

Health & Wellbeing

Objective	Actions	Measure of success
General health and wellbeing	Coordinate the Health and Wellbeing Forum - 6 monthly meetings	Meetings held; attendance at meeting by range of organisations
	Identification of future priorities by the Health and Wellbeing Forum and ways of addressing these	Annual review of priorities undertaken to inform priorities for following year
	Coordinate the Sport Forum - 6 monthly meetings	Meetings held; attendance at meeting by range of organisations
	Identification of future priorities by the Sports Forum and ways of addressing these	Annual review of priorities undertaken to inform priorities for following year
	Review Health and Wellbeing Strategy actions every 3 months; report to H&WB forum every 6 months and council meetings as appropriate	Review feedback provided to Health and Wellbeing Forum and Council meetings; monthly Health and Wellbeing updates written
	NEW Annual review of the State of Frome Health and Wellbeing report	Annual review completed
	Monitor developments nationally and locally that might impact on health and wellbeing and take action to mitigate where possible	Monitoring undertaken and used to guide work on health and wellbeing in Frome
	Link with wider health and wellbeing networks locally and nationally	Engagement with range of partners
	Work closely with Frome Medical Practice and other partners, supporting each other as appropriate on health and wellbeing projects	Regular meetings with partners as appropriate with agreed priorities
	Communicate health and wellbeing messages with the public, including the 4 weekly Frome FM Radio show	Health and wellbeing show produced every 4 weeks; other communication via Marketing and Communications team as appropriate with coverage in local press and on social media
Young People's Mental Health	NEW Explore the potential for a young people's mental health co ordinator	Project Plan identified and developed, funding identified and project implemented, if required
	NEW Working with partners, consider a model of service provision that includes support for coordination and supervision of volunteer counsellors	Potential for this established, project costed, fundraising underway
	Coordinate the Young People's Mental Health Forum - quarterly meetings	Quarterly meetings held; attendance at meetings; progress against actions
	New Explore the potential to deliver town wide Mental Health First Aid Training for those working with children and young people	If appropriate training delivered (target tbc), evaluation of training, feedback on how the training is then applied in the workplace
	New Link with Frome Learning Partnership to explore provision of mental health awareness training and support and possible interventions in primary schools in Frome. (For example, mental health 1st aid training support for volunteers etc.)	If appropriate training delivered (target tbc), evaluation of training, feedback on how the training is then applied in the workplace
	New Link with partners to consider potential future implementation of a workplace mental health project, particularly aimed at workplaces with young male population (under 25s) to address issue of young men and suicide. Consider too the links potential with literacy and employability.	Clarity on what could be delivered in 2019/20

Healthy lifestyles	NEW Working with partners, find out more about what is being offered in Frome in terms of learning to cook healthy food, budgeting for food, reducing waste. Consider any gaps and how these can be addressed. Link to community development area of work and also to resilience.	Will be confirmed once gaps identified
	NEW In order to address childhood obesity, but also to link with resilience / active travel look at supporting schools to implement a simple physical activity intervention in primary schools e.g. The Daily Mile	Number of schools / children taking part. Potential over medium term to measure impact on childhood obesity data. (target tbc)
	NEW Promotion of use of Old Showfield outdoor gym equipment - monthly drop in sessions	Number of drop in sessions held; numbers attending sessions (target tbc)
	NEW Provision of free tennis sessions - to include access to equipment, learning opportunities, varied hours etc.	Uptake of free tennis sessions (target tbc)
	NEW Consider the potential for a project to increase participation in sport and physical activity within vulnerable groups, particularly young people. Links to earlier action around young people / mental health but broader target audience and planned potentially for 2019/20.	Project viability evaluated and plan developed for 2019/20, if required
	NEW Increase participation in running through project with DEKA (funded in 2017/18)	Number of courses being led by DEKA; numbers participating (target tbc)
	Hold Mayhem in the Meadow	Event held; numbers attending; engagement at the event
Literacy	Continue to co ordinate literacy action group	Number of meetings held (target tbc) and evaluation of success of meetings
	NEW Fund Frome Community Education to deliver course in teaching English as a foreign language	Number of courses held, number participating / completing, evaluation of the courses (target tbc)
	Integrate literacy into the Making it Happen conference	If funding available distribute books to delegates (target tbc)
	Develop comms plan to promote literacy objectives	Plan agreed and implemented
	Continue to increase the profile and use of the Frome reads pop up space as piloted in 17/18	Number of Frome Reads Pop Ups held in 2018/19 (target tbc)
	Continue to explore and develop reading projects with community groups	As per action plan
Community Development	NEW Run a series of activity days in identified communities in Frome	Will be confirmed once project developed
	NEW Funding for specific projects that have been identified by communities (with a view to attracting match funding.)	Will be confirmed once project developed
	NEW Provision of practical resources to support work in communities	Will be confirmed once project developed
	Year 2 of 3 MYA with Fair Frome	As per MYA
	Year 2 of 3 MYA with Active and In Touch	As per MYA
	Year 2 of 3 MYA with Mendip Health Connections for health and wellbeing volunteer coordinator	As per MYA
	Year 2 of 3 MYA with Frome Community Education	As per MYA

Support for organisations	Manage second year of contract fundraiser post - to support external organisations with organisational development and fundraising advice	Number of sessions held / organisations supported / fundraising supported (target tbc)
	Coordination of training programme for community organisations	Number of courses held; number of organisations and participants attending; evaluation of individual courses (target tbc)
	Year 2 of 3 MYA with SPARK to deliver Volunteer Frome	As per MYA
	Deliver final 7 months of Crowdfunding	Match funding provided for appropriate projects
	Administration and support for Mayors Grant (grants up to £300) and community grant scheme (£300 - £2000).	Grants awarded

Open Spaces, Keep Frome Clean and Frome Town Hall

Objective	Actions	Measure of success
Improve Frome's parks and green spaces	Finalise management plans for Rodden Meadow & Millennium Green; and deliver identified improvements	Anecdotal evidence to the Rangers; letters, emails and phone calls about the parks; Comments at Council meetings; Scheduled public consultation (including at events)
	Deliver the outcome of the PB vote in Victoria Park: a better café and better toilets	Two costed options for Council to consider
	Footpath improvements in Victoria Park	Improvements delivered, subject to funding
	Consolidate the Rangers' day to day work across the FTC estate	Anecdotal evidence to the Rangers; letters, emails and phone calls about the parks; Comments at Council meetings
	Begin delivering projects to come from the S106 funds to come from the Garston development	Project(s) delivered in line with timescales
	Establish Steiner Rangers group	Develop regular sessions if pilot successful (target tbc)
	Cost improvements to Chateau Gontier Walk	Costed option delivered if sufficient budget
	Cyclical reviews of FTC's management plans at Council Matters meetings	Reports presented and amended
Help to keep Frome clean, tidy and welcoming and help to build resilient, engaged & involved communities	Rangers to lead on floral planting; opportunities for volunteers to get involved through Volunteer Frome	Positive feedback on seasonal displays; volunteer involvement (target tbc)
	Include litter picks in the Critchill Rangers' sessions	Promoted (and celebrated) litter pick during Keep Britain Tidy's spring clean week
	Support individual communities to deliver local campaigns e.g. Bin It for Trinity	Working with Community Project Officer continue to support and develop TCG and possibly another community
	Work in partnership with MDC across the town to ensure the town is clean and tidy	Number of complaints reducing year on year
	Provide practical support (including resources) so groups and individuals can easily organise volunteer litter picks in Frome	Up to date web pages; regular publicity; FTC-organised events; FTC attendance at events
	Create vibrant planting around the Market Place	Mix of seasonal and perennial planting in place by spring and then ongoing
	Safe operational management of the Market Place	Risk assessments in place and risk managed
Improving access and newly acquired open spaces	Build on the outcomes of the PB votes at Packsaddle & Tower View	Clear community engagement; community to lead in drawing up management plans and adopted by Council Matters Committee
	Build on Walkers Are Welcome status for the town	Programme of walks delivered over summer period
	Continue to support the Missing Links project	Provide reactive support when possible.
Conserve and manage Frome Town Hall for the town and its future generations	Consolidate the day to day management and upkeep of the Town Hall	Timely repairs
	Ensure the building is clean, tidy and well-presented at all times	Month on month declining negative feedback and increasing positive feedback
	Establish a programme of building maintenance requirements for the next 5 years	Planned works completed
	Explore how heating can be more efficiently provided	Proposals submitted to Council Matters for consideration in work programme for 2019/20

Allotments

Quarterly meetings with FAA to discuss and agree works and to consider future projects

Progress reports at quarterly meetings; and works completed to general satisfaction of FAA (including Site Wardens and plot holders)

Resilience

Objective	Actions	Measure of success
Continue to market Frome as an exciting business base for ethical, green, socially engaged businesses	Conduct and promote Good Business visits	Monthly visits conducted. Sponsorship for community projects secured.
	Energy, transport, waste themed business breakfasts	3 green themed breakfasts and/or business meetings per year.
	Green businesses promoted on social media and local press	
	Implement a 'Good Business' award	
NEW Implement sustainable transport policy	Various, see action plan	Transport emissions reduce
Improve bus services and take up	Explore options for additional services	
	Promote bus use	Bus info included in residents packs, tourist info and promoted through media channels
	Lobby for continued services and support where needed	Key services sustained
Improve access to rail services	Use Section 106 and FGW funding to improve layout and signage	Signage installed
	Promote rail use	Rail info included in residents packs, tourist info and promoted through media channels, local railcard explored
	Continue to lobby rail operators for improved frequency and capacity of rail services	Meet with rail operators and key decision makers regularly. Respond to consultations
Support smart transport solutions	Continue to support & promote volunteer driver scheme	Financial sustainability
	Promote lift share e.g. through Liftshare Somerset and / or Facebook	Increased usage of lift-share, promote Frome scheme
	Promote e-bike hire	Two bikes regularly booked and signposted by Medical Practice
	Promote car club	Increased membership and fleet
Encourage electric car use	Install more charge points	8 charge points available
Reduce fossil fuel based transport in business / local organisations	Promote sustainable transport solutions to businesses	Increased business membership of bike to work, car club, lift share and active travel
Reduce fossil fuels	NEW Clean and Healthy Future - develop action plan	Timeline developed, plan replicated in other areas, political and financial support secured
	Continue to encourage reduction in use of energy in schools. NEW School energy challenge	Staff and students engaged and energy / carbon saved
	Continue to pursue projects that change behaviour e.g. One Planet Sunday and use of Welcome Packs for new residents	At least one event per year
	Explore monitoring options including LoRAWan	Internet of Things explored and network established if funding secured
Increase renewable energy production	Explore a range of local solar opportunities, wind and hydro. Promote community solar to roof owners	New renewable energy projects installed each year
	Promote (community owned) green energy tariff	Number of people signed up
Reduce fuel poverty	Secure funding for retrofit (e.g. Better Care Fund)	
	Lend thermal imaging camera to help people find out where their homes are leaking heat.	Camera used regularly throughout colder months to identify and rectify heat loss
Reduce carbon and waste	Share Shop: develop sustainable model	Project becomes self-financing
	Support Community Fridge: recruit more businesses and volunteers in partnership with Edventure	Business sponsorship secured, project self-financing

Objective	Actions	Measure of success
	Support local groups: e.g. support and promote Edventure's repair programme	Three groups assisted per year

Finance & HR

Objective	Actions	Measure of success
Budgets	Annual budget built to deliver the work programme for the year ahead	Council approved budget and Precept set January
	Manage budget to ensure work programme delivered without significant under/overspend	Year end budget is balanced
Precept	Precept agreed at the Council meeting. Precept built as part of budget for the year ahead	Councillors approve the Precept.
	Request Frome's Tax Base figures from MDC	Tax Base impact on Council Tax bills for the forthcoming financial year.
Audit	All FTC's financial transactions to be audited by Internal Auditors on a quarterly basis.	Internal Auditor's report positive and a successful audit completed. Reports taken to Council Matters.
	Annual Return submitted to appointed External Auditors.	Satisfactory response
Sound Financial Management	Always adhere to Financial Regulations and Standing Orders	Internal Auditors and Finance Sponsors report no matters arising.
VAT	All expenditure which incurs VAT has a vatable invoice or associated paperwork allowing for VAT to be reclaimed.	All expenditure is completed to include the paperwork enabling full VAT to be recovered, which allows for the maximum budget to be expendable. Inline with Financial Regs no personal credit cards to be used (cannot reclaim VAT).
	Employ VAT consultants for complex issues	Advice on complex VAT issues is concise and decisions in the best interest of the Council are taken following professional advice.
Investments	Short term investments made inline with the Investment Strategy	Ethical investments gain maximum interest
Invoicing	Pay invoices by due dates	No complaints from suppliers
Banking	Establish a good working relationship with Barclays Bank and the local branch	Good communication/link maintaining with FTC account manager.
	Ensure and encourage FTC staff to be aware of Barclay's local charity work and partner with them when appropriate	Contact made between FTC staff and branch/account manager to maximise local funding opportunities.
	FTC's financial transactions completed on line	Online account
Contracts	All procurement over £5,000 to abide by the Ethical Decision Matrix and supplier form.	
Staff Handbook	At least annually review and update Staff Handbook and policies	No issues arising
Staff Contracts	Issue all new staff a contract and keep all staff contracts up to date	Contracts are reviewed by Ellis Whittam (HR consultants)
Superannuation	P60's submitted to HMRC with in timescale	Submission deadline met. No penalties received.
Recruitment	Formalise recruitment process to be used and followed by all the Management Team	Fair and transparent recruitment process.
Bookings	Ensure comprehensive booking software is easy to use	All bookings are secured and paid for accordingly.
	Bookings are clear and client's requirements are organised and in place.	Smooth and organised arrangements in place ensuring a pleasant experience for the organisation making the booking and the offshoot being recurring bookings.
Tenants	All tenants leases signed and legal	Tenants secured
	Tenants integrated into the Town Hall and working with FTC.	Tenants settled and working as a team with FTC in the Town Hall.
Sales	Transactions for all payments either by BACS or Barclaycard terminal	No large amounts of cash held in Town Hall

All projects

Work with Management Team ensuring all budgets are fully costed and managed.

No significant under/overspend

Prosperity

Objective	Actions	Measure of success
Continue to influence Part 2 of the Mendip Local Plan to ensure that local needs are met	Continue to feed in information on self build and other local housing needs. Work with agents and landowners looking to allocate land to ensure that any future developments meet the needs of the community and are sustainable	Employment & self build policies that reflect the Neighbourhood Plan are included in Part 2 of Local Plan. Appropriate sites are allocated
Support initiatives that enable self-build and co-housing as well as encouraging developers to build high quality housing	Work with developers to bring forward self-build sites	Self-build, co - housing and social housing in allocated in Part 2 Mendip Local Plan. Ultimately consents in place
	Continue to promote the self-build housing register for Frome	People signed up and developers encouraged to bring forward self-build sites
Support Fair Housing for Frome with their identified opportunities. Initiatives to reduce empty housing, provide shared living, Tenants & Landlords, homelessness, creating more homes, Tiny Homes	Continue to work with Fair Housing for Frome to support initiatives. Potentially new elements will come forward from Fair Housing for Frome	TBC
NEW Influence a strategic review of the highway infrastructure and parking across the town, taking into account future development	Work with MDC and SCC to plan for impacts of future development and carry out an assessment of future demand for parking	A future plan for highway improvements and acceptable amounts of parking to serve residents and visitors for both residential and public parking (car parks)
Provide planning advice to residents and businesses	Help with pre-application enquires where appropriate and signpost to the relevant authorities. Assist with planning objections and support for application. Provide a FAQ section on the website for a variety of planning topics	Comprehensive information available on website and feedback from residents and businesses
Lead on campaigning and lobbying to ensure we get the right development in Frome	PAG to respond to consultations and preapplication enquires. Work with MDC & SCC and residents groups	New developments aligned to Neighbourhood Plan and Town Design Statement
Continue to lead the regeneration of Saxonvale	Continue to work with SCC, MDC and others to secure a viable and sustainable regeneration of the site.	
	Bring forward a joint venture scheme for FTC owned land at Saxonvale	Agreement with developers/investors concluded
Bring forward remodelling of Market Place	Work with MDC to put in place new arrangements for the management and promotion of Boyle Cross as a Market/Event space	New management plan for Boyle Cross agreed
	Phase 2 implementation	Phase 2 completed
Invite businesses and other enterprises to play a role in the wider community & support each other	Continued support for and development of 'Frome Business Breakfast' and 'Discuss & Do' and 'Soul Traders' programmes and other initiatives	Further development of programmes and increased participation by businesses (target tbc) Evaluate the degree to which businesses and other enterprises support each other and the wider community
Business support, to work with businesses providing advice and support	Hold events to increase footfall and awareness. Signposting to funding opportunities and other external support organisations. Keep an up to date register of businesses looking for premises and vacant properties. Develop web based resources for business	Evaluate success at year end

NEW To increase the profile of the Wednesday & Saturday market. To create Frome as THE Market town in the South West	Work with MDC and others to increase the profile of existing markets and encourage more market activity	Success criteria to be confirmed
Build on the success of the redeveloped markets in Frome	FTC to continue to support development of The Frome Independent through the provision of advice to the TFI Management Committee.	Continued development of Frome Independent
NEW Bring forward the International work experience project	To provide international work experience opportunities for 18+ year olds. To help businesses develop links. Source participants, businesses and host families	Bursaries awarded to participants and work placements in place. Benefits to both parties established from feedback. Success of the scheme is rolled out to all Twin Towns (5 young people for Frome
NEW Apprentice Skills for work and employability	Bring apprenticeship project in house	Success criteria in tbc
	Build relationships with businesses and establish their recruitment needs and provide advice	
	Work closely with Frome College providing a pathway for students looking for apprentices	
	Support Frome Community Education and others who provide training in basic skills	
	Link up services between Frome Library, Job Centre Plus, SSL & CAB. Identifying gaps and solutions	

Marketing & Comms

Objective	Actions	Measure of success
Improve the image of and pride in the town making it attractive for visitors and investors	Continue to develop the content of the Discover Frome website and social media	Improved Website traffic (target tbc). All web content up to date
	Continue to Market Frome as a visitor destination	Increased visitor numbers with improved access to town information (target tbc)
	Discover Frome Information Point	Increased visitor numbers with improved access to town information (target tbc)
	The Annual	Delivered to every household
	NEW Support walking & cycling through the development of a series of maps	Maps published and promoted
	NEW develop and market a series of guided walking tours	Create a series of walking tours to support the current limited offer and extend interest
	Continue to market Frome as an exciting business base for ethical, green, socially-engaged businesses	Interesting socially engaged business setting up in Frome or partaking in the Good business framework. Awards. The reach of the Business Update
Support new town events based on ideas from the local community - particularly PB	Provide comms support to funded events where needed.	
Implement a programme of activity that enables people living and working in Frome to participate and engage in decision making	People's Budget events	An engaged group of decision makers, choosing a varied and interesting group of events
	People's Budget Town vote	A project chosen by the people of Frome - communicated and delivered.
Implement performing Art Panel Recommendations	NEW Review rehearsal spaces throughout the town and make them available online.	All rehearsal spaces listed online including facilities at C&G.
	NEW Make recommendations for improving music provision for young people	Following review look to establish what music opportunities are available to young people in Frome. Support busking competition and explore performance opportunities.
	NEW Busking event to support shop local	Event delivered and positive anecdotal feedback
	Host Performing Arts Forum in Jan and July	Forum provide positive feedback on delivery of actions
Support and increase the range of information available to residents about community based projects, activities and services available to them for the purposes of both well being and civic pride	FTC Website refreshed	Better search function. Increasing Google analytic data month on month. All information up to date by year end.
	Use all communication channels (digital, print, and face to face) to provide clear and timely information.	All comms, wherever possible, to include 'why' FTC is doing something. Take snap shot of comms at end of March 2018 and review reach and quality 12 months later.
	Continue to support all projects to include Market Cross Remodelling - second phase, Volunteer Frome, People's Budget, Radioactive, Health on Doors, Frome Reads, Electric Bikes, E Cars, Discover Frome Information Point, Community Toilet Scheme & Keep Frome Clean.	To support successful project outcomes on an individual basis
	Explore if additional noticeboard are required throughout the town, including new housing estates.	Cost project, get permission, assess budgets and install if possible
	Review the Comms and Marketing Strategy	Review supported by Cllrs.

Market the Town Hall	Roll out TH marketing Strategy	Income target reached
	Ensure that the Town Hall is fit for purpose and can deliver events. Open, accessible, good quality.	A clean, and functional space with positive anecdotal feedback from clients.
	NEW Deliver Visitor conference to support Town Hall marketing and to increase the profile of the Council to the visitor sector	Successful Conference event with good feedback from delegates
Internal	NEW CRM Implementation	All staff trained and using the CRM software
	NEW Employ an Apprentice to take forward actions from Discover Frome and Events	Apprentice appointed, qualifications started and comms and marketing objectives set and being delivered.
Engagement	Continue to bring together Frome councillors from three tiers of local government to explore joint priorities.	Meetings considered successful by Cllrs.
	Bring together local parish councils to share priorities and issues as and when required.	Meetings considered successful by Cllrs.
	Continue to experiment with meetings to improve public participation and engagement using different room layouts, amplification, live streaming, improved promotion and reporting back.	Consistent attendance and participation from residents in person and online.