

Agenda item 3

For decision – update of Council Plan 2025-27

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Summary

This report sets out recommendations for updating Frome Town Council's Plan for 2025-27 and the objectives that will guide the work of the Council over this period. Subject to approval, it will inform our work programme and budget for 2026/27 that will be presented to Council in January 2026.

In January of this year, councillors approved a Council Plan 2025-2027 which set out a clear direction and cohesive strategy to guide Frome Town Council's work in the town over this period.

As we have begun to implement this plan, we have reflected on the challenges and opportunities that we face and the need to evolve as an organisation. This report and the [updated Council Plan at Appendix 3.1, which can be viewed on the website here](#), are the product of that reflection.

We are in a period of transition. As our responsibilities, scope, and the scale of our work have grown, so too has the need for stronger systems, structures, and governance. Our recent Peer Challenge highlighted many of these areas, and responding to its recommendations will be a key focus over the coming years. Further details can be found in a separate report on this agenda.

The Council Plan is one of four strategic documents that all sit together:

- Council Plan – what we want to achieve
- Work Programme – how we will achieve it
- Budget – how we will resource it
- Organisational Impact and Performance Framework – how we will measure success

The Peer Challenge report www.frometowncouncil.gov.uk/wp-content/uploads/2025/10/Frome-Corporate-Peer-Challenge-Report.pdf, described our Council Plan as “a bold, community-led vision that reflects Frome's distinctive identity and values,” recognising our commitment to managing growing responsibilities while staying true to who we are. It also identified key areas for improvement: the need for SMART objectives to demonstrate progress and evaluate impact, and for a stronger alignment between the Work Programme and the Council Plan to improve coordination across the organisation. These recommendations are central to the Council Plan update.

The Council Plan update balances the delivery of tangible projects that make a real difference to people's lives with a continued commitment to strategic, longer-term work. We recognise that many in Frome are struggling, and that the impact of cuts at Somerset Council is being

deeply felt. Our focus will therefore be on initiatives that address genuine need - while maintaining our resilience and preparing for future change.

Over the next two years it is proposed that our focus will be on:

- **Growing Community Wellbeing** - Early Help with a particular focus on supporting young people
- **Thriving town** – not just a thriving town centre but also economic development that benefits the town’s wider economy
- **Environmental sustainability** - River Frome, home energy efficiency including retrofit, renewable energy generation and reuse
- **Assets and infrastructure** – ensuring that the Council’s new assets are generating value for the local community, we advocate for the provision of infrastructure that supports Frome’s future needs and Frome’s voice is heard at Somerset, regional and national levels
- **Bold and effective council** – an improvement plan that will improve our efficiency and effectiveness and enable more participation and innovation

This strategy is about building a solid foundation—so we can continue to do things differently, respond effectively to local needs, and demonstrate the real value of hyper-local government.

Recommendation

Agree the updated Council Plan 2025-27 to guide our work programme and budget setting processes.