

FROME TOWN COUNCIL - STRATEGIC PLAN
EAC 18 Dec 2014
ACTION PLAN - DECEMBER 2011 to MARCH 2015

Appendix 3

1. Encouraging a Dynamic and Sustainable Economy							
1.1 Economic Development							
ACTIONS				RESPONSIBLE	TIMESCALE	PROGRESS at Oct 2012	PROGRESS at Nov 2013
Budget cost centre & code							
1.1.1	Develop a sustainable economy for Frome			EAC / EDRM	2012/13 & 2013/14		
	Develop an economic development plan to include: Oversee and help co-ordinate all activities in the town centre including Town Team projects: Frome App, Super Market and Keep Frome Clean			EAC / EDRM EAC / EDRM	April 2013 Ongoing	On target Frome App online by April 2013; Keep Frome Clean project in development; successful Frome Super Market pilot	Focused on specific projects rather than writing a report Ongoing
	Establish and develop network involving Frome Chamber of Commerce, local businesses, Heart of SW Local Enterprise Partnership (LEP), Somerset County Council, Mendip District Council, BANES, Wiltshire Council, and other stakeholders			EAC / EDRM	Ongoing	Network well established	Ongoing
1.1.2	Research/data gathering to support economic and community development work			EAC /TC/ERDM	2013/14	New project	Business database purchased, community database to be part of new website
506							4128
506							4122
1.2 Boost the identity of the town							
ACTIONS				RESPONSIBLE	TIMESCALE	PROGRESS at Oct 2012	PROGRESS at Nov 2013
1.2.1	Use local and national expertise to create a unique identity for the town and find new ways of effectively marketing that identity			EAC / EDRM	Ongoing		
	Produce and implement a marketing strategy for the town - to include: Improve FTC website linked to 'Frome Fizz' - a new cultural and community portal for Frome			EAC / EDRM EAC / EDRM	2013/14	New project	New website to be launched in February 2014
	Develop 'Welcome Pack' for investors, visitors and people moving to the town			EAC / EDRM		New project	Do not progress
	Work with 'Into Somerset' and Heart of the SW LEP to improve awareness of Frome as a business location and generate leads			EAC / EDRM	2013/14	Contacts established	Ongoing project
	Work with venues, festival organisers and accommodation providers to promote the town to visitors			EAC / EDRM	2013/14	Discussions proceeding with partners	part of website project
	Support production of town maps promoting pedestrian routes			EAC / TCM	April 2013	On target	Completed
506							4128
802							4027
1.3 Help the local economy become resilient, self reliant and sustainable (see 2.4)							
ACTIONS				RESPONSIBLE	TIMESCALE	PROGRESS at Oct 2012	PROGRESS at Nov 2013
3.3.7	Investigate options for electric powered vehicle for FTC run services			CE	June 2012	Completed	
1.4 Assist the unemployed, under-employed and school leavers							
ACTIONS				RESPONSIBLE	TIMESCALE	PROGRESS at Oct 2012	PROGRESS at Nov 2013
1.4.1	Work with local entrepreneurs, educational establishments and other training providers to identify and meet skill needs in the town (to include enhanced HE and FE provision)			IAC / EAC/ERDM	2014/5	Steps taken to safeguard training operations at Saxonvale Centre; contact made with Frome Community College, Somerset Skills & Learning, Heart of the SW LEP regarding further development of FE provision in Frome	Training/Apprentice Academy plan in progress
1.3.2	Investigate opportunity for development of 'green collar' skills to support green retrofit and renewable energy production.			EAC/ERDM	2014/15	New project	New project
1.4.2	Work with partners to improve the availability of help for the unemployed			EAC / ERDM	Ongoing	Contact made with Somerset County Council, Jobcentre Plus, Careers SW, Frome Community College and Edventure to identify what more can be done to support unemployed	See 1.4.1 above
1.4.3	Facilitate business start ups, training and sharing knowledge			EAC / ERDM			
	Support creative business sector			EAC/TCM	April 2013	Sector supported through funding for Frome App project (Somerset County Council and FTC)	
	Provide information on available premises and sources of business support on FTC website			EAC/ERDM	2014/15	New project	On new website
	Safeguard sites that are suitable for small businesses, encourage development of new incubation space and enable small businesses to be established in the town centre through new planning policies (Neighbourhood Plan)			EAC/PDO	2014/15	Work in progress on Neighbourhood Plan, see 2.3.3 below	
	Work with Frome Community College to develop their new 'Nurture Centre'			EAC/ERDM	2014/15	Discussions ongoing with Frome Community College	See 1.4.1 above
2.5.3	Explore opportunities for a University of Somerset campus			EAC/EDRM	2013/14	See also 1.4.1	Do not progress
EMR							901 9023
EMR							901 9023
EMR							901 9023
EMR							901 9023
802							4027
506							4129
EMR							901 9023
2. Creating a Vibrant Participatory Community							

2.1 Encourage community groups to take the lead							
	ACTIONS	RESPONSIBLE	TIMESCALE	PROGRESS at Oct 2012	PROGRESS at Nov 2013		
2.1.1	Extend the capacity of FTC's grant budget	EAC / RFO	2014/15	Completed	Grant review in progress	503	4720
2.1.2	Introduce Participatory Budgeting for community grants	EAC / RFO	April 2012	Completed			
2.1.3	Investigate provision of umbrella services for community groups i.e. insurance, storage and accountancy	IAC/RFO	2014/15	Not possible via FTC insurance policy, cheap individual cover for groups available	Investigate capacity on already providing accountancy services for car club		
2.5.2	Work in partnership with the Cheese & Grain (C&G) trust to ensure it has a clear strategy for the future, is able to function as a viable organisation and continues to provide a valuable community service	IAC/TC	2013				
	Support C&G in their renewable energy project	IAC/TC	March 2012	Completed			
	Put in place a new sustainable Service Level Agreement (SLA)	IAC/TC	March 2012	Completed			
	Work with C&G to develop Mezzanine and Tower to create viable income stream	IAC/TC	2013/14	Project to develop Mezzanine and Tower in progress	Project complete Nov 2013		
2.2 Make best use of town's green spaces							
	ACTIONS	RESPONSIBLE	TIMESCALE	PROGRESS at Oct 2012	PROGRESS at Nov 2013		
2.2.1	Develop a town-wide Strategy for open spaces and play facilities	EAC / GPM	February 2012	Completed	Review of Strategy in Nov/Dec 2013		
	Mapping of all green spaces and walkways including corridors of diversity	EAC / CPO	July 2013		Completed, to be incorporated into review of Open Spaces		EMR 901 9010
	Investigate sources of external funding	EAC / CPO	2014/15		MUGA grant to be applied for and support for Tennis Court bid		
	Explore innovative ways of protecting open spaces e.g. Queen Elizabeth 2 Fields	EAC / CPO	2013/14	Asset transfer from MDC to FTC priority sites from Strategy, sites placed on asset register	Supporting FROGS to apply for Village Green, Asset of Comm Value etc		
	Challenge and asset transfer			sites identified in Strategy, acquisition from MDC ongoing	Dippy, Showfield and North Parade to be transferred in 2014		
	Identify potential land for acquisition by FTC	FC/TC	2013/14		Do not progress		
	Investigate other uses of closed churchyards	EAC/TC	2013/14	will discuss with new contractors re management and MDC re acquisition			
	Support community natural play project at Welshmill	IAC/GPM	2013/14	Phase 1 completed, phase 2 & 3 start Spring 2013	Phase 2 in progress		505 4902
2.2.2	Improve skate and bike facilities across town	EAC / GPM					
	Support community led skate park project	EAC / GPM	June 2012	Completed			
	Support community led pump track project at Welshmill	EAC / GPM	June 2012	Completed			
2.2.3	Promote the river through enhancement works	EAC / TC					
	Create and implement a river enhancement project (incorporating possible hydro unit at Welshmill)	EAC / CPO	2013/14/15	Project plan completed, detailed design started, NHB funding in negotiation	NHB secured for Henley Way footpath only. Rodden Meadow to be completed 2014. Market Yard improvements not yet funded		506 4136 + \$106
2.2.4	Promote increased tree planting	EAC / GPM			Do not progress		
	Identify public areas for the provision of trees	EAC / GPM	2013/14	New project	Do not progress		
	Consider options for planting in residential areas and urban landscapes	EAC / GPM	2013/14	New project	Do not progress		
2.2.5	Support and promote the work of community groups with shared aims	EAC/CPO	2014/15		Participation Week completed Nov 2013 - planning for next steps		5034720
2.3 Maintain the town character whilst encouraging sustainable growth							
	ACTIONS	RESPONSIBLE	TIMESCALE	PROGRESS at Oct 2012	PROGRESS at Nov 2013		
2.3.1	Develop Town Design Statement for adoption by the Planning Authority	EAC / PDO	August 2012	Completed and passed to MDC for approval			
2.3.2	Lobby for direct access to New Homes Bonus and Community Infrastructure Levy and Non Domestic Rates to support the local infrastructure in Frome	FC / TC	2014/15	Negotiating with MDC to fund River Corridor and Market Place projects	NHB secured for Henley Way path but no other funding forthcoming		
2.3.3	Develop Neighbourhood Development Plan for adoption by the Planning Authority	EAC / PDO	2014	On schedule	Consultation in progress, Plan to be submitted to MDC Spring 2014		506 4129
	Ensure new developments include long term job opportunities			In progress			
	Ensure existing employment land is safeguarded			In progress			
	Protect green open spaces			In progress			
	Claim the right to make planning decisions through Local Development Order			In progress			
2.3.4	Once adopted publicise the Plan and secure implementation	EAC/PDO	2014/15	Next phase of project	Next phase of project		506 4129
2.4 Help the local householders become resilient, self reliant and sustainable							
	ACTIONS	RESPONSIBLE	TIMESCALE	PROGRESS at Oct 2012	PROGRESS at Nov 2013		
2.4.1	Work in partnership with the Frome Development Community Interest Company to provide more allotment and community garden space	FDCIC/EAC	Oct. 2012	Birchill lane open spaces acquired			
2.4.2	Support new developments with good eco and climate credentials	EAC / PDO	2014 onwards		Need to recommend higher insulation and energy standards in applns		
2.4.3	Carry out Carbon Audit	EAC/CPO	2013/14	New project	Completed - Converging World		
	Lobby for an increase in recycling provision						
	Work in partnership with Somerset County Council (SCC) to extend opening hours of the recycling centre	CE / SCC	2012/13	Too expensive			
	Develop an initiative with businesses to eliminate use of plastic shopping bags	EAC/ERO	2014/15	New project	New project		503 4719
	Work in partnership with local businesses to provide multi use recycling bins within the town centre	EAC/ERO	2014/15	New project	New project		503 4719
	Work with the community to increase knowledge levels about importance and opportunities of recycling/re-use and about destination of waste and recycled materials	EAC/ERO	2014/15	New project	New project		503 4719

2.4.4	Work in partnership with Sustainable Frome to provide a consortium for centralised purchasing with energy providers and renewable sourced products	EAC/ERO	2014/15	New project	New project	503 4719
2.4.5	Investigate opportunities for subsidised insulation, sustainable home improvements and the re-use/reduction of waste	EAC/ERO	2014/15	New project	New project	503 4719
	Engage with 'Transitional Streets' initiative	EAC/ERO	2014/15	see also 1.3.1	New project	503 4719
2.5 Build on the range of facilities and activities available locally						
	ACTIONS	RESPONSIBLE	TIMESCALE	PROGRESS at Oct 2012	PROGRESS at Nov 2013	
2.5.1	Encourage sports clubs and organisations to work together to share facilities and costs	EAC/CPO	August 2012	Working party established, next steps behind schedule	Meetings held no further action apart from supporting tennis courts, MUGA.	901 9006
	Set up organisations day to promote awareness between groups and local people	EAC/CPO	March 2012	Annual community fair 2013 in planning stage	Participate Frome held in November 2013	503 4723
	Assist and encourage all schools (state, academic or free) in using local sports and theatre facilities	EAC/CPO	2011/12	Behind schedule	Do not progress	
2.6 Support the town's arts scene						
	ACTIONS	RESPONSIBLE	TIMESCALE	PROGRESS at Oct 2012	PROGRESS at Nov 2013	
2.6.1	Encourage arts organisations to work together to share facilities and costs	EAC/TCM				
	Work in partnership with arts organisation to investigate shared marketing and box office functions		2012/13	Creative Frome taking forward		
2.6.2	Provide assistance with large scale events	EAC/EDRM	2014/15		Christmas Extravaganza event planned for Nov 2013, annual event	502 4333,
	Investigate general public liability insurance for council supported events	EAC/	Oct. 2012	Support given where possible	No umbrella insurance available via FTC.	
	Help facilitate events with resources, project management expertise, use of land and fundraising etc	EAC/EDRM	Annual	Support given where possible	Carnival, Festival and Cobble Wobble all supported	502 4320
2.7 Community involvement						
	ACTIONS	RESPONSIBLE	TIMESCALE	PROGRESS at Oct 2012	PROGRESS at Nov 2013	
2.7.1	Explore and encourage community engagement	EAC/TC	2014/15			
	Facilitate debates on the future of education in Frome	TC/Cllr Usher	Nov 2012	Nov FC - presentations from College and Steiner Schools. See also 4.1		
	Facilitate public Question Time so that the public have access to elected officials across all public services	EAC/Cllr Godman	Ongoing	2 QTs already held		
	Create a Citizens Jury to review evidence on the development of Saxonvale	EAC/PDO	2013/14	New project when time is right	One public debate held, second planned for Feb 2014	501 4018
	Public Referenda on Neighbourhood Planning	FC/PDO	2014	On schedule		
2.7.2	Encourage and support participatory projects	EAC/CPO	Ongoing		Participate Frome Nov 2013 and recommendations to be considered	503 4723
2.1.4	Promote community participation	EAC/CPO	2014/15	Annual community fair completed 2012, 2013 in planning stage	Participation Week completed Nov 2013 - planning for next steps. Work up plan to deliver Participate Frome recs	502 4723
3. Enhancing a Thriving Town Centre						
3.1 Managing the town centre						
	ACTIONS	RESPONSIBLE	TIMESCALE	PROGRESS at Oct 2012	PROGRESS at Nov 2013	
3.1.1	Improve the Town Centre	FC/EDRM	Annual			
	Provide vibrant and sustainable floral planting throughout the year	IAC/GPM	Annual			504 4039
	Explore the introduction of Local Development Orders that will improve the appearance and vitality of the Town Centre (through Neighbourhood Plan)	EAC/PDO	2014/15	See 2.3 above		506 4129
	Provide affordable parking in the town	EAC/TC	2014/15		Do not progress	
	Proactively manage the public realm including notice boards, illegal advertising, the less accessible areas (eg rehabilitation/maintenance of Apple Alley) and street obstructions (eg voluntary codes for A boards)	EAC / EDRM	2014/15	Remodelling project		EMR 901 9020
	Develop costed options for remodelling the town centre	EAC/ERDM	2013/14/15	On schedule	Palmer St planned for Jan 2014, Boyle Cross planned for 2014.	EMR 901 9020
3.3.6	Work to ensure empty shops are not an eyesore	EAC/TCM	ongoing		Do not progress	
3.3.5	Encourage County Highways to ensure appropriate resurfacing in and around the town centre	FC/EDRM	2013/14/15		Palmer street to be resurfaced Jan 2014 and in talks re re-modelling of Mkt Place	EMR 901 9020
3.2 Improving the range of shopping facilities						
	ACTIONS	RESPONSIBLE	TIMESCALE	PROGRESS at Oct 2012	PROGRESS at Nov 2013	

3.2.1	Encourage appropriate developments to enhance the diversity of the shops	EAC/EDRM	2014/15		Participate Frome rec and planning applications at Saxonvale	506 4129
	Build suitable controls into the Town Design Statement and Neighbourhood Development Plan	EAC / PDO	2014/15	See 2.3 above		
3.2.2	Develop and implement Business Plan to revive the Markets <i>Investigate possibilities of locally sourced and sustainable produce</i>	EAC/ERDM EAC/CPO	2014/15 2013/14	See 1.1.1 above New project	Focus will shift to enhancing Wed/Sat mrk Do not progress	EMR 901 9004
3.3 Environmental threshold						
	ACTIONS	RESPONSIBLE	TIMESCALE	PROGRESS at Oct 2012	PROGRESS at Nov 2013	
3.3.1	Improve cleansing services so that 90% of residents are satisfied Consider local provision as part of staffing review Negotiate SLA's with MDC to take on local cleansing services	IAC/EDRM IAC / CE IAC /TC	March 2014 December 2011 2013/14	Resident satisfaction survey planned Completed MDC ground care contract let Oct 2012, in discussion with contractors	Retail surveys carried out, need to analyse results Continued pressure on TLG/MDC to deliver contract	
3.3.2	Carry out service improvement surveys Review and improve street furniture and signage in the town centre	IAC /EDRM IAC / TC	2014/153 2014/15	On schedule In progress - part of N'hood Plan and remodelling project	TLG/MDC to do Clr Goldfinger to present findings in Feb 2014	506 4122 EMR 901 9020
3.3.3	Bid for municipal environmental services i.e. grass cutting, weed control, litter picking, potholes etc Discuss how improvements can be made with contractor	IAC / CE EAC/TC	Summer 2012 2014/15	Bid unsuccessful MDC ground care contract let Oct 2012, in discussion with contractors. Lengthsman employed.	Continued pressure on TLG/MDC to delvier contract. Consider buying contract enhancement	801 4001
1.3.1	Support renewable energy schemes within public and private organisations Support PV panels for the Cheese & Grain building Explore how to facilitate other public buildings to generate renewable energy	EAC / ERO FC/CE EAC/ERO	2014/15 2012/13 2014/15	Exploring possible hydro project at Welshmill Weir Completed New project	Continue to work with Converging World	503 4719
3.3.4	Work in partnership with environmental volunteers i.e. litter picking, river cleansing, education etc <i>Work with Frome College to establish a conservation volunteer group</i>	EAC/GPM EAC/GPM	Ongoing 2013/14	As and when FTC is approached - Barclays Bank, Friends of River Frome, FROGS all worked with FTC in 2012/13 New project - dependant on College to progress	Participate Frome litter picks and FoRF river picks supported, Do not progress	504 4033
3.4 Freedom of movement around the town centre						
	ACTIONS	RESPONSIBLE	TIMESCALE	PROGRESS at Oct 2012	PROGRESS at Nov 2013	
3.4.1	Explore how pedestrian accessibility and safety in the town centre can be improved	EAC/EDRM	2013/14/15	Part of Market Place Improvements	On schedule	EMR 901 9020
3.4.2	Work in partnership with the business and arts community regarding signage as public art	EAC/EDRM	2013/14	New project	Do not progress	
3.4.4	Work with the SCC Highways on reducing the travel of heavy goods vehicles through the town	EAC/EDRM	2013/14	New project	Do not progress	
3.5 Built Environment						
	ACTIONS	RESPONSIBLE	TIMESCALE	PROGRESS at Oct 2012	PROGRESS at Nov 2013	
3.5.1	Survey and evaluate future use of public conveniences Examine other uses for redundant public toilet buildings Work in partnership with MDC on re-use, disposal or demolition of toilet buildings	EAC/TC EAC/TC	December 2011 2013/14 2013/14	Completed In discussion with MDC In discussion with MDC	Not possible to progress Not possible to progress	
	Develop a toilet strategy which is acceptable to the retail sector and improves services to the public	IAC/TCM	April 2013	Community Toilet Scheme to start in Apr 2013	Launched and to be reviewed in 2014	509 4440
3.5.2	Work in partnership with MDC to plant more trees in the Cattle Market car park	IAC/GPM	Winter 2012	MDC won't permit.	Not possible to progress	
4. Ensuring Effective Public and Voluntary Services						
4.1 Partnership working to promote Frome needs						
	ACTIONS	RESPONSIBLE	TIMESCALE	PROGRESS at Oct 2012	PROGRESS at Nov 2013	
4.1.1	Establish a 'Frome Forum' to publicly examine all services across the public sector	FC/TC	2013/14	in discussion with mdc	One Frome piloted and not continued	
4.1.2	Encourage and facilitate a 'Frome Assembly' to bring elected members (across tiers) to account and discuss issues of mutual concern	FC/TC	2013/14	First infomral meeting held in Dec 2012,	No further progress	
4.1.3	Form excellent relationships with MDC and SCC including through the pathfinder initiative to deliver joint objectives	FC/TC	2013/14	Pathfinder project on hold until Mendip hub completed in MDC offices	Frome Hub/move to library in progress	EMR 901 9011
4.1.4	Establish an information hub / one stop shop for Frome information	FC/TC	April 2013	In discussion with scc over poss use of Library	FTC to move to Library in 2014	EMR 901 9011
5. Ensuring an Innovative and Supporting Town Council						
5.1 Rethink the role of the Town Council						
	ACTIONS	RESPONSIBLE	TIMESCALE	PROGRESS at Oct 2012	PROGRESS at Nov 2013	
5.1.1	Consider the implications of the Localism Act	FC/TC				

	Develop a specific plan for adopting local provisions	FC/TC	2013/14	Held seminar on opportunities in June 2012, all Cllr evening in Oct 2012 in order to inform future strategic direction, future discussion planned for Spring 2013	see below	
	Take a lead on any emerging Department of Communities and Local Government (DCLG) vanguard schemes such as the Neighbourhood Plan and Community Budgeting	FC/TC	2013/14	Discussions held and planned with DCLG over community budgeting	Asset of Community Value progressing with FROGS, NP in progress, community budgeting not progressing	
5.1.2	Review the purpose, role and effectiveness of the Town Council	FC/TC				
	Undertake staff and accommodation review to ensure fit for purpose	FC/TC	May 2012 & 2013/14	Staff review completed May 2012 and office refurb planned for summer 2013	Refurb superceded by Library move	
	Ensure that all decisions made by FTC are considered for their sustainability and environmental impact	FC/TC	2013/14	Ethical decision making WP due to meet Feb 2013	Ethical Framework adopted and applied	
	Ensure that all decisions made by FTC are considered for their financial, risk, and legal implications	FC/TC	Annual	FTC follows Standing Orders and fin Regs asks for advice from Internal Auditors		802 5055/6
	Confirm continuing commitment to the Fair Trade movement		Ongoing	Completed		
	Retain FTC's commitment to the 10:10 campaign		Ongoing	Completed		
	Devise strategy to achieve a Carbon Neutral Council	FC/ERO	2013/14	New project	New project	503 4719
	Carry out service improvement surveys	IAC /TC	2013/14	New project	New project	506 4122
5.2	Promote greater engagement					
	ACTIONS	RESPONSIBLE	TIMESCALE	PROGRESS at Oct 2012	PROGRESS at Nov 2013	
5.2.1	Encourage and make use of local expertise to influence best decisions	FC/TC				
	Develop a skills and interests database	EAC / TC	March 2014	In progress	Participate Frome recs database and discussions being held with website developers	802 4027
	Hold a fair for voluntary, specific interest and community groups to network and share ideas	EAC / TC	2014/15	To be planned for 2013	Participate Frome week held and now planning to take forward recs	503 4723
5.2.2	Improve public participation at formal and informal meetings		Ongoing		Participate Frome week held and now planning to take forward recs	
	Strive to make formal meetings easier for everyone to understand	All / TC	Ongoing	Ongoing		
	Make Councillors more accessible to receive and respond to questions and concerns raised by the public	All / TC	Ongoing	Ongoing	More work needed	
	Challenge procedures that are barriers to public participation	All / TC	Ongoing	Ongoing		
	Consider ways of reaching the wider community by on line or broadcast methods	All / TC	Ongoing	See 1.2.1 above	More work needed via website and other means	802 4027
5.2.3	Support the young people to genuinely contribute to Council working	All / CPO	2014/15	Project needs developing with young people in the town.	Mayor for Yong People appointed. Supporting Youth Council. Youth Services report recs being considered	503 4718

- KEY**
- EAC External Affairs Committee
 - IAC Internal Affairs Committee
 - FC Full Council
 - TC Town Clerk
 - GPM Grounds & Properties Manager
 - EDRM Economic Development & Regeneration Manager
 - RFO Responsible Finance Officer
 - TCM Town Centre Manager
 - PDO Planning & Development Officer
 - CPO Community Projects Officer
 - ERO Energy & Recycling Officer
 - TCRM Town Centre Regeneration Manager

