, welcoming, safe and well cared for town

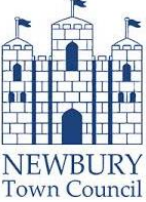
Provide outstanding parks, playgrounds and public spaces



1. Help make Newbury a unique, welcoming, safe and well cared for town

A. Provide outstanding parks, playgrounds and public spaces

1. By **end 2023**, open a new café in Victoria Park that we can all be proud of, **assuming tenders come in within our agreed budget. If we cannot meet our agreed budget, then we will pause the project until the market situation improves and we can tender again.**
 - a) We will target BREEAM Excellent for the building design and construction – **21/22 Planning permission granted, detailed design completed**
 - b) Café has been designed to enable carbon neutral operation with PV panels for electricity generation and air source heat pumps for heating
 - c) Café will have a toilet with baby changing facilities and disabled access; & the building will also house male, female and disabled toilets for park users
 - d) The building will have storage facilities for tennis coaches and other users of the park. The park will have enhanced CCTV
2. City Recreation Ground:
 - a) **Complete 20/21: Finalise plans for upgrades; b) Complete 20/21: Upgrade according to agreed plans.**
 - b) **Secure Green Flag by September 2023**
3. Wash Common public space:
 - a) **21/22: Initial consultation on possible improvements completed. b) 23/24 Carry out phase 1 upgrade**
 - b) Longer term goal to secure Green Flag status – investigate in 24/25 once upgrade completed
4. **Complete 20/21: From April 2020, to ensure safety and quality, start implementation of long-term rolling plans for:**
 - a) the refurbishment / replacement of playground and other park equipment when it reaches the end of its life
 - b) our trees and other planting to ensure they are properly cared for and replaced or extended when necessary
 - c) **Complete 22/23: Major upgrade to playground in Fifth Road**
5. Hutton Close:
 - a) **Complete 22/23: Explore options for better utilization of our land at Hutton Close, and consultation on how to improve**
 - b) **2023/24 Carry out upgrade based on results of the consultation**
6. Greenham House Gardens
 - a) Explore taking ownership from WBC: a) **21/22 Agreement in principle; b) 22/23 Transfer agreed; c) upgrade based on consultation findings**
7. *Maintain Green Flag Status for Victoria Park*
8. *Implement our rolling maintenance plans for equipment and planting and managing our tree stock, and review and update annually*
9. *Provide and maintain trees, flower beds, hanging baskets and other plantings in appropriate locations*
10. *Carry out our responsibilities as riparian owners on any relevant lands in our ownership*



Making Newbury a town we can all be proud of

**Our
Goals**

1. Help make Newbury a unique, welcoming, safe and well cared for town

Run vibrant charter and farmers' markets
Run thriving allotments



100% occupancy

1. Help make Newbury a unique, welcoming, safe and well cared for town

B. Run vibrant markets

1. *The Market Working Group will produce and monitor an action plan to enhance our market and hold an annual survey with our regular traders*

C. Run thriving Allotments

1. Explore options for additional allotment sites, working with our neighbouring parishes as appropriate
2. Request new developments to include allotment provision where appropriate
3. *Maintain and run high quality allotments, and promote allotments to new tenants targeting > 97% occupancy*
4. *Encourage and support competitions within and between allotments*
5. *Organise an annual meeting with allotment holders to agree action plan for the following year*

1. Help make Newbury a unique, welcoming, safe and well cared for town

Provide well-kept and peaceful cemeteries

Ensure our public and historic buildings are properly cared for and well-used



1. Help make Newbury a unique, welcoming, safe and well cared for town

D. Provide well-kept and peaceful Cemeteries

1. *Maintain and run cemeteries to a high standard*

E. Ensure our public and historic buildings are properly cared for and well-used

1. **Complete 20/21:** From April 2020, to ensure safety and quality, start implementation of long-term rolling plan for the upkeep and refurbishment of the public buildings in our care
2. Begin work in 23/24 on a long-term strategy (20+ years) to include plans for the future of our public buildings and other assets, to include the next cyclical survey and forward maintenance plan including stonework
3. *Implement our rolling upkeep and refurbishment plans for buildings, and review and update annually*
 - a) Year 1 & 2 complete
 - b) Year 3 funded in budget 2022/23
4. *Promote the use and enjoyment of the Town Hall for all the people of Newbury, including as a venue for meetings, conferences, receptions, the celebration of weddings, etc*
 - a) *Continue to offer discounted rates for local community groups that are engaged in activities that further the aims of the NTC strategy*
5. *Work with the Newbury Society and other relevant outside bodies to:*
 - a) *Support the heritage and conservation of Newbury and promote events and activities that recognise, highlight and protect the town's traditions, heritage and history and help engage the public interest and involvement in Newbury's heritage*
 - b) *Support the protection of important and historical / character buildings through Local Listing and, when agreed, by liaising with Historic England for national listing*



Making Newbury a town we can all be proud of

**Our
Action Plan**

1. Help make Newbury a unique, welcoming, safe and well cared for town

Help deliver a well-presented town with high quality public amenities that support well-being, safety and visitors



1. Help make Newbury a unique, welcoming, safe and well cared for town

F. Help deliver a well-presented town with high quality public amenities that support well-being, safety and visitors

1. Well-presented town:

- a) *Work with Newbury BID, WBC and other interested parties to ensure town is kept clean and tidy (while being mindful of any environmental impacts)*
- b) *Monitor the implementation of the Newbury Town Plan, and report twice yearly to the Planning & Highways Committee*
- c) *Continue to pressure BT to improve the appearance of the BT tower, and work with any interested parties who can make this happen*
- d) *Encourage the owners of the Kennet Centre and the Planning Authority to ensure any re-development of the centre is in keeping with the historic town centre in terms of both appearance and scale*

2. Provide and maintain the following high-quality public amenities in appropriate locations:

- a) *Public toilets*
 - i. *A new public toilet to be included as part of the planned new community café in Victoria Park – due by end 2023*
 - ii. *By end Q2 2020, explore options for the best location for a specialist hoist in at least one public toilet in Newbury that will enable carers to change older children / young people on the changing table when needed rather than on the floor. Will be at the Wharf Toilets.*
 - iii. *When funds are available:* To upgrade and refurbish the public toilets at the Wharf so that they are more economic to run, more vandal-resistant and more sustainable in the longer term. This work to include the provision of a Changing Places facilities (with specialist hoist) and a shower, both within the current building structure.
- b) *Bus shelters*
- c) *Benches and other street furniture*
- d) *Roadside salt bins*
- e) *Footway lighting*
- f) *Bins for litter / dog waste*
- g) *Provide limited support for library services in Newbury, with clearly defined benefits for residents and / or NTC.*
To be reviewed annually in October to determine whether to continue support for the following budget year.
21/22 Completed gradual phase-out of the temporary support grants in order to fund other strategic priorities in support of young people, the elderly, minorities and the vulnerable. Statutory responsibility for libraries remains with West Berkshire Council
- h) *Provide town centre facilities for cyclists*

1. Help make Newbury a unique, welcoming, safe and well cared for town

F. Help deliver a well-presented town with high quality public amenities that support well-being, safety and visitors

3. Well-being:

- a) *21/22: Completed: work with West Berkshire District Council to identify what additional signage and footpaths are required for walking and cycling routes to and from the Town Centre and local schools, and agree a programme for their delivery*
- b) Consider additional signage to countryside paths and open space within the parish of Newbury or immediately adjacent to it
- c) Support the work of the Greenham & Crookham Common Commissioners
- d) Support the Friends Group working to ensure the permitted path through Speen Moors remains open to the public
- e) Support efforts to safeguard the long-term future of the Newbury Lido, and to extend the number of months each year that it is open
- f) Work with local community groups like the Newbury Society and City Arts to promote and extend the Town Trail and other visual arts initiatives.

4. Safety:

- a) Specialist changing facilities: *when funds are available, include the addition of a Changing Places facility (with specialist hoist) as part of the Wharf Toilets upgrade project*
- b) Provide defibrillators in appropriate locations and assist other bodies who wish to provide them – *4 have been installed as of end 22/23*
- c) *Support community safety, working with partners as appropriate, including Town Centre CCTV, footway lighting etc as required*
 - i. *21/22: Successfully worked with partners to upgrade to a new CCTV system for the town centre which provides high definition, improved coverage and at a lower annual cost*

5. Support Visitors:

- a) By end 2023, working with Newbury BID, agree a co-operation plan with coach operators who bring visitors to the town to make them feel welcome and encourage them to continue to stop off in Newbury
- b) Work with Newbury BID and other organisations to encourage sustainable tourism growth in the interest of the town's economy
- c) *Provide brochures, maps, signage and other information for the benefit of visitors to Newbury*
- d) *Work with partners to ensure Newbury "arrival points" (Tesco roundabout, train stations, car parks etc) give visitors a good impression*

1. Help make Newbury a unique, welcoming, safe and well cared for town

Provide a strong voice for Newbury



1. Help make Newbury a unique, welcoming, safe and well cared for town

G. Provide a strong voice for Newbury to push the following with WBC, Newbury BID, etc:

1. Neighbourhood Development Plan
 - a) **Complete 20/21:** By end 2020, explore the time and costs to produce Neighbourhood Development Plan, and the likely benefits in terms of increased influence on planning decisions and additional CIL contributions
 - b) **Complete 21/22:** By end Q1 2021: decide whether to move forward with a Neighbourhood Development Plan
 - c) **Complete 22/23:** By end of 2022 to produce an outline project plan and initiate stage one consultation on the scope of the NPD
 - d) Goal to have the NDP completed and adopted by the end of 2024
2. Canal Corridor Working Group
 - a) **Complete 20/21:** to prepare an outline plan for the future development and protection of the Canal Corridor.
 - b) By April 2024: confirm detailed implementation plan, to dovetail with WBC plans to upgrade the Wharf
3. Promote and encourage investment in the Town Centre, especially south of the Canal Bridge, including a coherent plan for the Kennet Centre
4. Work with Newbury BID and other relevant organisations to lobby WBC for the pedestrianisation of the Market Place (**permanent vehicle restricted zone**), excluding Mansion House and Wharf Streets. Aim for decision by end 2024
 - a) Added: Use NTC input to the Newbury Town Centre Masterplan 2036 to promote this objective
5. Newbury Town Centre Masterplan 2036
 - a) Ensure the Newbury Town Plan 2019-2036, items (1) to (4) above, and the views of our residents form a central part of the input to any consultation on the new Newbury Town Centre Masterplan 2036. Town Centre WG (November 2020) + P&H + dual-hatted members will provide input
6. London Road Industrial Estate redevelopment
 - a) Ensure full participation and input into any consultation on the redevelopment of the LRIE. **20/21 Formal response provided**
7. Lobby West Berkshire Council to adopt the following into their new Local Plan, expected in late 2023 (was Q1/Q2 2020)
 - a) The relevant parts of the Newbury Town Plan 2019-2036
 - b) An environmentally sustainable approach to transport that promotes modal shift to no / low carbon modes of transport, especially walking, cycling and public transport
 - c) Opposition to the use of Permitted Development Rights for change of use to residential in established employment areas, and request the planning authority to seek article 4 directions in this matter

1. Help make Newbury a unique, welcoming, safe and well cared for town

G. Provide a strong voice for Newbury to push the following with WBC, Newbury BID, etc:

8. Lobby WBC to:

- a) Provide a suitable football facility for Newbury's Men's, Ladies and Youth teams to play football at an equivalent or better standard than the old ground provided. This should be within the Newbury settlement area, with good walking and cycling access to the town centre, good public transport links and adequate parking. Inability to provision a suitable alternative site should result in the ground on Faraday Road being returned to its former standard or being redeveloped to an even better standard, with 3G pitches providing higher availability for matches and training. (As amended by Full Council on 20th May 2020) – **Standing item on P&H; regular lobbying as a result**
- b) Take action where appropriate under S215 of the Planning against owners of lands or buildings which detract from the amenity of the area, **and encourage WBC to devolve this power to the Town Council** (See also 1.G.11.e) – **Regular item on P&H; several recommendations made to WBC and improvements made to several buildings as a result**
- c) Complete a Conservation Area Appraisal for the town
- d) Consider making Newbury a low emission zone and so discourage through traffic on the A339
- e) Consider providing an additional 'at grade' pedestrian crossing of the A339
- f) Lobby WBC for Newbury to develop better integrated travel points, for example at Newbury Train Station

9. Work closely with WBC, the BID, Thames Valley Police and other organisations that are important to the success and wellbeing of the town and its residents

10. Work with partners to grow Newbury's reputation as a centre of high-tech excellence

11. Support and encourage the devolution of decision making and service delivery to the most appropriate level



1. Help make Newbury a unique, welcoming, safe and well cared for town

G. Provide a strong voice for Newbury to push the following with WBC, Newbury BID, etc:

12. Use our role as statutory consultee for Planning to:

- a) Encourage diverse shopping and eating out options with a significant number of independents*
- b) Encourage a modal shift in transport by prioritising walking, cycling and public transport*
- c) Maintain pressure for significant provision of social housing, including houses for social rent*
- d) Improve environmental standards and reduce carbon footprint of new building and infrastructure projects*
- e) Lobby, encourage and assist WBC in enforcing S215 repairs to land and buildings that diminish the town's appearance (see also G3b)*
- f) Continue to pressure WBC to maintain, respect and protect our Conservation Area (see also 1.G.3.c)*
- g) Request the planning authority to address the flood risks associated with development proposals and ensure that these are properly addressed*
21/22: The Council responded to the Local Flood risk management strategy, expressing our support for a local Flood forum for Newbury
- h) Lobby the Local Planning Authority as appropriate on issues of importance for the wellbeing and prosperity of the people of Newbury*
- i) Comment on all planning and licensing applications in, near, or affecting the town and continue to provide a service to residents of Newbury who wish to comment on them further and seek to influence West Berkshire Council on all planning applications of significance*
- j) Comment and respond to the Highways Authority (West Berkshire District Council) on consultations and proposals for highways, traffic and parking schemes in Newbury*
- k) Request new development, where appropriate, to include allotment provision*

2. Foster a real sense of community

- Inspiring Civic events and Mayoral calendar
- Enjoyable and inclusive community events
- Celebrate and recognise individual and community achievements
- Encourage and support contributions to our public and community life
- Celebrate and encourage appreciation of public art and Newbury's heritage



2. Foster a real sense of community

A. Arrange and Manage Inspiring Civic events and Mayoral calendar

1. *Co-ordinate the annual Remembrance Sunday Parade in Newbury*
2. *Deliver the annual Mayor Making ceremony*
3. *Uphold and promote the role of Mayor as Civic Head and First Citizen of Newbury*
4. *Encourage bookings, and manage the calendar of events for the Mayor and Deputy Mayor*

B. Stage and support enjoyable and inclusive community events

1. *Work with and support the tennis coaches to stage a Victoria Park tennis championship once Covid allows.*
2. *22/23: Support the re-establishment of Art in the Park and other public arts events*
3. *Facilitate the Newbury BID holding a Christmas Fayre in the town centre, including the Market Place, in 2021 and 2022*
4. *By end April 2023: Work with Newbury BID and other parties to explore options for up to four significant town centre events per year which include use of the Market Place on days when the Charter Market operates*
5. *Hold an Annual Family Day in Victoria Park for the enjoyment of our residents and to promote the park and its facilities*
6. *Support the organisation of an annual event for the over 75s in Newbury to be attended by the Mayor*
 - a) *2022: The first Mayor's Tea Party was held in the summer, and greatly enjoyed by those attending*
7. *Support and promote selected community events through financial assistance and / or provision of venues and facilities, notably, but not limited to: Christmas Lights, Music at the Band Stand, and the Newbury Carnival*
8. *Support Newbury in Bloom to raise Civic Pride and encourage and acknowledge efforts by the community, businesses, residents and other organisations of Newbury*
9. *Consider entry into Britain in Bloom when finances and service capacity permit*
10. *Encourage and facilitate residents' participation in social, recreational and sporting activities by providing suitable facilities in appropriate places*
11. *Where it fits with other Council initiatives, encourage and support community involvement as appropriate – e.g. community litter picks, community planting / clearing for biodiversity etc*

2. Foster a real sense of community

C. Celebrate and recognise individual and community achievements

1. *Run and sponsor Newbury's annual Civic Award scheme to recognise the contributions of our residents to the town*
 - a) *First completed in 20/21: Added an award for best environmental contribution. Annual thereafter*
 - b) *First completed in 20/21: Display full list of all those who have been congratulated by the Mayor during the preceding year. Annual thereafter*
2. *Congratulate residents and members of the community whenever significant achievements are brought to our attention, and keep a list on the website*

D. Encourage and support contributions to our public and community life

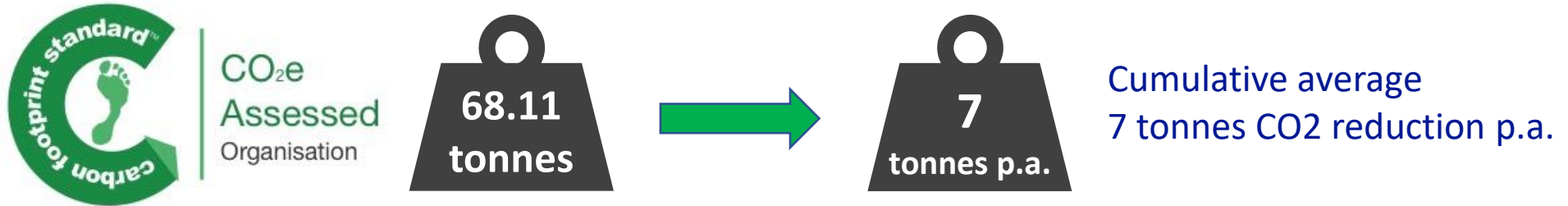
1. *Hold an Annual Town Meeting for Town Council electors and use it to encourage participation in and feedback on key elements of the Council strategy*
2. *Encourage participation in local democracy with particular focus on:*
 - a) *Encouraging women into local politics*
 - b) *Introducing young people to local democracy and NTC; and encouraging / supporting a forum for young people to input to our plans, eg a Youth Forum / Youth Council*
 - c) *Run a community grants scheme which prioritises the award of financial or other support to organisations and causes which serve wholly or mainly the residents of Newbury and have outcomes that support the delivery of our Strategy*
3. *Continue to support the principle of Newbury Town Twinning and explore how to make it more inclusive*
4. *Provide support, advice and publicity for self-funding groups (eg Friends of Newtown Road Cemetery, Growing Newbury Green, the Secret Garden project, the Green Gym, etc)*

E. Celebrate and encourage appreciation of public art and Newbury's heritage

1. *Further develop the town's heritage trail*
 - a) *Regular unveiling of new blue heritage plaques to commemorate Newbury's history*
2. *Promote the art and heritage trails, working with partners where appropriate*
 - a) *21/22 New heritage trail map produced in partnership with the Newbury BID*

3. Take actions to address the climate emergency

- Ensure the activities of the Town Council are carbon neutral by 2030 or before
 - Actively encourage and support actions that will make Newbury as a whole more environmentally sustainable



Re-design the new Community Café for Victoria Park:
with target BREEAM Excellent for the construction
and to be carbon neutral in operation



Launch a Climate Fund to support local environmental groups with projects
that will reduce CO₂ emissions in Newbury

3: Take specific actions to address the climate emergency

A. Ensure the activities of Newbury Town Council are carbon neutral by 2030 or before – 22/23: one year ahead of schedule

- Becoming carbon neutral will be a core ongoing priority for NTC, and will result in clear targets and potentially new ways of working across the organisation
 - NTC direct carbon footprint was been independently measured in 2019 and certified at 68.11 tonnes per year. Therefore, to become carbon neutral by 2030, NTC will need to reduce its annual carbon footprint by an average of at least 7 tonnes every year, although the reduction is unlikely to be linear
1. The Climate Emergency Working Group will continue to develop our plans and recommendations to deliver net zero carbon
 - a) **Completed:** In December 2019, agree a clear carbon reduction plan for 2020 to deliver a full year equivalent reduction of at least 7 tonnes
 - b) In December every year, starting in 2020, agree the detailed carbon reduction plan and budget for the following year, and an outline plan for the remaining years to 2030. **2019/20:** C footprint 42t. **2020/21:** C footprint 53t (cumulative reduction still > 7t pa). **2022/23:** C footprint 41t – one year ahead of schedule
 - c) By end Q3 2021: audit our street lighting to determine which ones we need to keep. Ensure their replacement with energy efficient solutions forms part of the longer term strategy outlined in 1.E.2
 2. For existing operations, we will:
 - a) Prioritise real reductions in our energy usage by cutting out waste and by investing in more efficient systems and ways of working. For example, in the Town Hall we will invest in insulation, efficient heating, low energy bulbs, systems to automatically turn off the lights, etc. **Started 20/21**
 - b) We will also look to offset where this makes sense; and will not simply buy offsets as an easy way to reduce our carbon footprint. Instead, we will prioritise by offsetting through primarily local means and opportunities within our operations. For example, solar electricity generation, additional tree and shrub planting, grants to local organisations supporting our carbon-neutral / Climate Emergency principles, etc.
 3. For all new projects, activities and procurement decisions we will ensure carbon impact is a core decision making criteria when making recommendations about new projects, activities and procurement decisions. We will always aim to minimise the carbon impact, and target net zero where practical and cost effective. **To this end, from November 2019, environmental impact considerations will become part of the NTC standard report template.**
 - a) **Completed 20/21:** Planning redesign the new café in Victoria Park to enable carbon neutral operation, and target BREEAM Excellent for its construction
 - b) **Completed 21/22:** Detailed plans to hit environmental targets and planning conditions
 - c) **Completed 22/23:** Ensure biodiversity and carbon footprint are considered in our new grounds maintenance contract to be awarded in Q1 2023

3: Take specific actions to address the climate emergency

A. Ensure the activities of Newbury Town Council are carbon neutral by 2030 or before

4. *Ensure that management of our green spaces and support for nature and horticulture projects more widely across Newbury is designed, where feasible and cost effective, to maximise environmental benefits and biodiversity.*
 - a) Establish new sown wildflower meadows where possible using local seed sources and/or those appropriate to the ecological and cultural heritage of the site. **20/21: New wildflower meadow in City Rec; 21/22: New wildflower meadow in Victoria Park**
 - b) Conduct biodiversity surveys in our major open spaces to provide benchmarks and give basis for future enhancements. **21/22 Completed first surveys in Victoria Park and Wash Common. 22/23 Biodiversity survey of River Lambourn in Clay Hill**
 - c) Starting in 2023/24: Change bedding plants to incorporate more perennials vs annuals to reduce climate impact – 25% change per year
 - d) Starting in 2023: Prohibit the use of artificial grass / turf (due to its adverse effect on biodiversity and decay into microplastic particles) on land owned or managed by Newbury Town Council unless specific permission has been granted by the Community Services committee as part of an identified and approved NTC project where it is the only viable option. And approach West Berkshire Council to request that they follow a similar approach to prohibit the use of artificial grass / turf
5. *Once our current contract ends, we will move to green tariffs (certified 100% matched by renewable sources) for our energy supply. In the meantime, we will explore options within our current contract.*
6. *From March 2020, our carbon footprint will be publicly reported annually as a new KPI – **Completed in 20/21, 21/22, 22/23***

3: Take actions to address the climate emergency

B. Encourage and support actions that will make Newbury as a whole more environmentally sustainable

1. Starting in September 2019, NTC will hold at least one Climate Change Community Workshop per year to:
 - a) Update local residents & environmental groups on progress towards making the activities of NTC carbon neutral, and gather feedback & suggestions
 - b) Encourage & support actions to help make Newbury as a whole more environmentally sustainable, & gather suggestions on how NTC can best help**Completed:** 1 in 2019/20, 2 in 20/21, 2 in 21/22, 1 in 22/23
2. By mid April 2020, launch a Climate Fund to support local environmental groups with projects that will reduce CO2 emissions and other actions that benefit the climate in the parish of Newbury. NTC will be able to take credit for an appropriate share of any carbon reduction and use this to offset total emissions and help deliver zero carbon
 - Launched 20/21, ongoing thereafter. Several Carbon Grants have been awarded. 22/23 £10K to Loose Ends / Cricket Club for solar panels
3. Use our influence and network where appropriate and cost effective to:
 - a) Support local community organisations in their 'green initiatives'
 - b) Support a local 'Green Directory' to ensure residents know what resources, offers and support they can access
4. **Complete:** By mid 2022, install new drinking water taps in the City recreation Ground and Blossoms Field
5. During 2020, investigate cost effective ways of increasing the current recycling rate from waste collected from our parks. Decide in Q1 2023 (was October 2020) whether to implement new arrangements
6. Lobby WBC to:
 - a) Update their planning guidelines to require key environmental features in order to receive planning support, e.g. solar panels for electricity and hot water, electricity storage batteries, ground / air source heat pumps, electric car changing point, etc. This should also be added to their Local Plan review – in 2020/21 provided official NTC response to the Local Plan Review and WBC Environmental Strategy
 - b) (Repeat of 1.G.4): Work with Newbury BID and other relevant organisations to lobby WBC for the permanent pedestrianisation of the Market Place, excluding Mansion House and Wharf Streets. Aim for decision by end 2024
 - c) (Repeat of 1.G.1.b): Develop an environmentally sustainable approach to transport that promotes modal shift to no / low carbon modes of transport, especially walking, cycling and public transport. This should also be added to their Local Plan review
 - d) Support the wider use of electric vehicles (cars and bicycles), and to install an adequate number charge points in suitable, secure parking spaces that are reserved for those vehicles
 - e) Radically expand the range of materials and product types that are collected kerb-side for recycling – in 2020/21 provided official NTC feedback
7. *Encourage local community groups to set up market stalls at no / heavily reduced fees to promote green initiatives e.g. refillables*

4. Provide focused support for young people, the elderly and the vulnerable

- Support youth work for Newbury
- Support initiatives to make Newbury a more inclusive town
- Work with local organisations which support the elderly and the homeless in Newbury



- Launch a new fund dedicated to delivering much needed youth work for Newbury. This fund will form part of the budget for the next 4 years to enable our partners to plan effectively and deliver the best possible outcomes
- Explore options for the best location, and then install a specialist hoist in at least one public toilet in Newbury that will enable carers to change older children / young people on the changing table when needed rather than on the floor

4: Focused support for young people, the elderly, minorities & the vulnerable

A. Provide funding to organisations which support youth work in Newbury

1. Launch a new fund dedicated to delivering much needed outreach youth work for Newbury, running from April 2020 to March 2023. This fund will form part of the budget for at least the next 3 years to enable our partners to plan effectively and deliver the best possible outcomes – Three-year agreement started on time in 20/21. 23/24: Funding committed for another year.
2. The Council is committed to developing a youth offering and encouraging joint initiatives between young people and the Council. This will be achieved through our detached work with Berkshire Youth and by supporting and / or lobbying to fulfil suggestions proposed by young people (eg outdoor covered shelter, improved street lighting etc)
3. Provide funding support for youth work initiatives at the Greenham Community Youth Project at the Nightingales, and the Riverside Centre in Clay Hill. *Started in 21/22, continued in 22/23 and 23/24*

B. Support initiatives to make Newbury a more inclusive town

1. Support our minority communities where possible by working with relevant local groups such as Community United
 - a) *In 2022 we began a new partnership to support inclusivity with our minorities. Further funding agreed for 23/24*
2. Support dementia-friendly initiatives to help the elderly in our community:
 - a) Explore NTC becoming an accredited dementia-friendly organisation
 - b) *Organise dementia-awareness training for all members and officers by Q1 2020, and then display accreditation on NTC website*
 - c) *Dementia-friendly training planned for first quarter following successive elections*
 - d) **Completed 2020/21:** Ensure the design of the new café in Victoria Park considers the needs of those with dementia, and encourage the café operator to embrace dementia-awareness training and practices
3. Specialist Changing facilities:
 - a) *When funding allows, these will be part of the proposed Wharf toilets upgrade and will be a welcome additional facility for the town*
4. *We will strive to ensure that our policies and actions do not exclude any sections of the community, and that our services are accessible by all citizens of the town*

C. Work with local organisations which support the elderly and the homeless in Newbury

1. Ensure NTC has permanent representation on WBC Homeless committee to stand up for the needs of the homeless in Newbury



6. Our Role: Long term (20+ years) strategy

1. By the end of 2024, to develop a new long-term (20+ years) strategy

The regular 4-year council strategies coincide with the changes in administration and largely drive the priorities of the current incumbents. However, their shorter-term nature means, by definition, that much longer term and significant decisions on investments and the role of the council have been properly addressed. This new, long-term strategy will seek to bridge this gap and provide an over-arching framework for future administrations to work within.

The long-term strategy will address at least the following items:

a. **The long-term viability, funding and upkeep of public buildings and other infrastructure that we own**

These includes the Town Hall, the Clock House, Shaw Cemetery, various streetlamps, etc. The next cyclical survey and forward maintenance plan including stonework will be a key input to this work

b. **The future scope and role of this council**

The general power of competence we hold opens up many possibilities which we may want to explore especially in the light of potential devolution of powers from central government, the ongoing trend of devolution from district councils, and in comparison to other large parish council such as ours

1. Encourage public engagement with both the Town Council and local democracy.

- 1. Encourage public attendance and questions at Council meetings*
- 2. Be visible, relevant responsive and accountable to our residents:*
- 3. Make ourselves available to the public by holding regular surgeries - street / ward / Town Hall steps / other locations*
- 4. Actively seek to hear the needs, desires and ambitions of the people in Newbury, and respond as quickly and as comprehensively as possible within the limits of our resources and other constraints.*
- 5. We will represent the views of the people of Newbury when working with other partners and stakeholders or other bodies, both local and national, who can improve the quality of life for our citizens.*
- 6. Continually improve and upgrade our website and social media in order to engage and consult the people of Newbury*
- 7. Publish a monthly digital newsletter covering important events and achievements of the Town Council*

2. Promote cultural identity and equality of opportunity

- 1. We will strive to ensure that our policies and actions do not exclude any sections of the community, and that our services are accessible by all citizens of the town. (See also Our Action Plan 4.B.4&5).*

3. Exercise sound governance and best practice to ensure efficient and cost-effective delivery of services:

- 1. Deliver services effectively, efficiently, on time and within budget*
- 2. Use direct labour or contractors as appropriate, and always ensure value for money*
- 3. Prefer local suppliers wherever possible*
- 4. Deliver services in partnership with others when it offers best value and/or can expand the range of services we provide*
- 5. Work with other partners and stakeholders to achieve efficiency savings in service delivery and where appropriate, expand the range of services provided by the Town Council.*
- 6. Minimise waste created by the Council and the services we provide*
- 7. Maximise opportunities to recycle waste created by the Council and the services we provide wherever possible*

Our Approach – Part 2 = Policy Area 3 from current strategy

Newbury Town Council, its Members and its Officers will:

1. Exercise Good Governance and best practice to ensure that we are open, transparent and accountable

- 1. We will maintain openness and transparency in our actions and decision making*
- 2. We will make our information, public meetings and records as widely accessible as practically possible*
- 3. We will maintain an up-to-date public website that is informative and easy to access and use*
- 4. We will publish an annual newsletter, with the Precept Leaflet and encourage residents to give feedback*
- 5. We will consult on issues of significance to Newbury, using tools such as public meetings, surveys, questionnaires, petitions, etc.*
- 6. We will respond promptly to complaints and act as quickly as possible to resolve them.*
- 7. We will maintain the assets of the Town Council and ensure public access to them*
- 8. We will constantly monitor and review Newbury Town Council's current asset register to ensure that we are getting best use/value of the assets*
- 9. We will regularly review whether it is in the best interest of our residents and NTC to take over responsibility for services and / or ownership of assets from other organisations*
- 10. We will keep abreast of all relevant legislative changes impacting on our activities and services*
- 11. We will report quarterly on our performance against KPI's and review our KPI's to ensure that they are relevant and appropriate*
- 12. We will report every 3 months on our progress towards achieving the short- and medium-term projects contained in this Strategy*
- 13. We will review this Strategy annually and make any appropriate amendments, additions or deletions.*
- 14. We will continually review our work practices and purchasing arrangements to drive efficiencies and ensure best value for the people of Newbury*
- 15. We will embrace technological advances to progress smarter working methods, where feasible, in order to reduce waste and be more efficient*
- 16. We will continually review our Committee structures and Working Groups and implement any improvements identified*
- 17. We will continue personal development for Members and Officers so that they are suitably equipped with knowledge and skills to carry out their roles and maintain effective working practices, fulfilling their duties and responsibilities to residents professionally and effectively.*
- 18. We will exercise best practice as an employer, promoting fairness and equality for our employees and volunteers*

Our Structure

- **People**

- 23 Councillors (Members), elected every 4 years - *responsible for setting the strategy and budget*
- 18 staff (including part-time and honorary staff) - *responsible for advising Members, and delivering the strategy and ongoing services*

- **Decision Making**

- Full Council, Committees and Sub-Committees can make decisions
- Working Groups make recommendations to their parent committee which then decides whether to implement

- **Meetings, Committees and Working Groups:**

- **Full Council** – 23 Members, 4 scheduled meetings / year
- **Policy & Resources** – 10 Members, 5 Subs, 4/yr.
 - Staff Sub-Committee – 6 members, 4 subs, 4/yr
 - Grants Sub-Committee – 6 members, 4 subs, 2/yr
 - Strategy working group
 - Audit working group
- **Planning & Highways** – 12 Members, 5 Subs, every 3 weeks
 - Canal Corridor working group
 - Heritage working group
 - Joint Sandleford working group
 - Neighbourhood Development Plan steering group
 - Town Centre working group
- **Community Services** – 10 Members, 5 Subs, 4/yr
 - Victoria Park Café Sub-Committee
 - Climate Emergency working group
 - Green Spaces working group
 - Market Working Group
- **Civic Pride, Arts & Leisure** – 10 Members, 5 Subs, 4/yr
 - Local democracy working group

Our Mission – *What drives us?*

Our Mission

