

## Agenda item 7

### For information – 2021/22 Work Programme – mid-year review

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#### Summary

This report describes the work that has been completed over the last 6 months. It highlights the many areas where there was positive progress and explains where there were challenges and why.

The report should be read with the accompanying Red/Amber/Green (RAG) rating ([see Appendix 1 here](#)) which demonstrates that in most cases, a green rating has been achieved indicating that delivery is on track.

At the meeting, our progress will be summarised in a verbal presentation and some examples of projects delivered will be provided.

#### Introduction

The Work Programme is reviewed at monthly Management Group meetings.

Managers use a system of RAG rating (Red/Amber/Green) to assess progress. Green indicates an action is on track for delivery or completed, Amber means an action is proceeding but there are potential issues e.g., a lack of funding that could affect delivery and Red means an action is postponed or stopped. [The latest RAG rating can be read here](#). The Management Group regularly discuss areas of work where progress is challenging and collectively consider potential solutions.

This report highlights progress against each of the following areas of work:

1. Environment
2. Marketing & Communications
3. Communities
4. Resilience
5. Prosperity
6. Central services – Finance, IT and HR

## 1. Environment

Generally, we have focused on keeping the parks and green spaces safe, welcoming and well-managed over the last six months. Doing this has involved a lot of reactive work for the Rangers responding to vandalism, for instance but also responding to the higher numbers of queries and ideas that have come in. It has felt that the reactive part of the job has increased over the last six months to a year which is perhaps a reflection of more people spending more time in the parks and green spaces.

Naturally, a significant area of work has been following and considering the Government's guidance and advice for outdoor spaces, play areas and the skatepark. This has meant more time than ever reviewing and updating the risk assessments for the spaces we look after.

Enabling the Rangers to work safely has also been of paramount importance. Again, this has involved reviewing and updating task risk assessments with greater frequency and urgency than ever before. This is essential work, of course and we will be continuing with a Ranger-led review of our practices and working methods.

Some of the highlights from the last six months have included:

- The Rangers have completed the first full season of in-house grass cutting across our parks and green spaces. Completing this work in-house has meant that we can be much more flexible about when and how to cut the grass. At a basic level, this means we can avoid cutting the grass when the ground conditions are not suitable, and we can choose to delay cuts if the weather means the grass isn't actually growing – saving time and resources. More interestingly, we can be creative with our grass cuts, mowing things like the racing and jumping lanes at the Showfield.
- Footpath improvements at Millennium Green
- More solar lights - at the Dippy and for the path between Mary Baily and Victoria Park
- New planters and a bench on Catherine Hill and new planters in Palmer Street. We are also progressing discussions to add some planters along the Portway
- Hedge planting and a new boules court at Packsaddle play area
- Lots of new bins and Share boxes around the town
- New Ranger-made benches at Rodden Meadow, North Parade and Tower View
- We have completed the transfer of Egford Lane from MDC to FTC – leading to Frome's Tiny Forest. We are also continuing to work with the Friends of Egford Lane on a plan for the space, an example of working with the community on the design (and future design) of the spaces that we manage
- New play opportunities – including den-making in Welshmill woods and a sandpit at Packsaddle
- Supported and organised a variety of activities and events in the town's parks and green spaces. The parks and green spaces are now busier than ever with groups getting involved with community stewardship and groups and businesses providing opportunities for things like walking, fitness, dance and yoga
- In conjunction with Edventure - we were able to employ Phoebe as a Trainee Ranger for six months, giving her training opportunities and work experience. This was highly rewarding; as well as being directly useful on the ground. It was also an excellent learning experience for us and something that we will be able to refer back to in the

future if work experience requests come in or should there be further opportunities for an apprentice.

- We have also started implementing some changes to our working practices as a result of the declared Ecological Emergency. Moving towards organic fertiliser, for instance, and in the planting choices for the new planters on Catherine Hill and in Palmer Street.
- Work has also begun on the next steps in response to the Ecological Emergency including:
  - A review of our grass cutting regimes – with the aim of creating more ‘Wild about Frome’ spaces and margins
  - Identifying areas where we can use wildflower seed mixes to create species-rich meadows
  - Completing baseline wildlife and habitat surveys – involving schools and community groups
  - And reflecting the Ecological Emergency in how we manage the town’s parks and green spaces will be a key theme for the next six months – and beyond.

## 2. Marketing & Communications

The Marketing & Communications Team delivers both its own work programme projects and supports the rest of the FTC team to deliver high quality communications and events. There are three aspects to the work: Communicating FTC’s work through media channels, events, and engagement and through supportive materials such as press, posters, digital content, and brand awareness; Highlighting Frome as a visitor destination through the Discover Frome Brand and the Information Point; and managing & marketing the Town Hall and ensuring that it is fit for purpose, that best use is made of it, and that everyone has a positive experience. We work to provide high quality communications to support the strategic aims of the council to include:

### Improving the image of the town through the visitor experience

- Our volunteers at the Discover Frome Information Point are excellent ambassadors for the town – we have seen a change in personnel which is allowing the info point to go from strength to strength.
- Discover Frome website has seen traffic drop slightly over the last year from 125,000 to 115,000. We put this down to lack of events and visitors being reluctant to return after the lockdown, but these figures are on an upward trajectory now – with content such as shows etc., returning for us to promote.
- We continue to be committed to the performing arts in Frome by acknowledging the important part that is played by the venues and Arts in the town by continuing to promote all the amazing events that Frome has to offer throughout the town. Our strategic work has taken a step back in this area as the venues work hard on the difficult business of returning audiences – our work is focusing on supporting these efforts.
- We have continued to focus on walking - the Walkers are Welcome section of the website to include a number of local walks, cycling routes (and buses) through a series of maps and guides – and we have recently added a new walk to our Religious Buildings walks.

- We continue to develop professional training to the Guide Walks programme, with the programme that we funded initially having been turned into a book by Dawn Denton. This will prove a useful resource. The guided walks programme is being relaunched this weekend at the Walking Festival as our guided walkers prepare to work with the Frome Society for Local Study (FSLS) as their walkers retire, to deliver their content. We would like to note what an excellent job the FSLS have done over the years.
- Work continues to keep all the listings up to date and the businesses featured on what we call the Discover Frome Annual listings – which remains a valuable town resource. Publication of The Annual this year is subject to confirmation of funding through Mendip Tourism.

#### Participation and engagement

- This year's Participatory Budget Event winners were Young Somerset with a Skate Park event, Frome Rotary with It's a Knockout and Active and In Touch for a Santa's Grotto. Active and in Touch have since withdrawn due to lack of volunteers and WHY are picking up the mantle.
- The People's Budget Town Vote 2021 applications are now in and due to be launched on Monday 15 November to the public to gain public support.
- The Make it Happen Conference was unable to be delivered this year due to Covid, but plans are afoot to deliver the next one in March.
- We continue to work with outside agencies and councils to deliver Made Differently workshops and days, which serve to support external enquiries regarding the Council's work.

#### Increasing the information output of the Council for the purposes of well-being and civic pride

- All channels continue to be used to support all the projects that the Town Council are undertaking from print to online digital content.
- Our work on the website has featured the delivery of FIND the Frome Information Network Directory and the incorporation of the Frome Directory from the website - this has been well received.
- We reviewed our Digital Social Media strategy and we have increased our social media output, to include new Discover Frome Insta and Facebook channels. This digital strategy includes both websites, a series of online newsletters and ticket sales.
- Our extensive network of 25 noticeboards and volunteer Noticeboard ambassador network have gone from strength to strength.
- Branding work this year has included working with the Green & Healthy Future Team to develop the brand, developing FIND and including campaigns such as Choose Play and Great Big Green Week.
- Accessibility and participation in meetings remain a priority - using posters, trailing meetings, actively inviting members of the public but attendance has considerably dropped off during the pandemic. However, we have also seen an increase in digital access – some meetings have had up to 80 views on YouTube.

## Events

- It has been a challenging but interesting time for events as we navigate between digital, blended and in person events.
- We have delivered and supported a number of events – see separate paper at this meeting for further information. Those not on the work programme but have been delivered this year include Picnic in the Meadow, Play Day, Great Big Green Week - featuring over 40 events and of course Glow in the Park - the Apple Day drone show. The enormous amount of staff input required but also the amount of cross team objectives that can be met through the shaping of a well-planned event should not be underestimated.
- Lots of events across the town and in our parks and open spaces were facilitated and promoted by the FTC Team.
- Events that will not now take place in this financial year include a Graffiti Festival as work around this was delivered as part of the Skate Park Fundraiser and Play Day, the History Festival – due to the early year lock down, and the Business Festival as the Frome Chamber of Commerce reported lack of desire on behalf of the businesses at this time.
- Work has now started to deliver a Jubilee offer for next year, Frome Busks – this year to be supported by the College, and of course Christmas Lantern Parade planning well underway, this year with the addition of the Frome Independent's A Little Night Market.
- The Town Hall has seen a number of events to include the return of Edventure: Frome's training series for community organizations and individuals.

## Town Hall

- There have been many changes at the Town Hall which have been well reported at Council Matters Committee, the most notable being WHY leaving to move to the Natural Health Clinic – we wish them well. We will continue to market their space as useable bookable meeting rooms.
- Weddings remain extremely popular we now offer wraparound hospitality facilities and a trained team to deliver them.
- The support stewards go from strength to strength to support the Town Hall and events, with a new batch currently being recruited.
- The Town Hall continues to sparkle with its excellent cleaning regime. The cleaning staff have done an incredible job supporting us all in our return to work.
- Our pop-up bar has been reinstated at events and is in profit - we have expanded our support staff to incorporate this function and look forward to developing it more fully.

## Covid 19

- We have continued to navigate and support both the Town Hall and our residents through the ever-shifting Covid 19 regulations.
- The 'Check in on your five nearest neighbours' campaign, conceived very quickly, is a message that we are continuing to echo and deliver.

### 3. Communities

Here are the highlights of the work of the Communities Team:

#### Children, young people and their families

- This year we have fully launched FIND, a new information service for residents detailing clubs, activities and services available to children, young people and their families across Frome. To date this platform has over 17k page views with the following being popular pages: activities for 0–5-year-olds, clubs and hobby groups, family support and advice, holiday activity providers, mental health support and bullying and cyberbullying.
- Working with Frome College our project officers have developed a new voluntary role for young people participating in the Duke of Edinburgh awards scheme. The Find ambassadors have supported the promotion of FIND at events throughout the summer.
- We have been working closely with Children's Scrapstore Bristol to create a participative Play Strategy for Frome. Building on what we have and what could be possible the team have talked to residents, businesses and a wide range of organisations to develop a strategy which would increase opportunities for play for children and adults alike.
- This year we have commissioned detached youth services to ensure a broad range of positive activity for young people aged 11 plus and have continued to work with partners to deliver events and out of school activities throughout the year.
- Link and Learn community training has covered talking to young people about mental health and access to local services, with a new forum for mental health practitioners now being supported by FTC to ensure appropriate access to and capacity in local services for young people.
- We continue to review services and identify gaps in provision and have had a particular focus on working with partners to address issues around mental health services for children and young people, hosting a forum for practitioners, school leaders and strategic leads.

#### Community Development

- Over the course of this year, we have continued to build a model of community development in Frome which supports mutual aid and positive activity at a street level. Neighbourhood groups are forming across the town, sharing ideas, aspirations and tips through the Neighbourhood Network, supported by our Community Development Officer. Street and Neighbourhood groups are also actively participating in projects and initiatives centred around parks and open spaces, trees, sustainability and resilience. It is now possible to close a street through a simpler, streamlined, process for playing out and street parties and the network have, supported by FTC hosted a series of training and information sessions for groups to support these and other initiatives.
- A new initiative for this year has been the growth of a group of residents focused on developing a restorative approach to managing neighbourhood disputes. Following a series of restorative training sessions, the group continue to meet on a regular basis building on their ambition to develop a wider community approach to positive conversations.

## Support for Community Organisations

- We continue to share information through the Community Groups Newsletter, loan resources to support the delivery of community events and projects and meet regularly with partner organisations to ensure the 120 plus groups we have in the town are resilient and sustainable.
- We meet with representatives of new and existing projects offering support and advice, regarding funding, business planning and practical support, to continue to build a broad offer for the residents of Frome.

## Grants

This year we are administering the Mayors Grant, Community grant and the Substantial Grant scheme and to date have awarded 38 grants totalling approximately £81,260.

## 4. Resilience

Below is a summary of progress on the Resilience work programme. Actions marked “amber” on the RAG rating are largely due to activities being delayed by COVID, including engagement with schools and businesses. LCWIP and School Street are marked “amber” to reflect their complexity, both in terms of number of stakeholders and the need to secure funding for delivery. The Resilience team is growing, with our new Officer starting on 9 November.

## Energy

- Secured a zero-interest loan to install solar panels and LED lighting in the building. The combined impact of these measures is estimated to be a £2500/year saving on energy bills and a reduction of 3.8 tonnes/CO<sub>2</sub> per year
- Launched Healthy Homes project with the Centre for Sustainable Energy. So far, we have reached 650 Frome residents through monthly energy advice drop-ins, personalised letters from Frome Medical Practice and online webinars and training.
- Launched a second round of installations through Solar Streets with 90 people attending the online meeting in May. There have been a further 30 installations completed or in the sales pipeline taking the total to 100 Frome households with solar installed.
- Produced Climate Emergency Planning Guidance, adopted at Council, setting out what we would like to see from new housing and non-residential developments in Frome.
- Ran a third Improve Don't Move event as part of Great Big Green Week and have updated Frome's Green Directory.

## Green & Healthy Futures programme evaluation

- Set up an evaluation partnership & secured ethical approval through Plymouth University; successfully conducted baseline survey with 300+ responses across Frome.

## Transport

- 24 people have taken part in the Cycle Together scheme since its pilot in May 2021, with the evaluation showing a strong increase in confidence from participants.
- Secured funding from Somerset's Climate Emergency Fund to develop a Local Walking and Cycling Infrastructure Plan (LCWIP). Two online community engagement sessions were held with the transport consultant, to understand the needs of people in Frome. A draft Plan will be available for public review in early 2022. We will need the support of SCC Highways to deliver infrastructure improvements, so a key focus is engaging with them on the draft plan.
- Secured funding via Somerset County Council to develop and trial a School Street scheme on the roads connecting 5 schools in Frome. The layout of the scheme is flexible and is being co-designed with the community. The aim is to agree a scheme and trial it for 18 months from March 2022, to measure the impact on traffic levels and the number of students choosing to walk, cycle and taking public transport.
- Active Travel Challenge- ran a fortnight of activities with four schools despite disruption due to COVID before summer holidays.
- Continued to support local groups such as Friends of Frome Station, Frome's Missing Links, Walkers are Welcome and the Clean Air Network to deliver projects in the community. Projects are becoming increasingly community led after initial support from FTC.
- £3k raised through Bike Jumble for Frome's Missing Links.

## Resources

- Continue to support Community Fridge which is now saving over 30 tonnes of food going to waste each year.
- Secured £2k through Be the Earth Foundation to build on previous research on Frome's local food network. Held a workshop with local producers & retailers in September, 40 people attended. Food Network newsletter is now set up and monthly meetings are being held through Future Shed; report to be published early January.
- Supporting the development of Frome Reuse Centre proposal with Edventure
- Relunched Good Business visits with local businesses - 3 conducted to date. Updating Good Business pages on website to create a network with opportunities to share progress.
- Secured £2k of funding from Mendip Climate Emergency Fund to deliver Sustainable Periods campaign and a community wildlife survey and map which will be taken on by new Resilience Officer, Jo Morris.

## Resilience Communications

- Have begun an update of Resilience pages on website starting with Climate Emergency pages.
- Organised a wide range of public events for Great Big Green Week.
- Worked with Communications Team and Sustainable Frome to deliver Frome Times 2030 wrap-around for COP 26.



## Climate Action

- Organised meeting with Environment Officers at Town and District level with Chair of Somerset County Council Pension Committee. Continuing to lobby to align the Committee's investment strategy with Councils' 2030 target, including staff petition.

## 5. Prosperity

### Vocational Training

- The Vocational Training Group continues to meet regularly, with a commitment to vocational training for people of all ages including young people, people returning to work, and people needing retraining.
- The Spring Forward event to showcase training opportunities in and around Frome, and to capture additional training skills and needs of residents, was held in October at the Frome Carnival Fun Day with Bath College and Somerset Skills & Learning. 1000 people attended the event, and Bath College provided interactive stone masonry sessions to get people engaged. Spring Forward is a signposting service to connect individuals to training opportunities from short courses to traineeships.
- The Vocational Training Group has supported the Kickstart project, which gives businesses 100% funding to provide paid job placements to young people. Young people aged 16-24 that are on Universal Credit can apply for placements via the Jobcentre. All trainees receive 2 hours of training per week in Edventure's outdoor classroom alongside any on-the-job training and take on a climate project at their workplace, with projects to date including a composter at the Walled Garden at Mells, several recycling projects and sustainable transport at Rye Bakery. To date there have been 39 placements with 24 employers including FTC.

### Economic & Community Research

- The national Benchmarking Research with town centre businesses and visitors to benchmark the performance of the town centre against similar towns elsewhere, could not be carried out this year due to lockdown and many businesses not being able to open but the intention is to undertake some research next year which is locally designed.

### Business support

- Fiver Fest was held again 15 -17 October. Part of the national Totally Locally campaign, Fiver Fest celebrates local businesses, often run by families or individuals, making a real contribution to our unique town.
- In September, a Great Big Green Week event was held at Station Approach, bringing businesses together to support one another. Business Communications
- Regular Business Bulletins are distributed to local businesses who have signed up to receive notifications. These promote business training and networking events, as well as any business-related initiatives taking place in the town. Over 600 businesses are signed up. All events are now posted on both FTC & Discover Frome websites.

- FTC continues to work with Frome Chamber of Commerce to run their monthly Discuss & Do events, which continued to be held virtually throughout the pandemic. This includes discussions around business-related topics such as social media, taking on your first employee, financial and budgeting advice, and business planning. Unfortunately, Working Lunches were unable to continue, but will resume as soon as possible.

### Planning & development

- Since April 2021, the Planning Committee has been consulted on and responded to 200 planning applications (that is 14 more than the same period in 2020/21) ranging from works to trees to large housing developments. We have also considered some significant applications that were previously considered as outline applications, and we are now considering the reserved matters applications. These applications include housing developments at the Mount and Sandy's Hill Lane, proposing a total of 500 dwellings.
- There continues to be good attendance at the Planning Committee meetings. We did not see a drop in attendance whilst holding the meetings wholly online and now with the hybrid meetings it makes it more convenient for applicants and developers to attend the meetings, giving us an opportunity to ask questions directly. We have also had several pre-application discussions with developers on larger schemes and continue to negotiate with applicants/developers on a number of current applications.
- The outline application for Selwood Garden Community has now been submitted. We have been working with the applicants, to hold a series of Stakeholder meetings and meetings with other interest groups. As a result of these meetings and other consultation responses, amended plans will be submitted shortly. Once the amended plans have been submitted, we will then go out to wider public consultation before submitting our formal response.
- One of the biggest issues the Planning Committee continues to deal with is the poor standard of sustainability. Buildings currently account for around 40% of Frome's CO<sub>2</sub>e (Carbon Dioxide equivalent) emissions. To achieve Frome's goal of carbon neutrality, in addition to addressing emissions from existing stock, any new buildings must be net-zero compliant from day one.
- All new housing and non-residential developments will need to be as close to zero-carbon as possible and be designed in a way that is fit for the future with a focus on minimising energy costs, increasing biodiversity and making provision for active travel. Existing planning policy and Mendip's Local Plan policies do not sufficiently deal with this. Our Resilience Manager created a Climate Emergency Planning Guide 2021, which has now been adopted by FTC and acts as an advisory document to applicants/developers. This guide has also been promoted to all tiers of local government and neighbouring parishes to encourage them to adopt the principles set out in the guide.
- General enquiries for help and advice on planning and other related matters, from residents and businesses continue dealt with on a day-to-day basis.

### Boyle Cross Phase 3

- A stakeholder workshop was held in July to discuss the proposals for additional seating and planters on the Boyle Cross. Working with Nicholas Pearson Landscape Architects,

a revised scheme has been agreed. We are currently in the process of obtaining quotes for the proposed scheme.

### Fingerpost signage

- A long-standing project to replace the existing fingerpost signs around town and to provide additional posts directing people to and from the train station and the Town Hall, has finally made some progress. Somerset County Council have now consulted on the proposals and are assessing the responses, with a view to issuing the licences shortly so the posts can be installed.

### Transport Strategy

- We have been working with MDC & SCC looking at the possibility of producing a comprehensive transport strategy for the town. Several meetings have been held to discuss how we might bring this forward and whilst there is agreement that a transport strategy is needed, we have been unable to source any funding. We will continue to work with MDC & SCC to find a way forward.

### Regeneration

- We have continued to explore ways in which regeneration projects can be brought forward especially within the town centre. A key factor is the availability of funding for feasibility studies and capital funding to enable the refurbishment and reuse of vacant buildings e.g., the Western Warehouse and adjoining buildings at Saxonvale that would support new cultural, community and educational uses. We are working closely with Mendip District Council and other partners to identify and take advantage of any opportunities that emerge. A speculative application to the Community Renewal Fund was unsuccessful but other opportunities have emerged e.g., the new Levelling Up Fund and Arts Council funding and we are pursuing these strongly.

### 6. Central services - Finance, IT & HR

- Financially, the year has progressed steadily, and income & expenditure is currently expected to align comfortably with the budget by year end. This is always with the proviso that we are only half-way through the year.
- Covid-19 contingency – the majority of this year's budget is unspent so far. Cleaning and Personal Protective Equipment (PPE) expenditure has not significantly increased and work from home expenses have included extra chairs, an occasional desk or minor equipment, which have been funded either as capital expenditure or from our consumables budget. Most staff currently work a greater part of their hours from the office with less than expected hours undertaken from home. It is apparent that the social and in-person meeting benefits are the main draws to the office, whilst working from home is valued for focus/concentration and more private online meetings. Ventilation has been kept high in all offices by opening windows.
- The Annual Governance & Accountability Return (AGAR) was drafted for the first time this year by Hannah Paniccia our Assistant Finance Officer and submitted to PKF

Littlejohn, the external auditors in May. Their satisfactory report was received in early September.

- Hannah is also nearing completion of her Team Leadership Apprenticeship and with the appointment of Alex Lyons as Business Apprentice, she has her first line-managee. She is proving to be a thorough and organised supervisor and Alex is performing his duties to a very high standard for an early apprentice.
- Town Hall reception is now covered by Tracy Ramsey (Weds to Fri) and Nykki Mehta (Mon & Tues). Tracy joined FTC in August when Tricia Mugridge took semi-retirement and thankfully Tricia was able to spend much of August training up Tracy who has settled in brilliantly. Nykki has also generously shared her knowledge on how to work the Front Desk. Both Alex and Tracy have already worked at least two weekends for FTC helping out on events such as Play Day, Plastic Free Picnic and Glow in the Park. Nykki spends the other half of her week in the Comms team focusing on events, weddings and continuing to oversee all Town Hall bookings.
- There have been 2,803 calls to the Town Hall main number since 1 April 2021 which averages 90 per week = 30% down on 2019-20 (data for 20-21 year incomplete due to Covid).
- We have received 4,837 emails to info@ in the past six months (to 1/11/21) averaging 180 per week = 46% up on 2019-20.
- FTC as a whole (staff and Cllrs) have sent 49,990 emails in the past six months, an average of 1,851 emails a week = a 25% increase on the 2019-20 year.
- HR policies and procedures remain under constant review with Laura Flaherty and Sarah Williams researching issues as they are raised alongside scheduled annual reviews. This year the key topics are Flexible/Hybrid Working, Mental Health and Menopause. Health & Safety is primarily undertaken by Chris Stringer, Environment Manager and our chief Risk Assessor. Laura is in the process of moving all our HR files into electronic format which will further reduce storage space taken up.
- Providing efficient hybrid meetings from the Chamber and other meeting rooms at the Town Hall has been a work in progress! Five months on from a 'full return' to the Town Hall we are now able to offer a high-level audio-visual facility for hybrid meetings in all our meeting rooms, thanks to the use of Zoom, Zoom Rooms, Microsoft Teams and some additional equipment. We successfully applied for a £1,500 grant from Somerset Association of Local Councils towards the new portable microphones and cameras. Fine tuning the audio feed in the Chamber was recently carried out by Capay Sound (Harry Williams and Luke Emery) and we are now looking at a minor upgrade of the Chamber equipment to enable hybrid meetings through any media platform.
- IT support is under review along with printing services, a CRM database and app development. An initial quote for the major software project has been received and we will now need to obtain two further comparative quotes. The software project will combine all contacts and data related to FTC business into a centrally held source, as well as linking the data to our website/s directory searches including the new FIND directory. Alongside the software project, our GDPR procedures and policies will be reviewed and revised. One aspect which may affect the progress of this project is what software Somerset County Council use and whether we develop something that connects into their systems or even use a template of something already developed by them. Further research is ongoing within the Unitary discussions.