Fakenham Town Council

Strategic Plan 2025 - 2028



Vision Statement

Creating a Thriving Environmentally friendly Market town where people aspire to live, work and play

Version Control

Version	Full Council Date
1	26/03/25
2	24/9/25
3	29/04/26
4	01/07/26
5	28/10/26

1. Fakenham
2. Fakenham Town Council: Responsibilities and Structure
3. Fakenham Lancaster – Council Structure
4. Council Committees
5. Achievements
6. Our Priorities/goals for 25-28
7. ACTION PLAN
8. Fakenham Town Council Community Engagement Survey 2024

1. Fakenham

Only 10 miles from the beautiful North Norfolk coast sits the traditional market Town of Fakenham. Known locally as the gateway to North Norfolk, with rich heritage and surrounded by spectacular countryside Fakenham is the largest town in North Norfolk with over 8000 residents.

The weekly charter market dates to 1250 and is today a vibrant event selling products for homes and gardens, pets and people. The income generated by stallholders' rents is paid into the 'Market Tolls' charitable account. Grants are awarded to community groups and individuals for the benefit of Fakenham residents. Dating back 140 years a weekly flea market and auction is also held on the same day.

The town council is also the sole trustee of the Fakenham Recreation Ground Charity, which owns Millennium Park and some of Aldiss Park.

Printing was the major industry in the 19th and 20th century. Printing blocks now form part of the market surface, and the Fakenham Museum of Gas and Local History is the only surviving town gasworks in England and Wales.

The skyline is dominated by the tower of the 14th century St Peters church and the river Wensum, the largest chalk fed river in Norfolk, runs alongside the town. The entire river and some adjourning fields in the southern tip of the Town are designated as a Site of Special Scientific Interest and a Special Area of Conservation.

2. Fakenham Town Council: Responsibilities and Structure

Estate and Grounds	Land Leased to others	Other Responsibilities
Aldiss Community Park (As a Trustee of FRGC)	Goggs Meadow –To the Hawk & Owl Trust	Weekly Charter Market
Millennium Park (As a Trustee of FRGC)	Bacons Piece – To the Hawk & Owl Trust	Administering grants from Market tolls fund
Hayes Lane Playing Field	Edmondsons Acres – To the Hawk & Owl Trust	Oak Street seating & Bike rack area opposite Library (Leased)
Trap Lane Playing Field	Trap Lane – To NNDC	Streetlights
Whitelands Play Areas		Heritage Trail
Creake Road Cemetery		Cinema Triangle (license)
Queens Road Cemetery		Town Sign
Quaker Burial Ground		Wayfinding Signage
St. Peters Gardens		Edward VII Lamp
Rudham Stile Lane Allotments		
Grove Lane Allotments		
Greenway Lane Allotments		
Railway Cutting		
Havelock Square		

3. Fakenham Lancaster – Council Structure

Ward	Councillors	Support (mix of F/T & P/T)
North Ward	**5 Councillors**	**Town Clerk x 1** **Deputy Clerk & RFO x 1** **Administrative Assistant x 2** **Groundsmen x 3**
South Ward	**11 Councillors**	

4. Council Committees

Monthly Full council meetings with District & County Councillors in attendance are supported by committee meetings–

Governance & Finance (G&F)- Quarterly
• Administration of the Council's Finances
• Management of Staff Welfare & Performance
• Governance of Council Policies
Facilities & Amenities (F&A)- Bi-monthly
• Manages all cemeteries, parks, play, allotments and amenity areas
• Regulates the Thursday Charter Market
• Responsible for the Heritage Trail

And Subcommittee meetings

Allotments – Quarterly
HR – As required

5. Achievements

Since the production of the last Business Plan Fakenham Town Council have;

- Supported improvements to the Wensum riverside walk
- Developed a heritage trail as part of the history of the town and tourist destination.
- Supported local business, charities and groups with a stall and gazebo at the weekly market.
- Supported local community groups and the police in activities combating anti-social activities.
- Supported armed forces charity initiatives.
- Reviewed services contracts to ensure value for public money.
- Consecrated the remainder of Creake Road Cemetery.
- Collaborated with NNDC to bring the FLASH project to Fakenham.

6. Our Priorities/goals for 25-28

In developing a new three-year action plan, we prioritised building it from the ground up with input from the community. In 2024, Fakenham Town Council (FTC) conducted a

community survey (Annex A), providing residents with an opportunity to contribute their views and ideas.

This plan is a living document which will be reviewed biannually by the council and adjusted as necessary to reflect the evolving needs of the town, as well as the available resources and finances. Town councils have limited powers, but it is essential for FTC to develop in a way that effectively serves its community. As society continually evolves, it is important that we regularly review our practices to ensure they align with the changing needs of the community.

It is important to recognise that the priorities themselves are high level to support flexibility as there are many matters that fall outside of the council's control and, thus, we must adapt.

At the time of review, the Local Government Reform proposals have been withdrawn. However, there remains considerable uncertainty regarding future arrangements and whether alternative proposals will be brought forward. Until greater clarity is provided, it is difficult to assess the potential impact on town and parish councils. The Council will continue to keep the situation under review and respond to any emerging changes that may affect local governance and service delivery.

7. ACTION PLAN

Prosperous Town - ***Increase economic prosperity and encourage a vibrant and diverse town, championing our business and investing in the town - We will:***

- Encourage visitors to the town outside the main summer season
- Run a varied and vibrant Thursday market.
- Facilitate events with community groups throughout the year in our parks and open spaces.
- Support Fakenham Area Partnership to deliver town centre Christmas Lights
- Support a Banking hub
- Support a Transport Hub

No.	Aim	Action/Task	Priority	Timescale	Resource	Lead	Comments
1	Understand who uses our town and when the peak usage times are.	Work with NNDC Economic Growth Team. Attend District/County led business development days Attend Market Town development strategy meetings	High	2025-26	NNDC/NCC/ Broadlands Norfolk Chamber of Commerce	All Cllrs	Various Market Town or Tourism events attended. NNDC Wayfinding event attended. Collective town Wi-Fi, ActiveXchange and Social Value Engine work options being explored
2	Support & engage with market traders, encouraging a flourishing Thursday market	Work with other organisations or initiatives to improve our market Advertise regularly on a variety of platforms	Medium	Ongoing	Social Media, Tourist information	FTC Staff	Market advertised on Facebook & Instagram. Attendance at the Norfolk Market Operator forum Oct 2025 Market shared with local parishes. New Visit Fakenham Web Page for Market. Planned Market family events during School Holidays
3	Complete the restoration of the war memorial	Look at funding available for restoration projects and produce a business case.	Medium	2025	War Memorials Trust	F&A Cllrs	Conservation survey identified condition as good. Minor Repairs awaiting start date

No.	Aim	Action/Task	Priority	Timescale	Resource	Lead	Comments
4	Enhance the appeal of the town for visitors and the community	Work with district & county councils for improvements to pavements and road markings Implement community survey suggestions in surrounding green spaces that form part of our estate. Identify new opportunities to promote the town centre – e.g. the auto rally	High	2025-28	NNDC / NCC / Community groups Market Tolls Grants Budgeted Grants	F&A Cllrs / FTC Staff	2025 – 26 Town Ambition Programme bid provided streetlight banners & a promotional film. 4 Planters received as part of the Love your market towns in bloom Highways Bridge Street resurfacing agreed
5	Support residents and community groups	Free or low-cost council run events Support to other community groups providing free or low-cost events Market Tolls grants to community groups	Medium	Ongoing	Community groups Market Tolls Grants	FTC Staff	Civic Events VE/VJ80th celebrations & Remembrance parade. S137 Grants to youth support with EP Youth. Various Market tolls grants inc Active Fakenham / Shop Fakenham / Fakenham Society / Fakenham Events Committee. Planned Market family events during School Holidays
6	Enhance tourism within the town	Work with local tourist information Advertise across North Norfolk Provide support for initiatives within the town	Medium	Ongoing	Tourist Information Social Media NNDC Budget £500 S144 Grant	F&A Cllrs / FTC Staff	Support Active Fakenham Events with publicity Share Market with other Parishes 2 Fingerposts installed, Wayfinding project underway
7	Support the retention of banking facilities within the town	Working to improve Post Office Facilities Work with our MP / NNDC on campaigning for a banking hub	Medium	2025-26	Banks NNDC Jerome Mayhew MP	All Cllrs	Working with NNDC & MP. New Post Office opened 2025 Community Cash Hub opening Late 2026. Supported Petition being laid at Parliament.

		Work with current individual bank local hubs to support and extend their services					

<u>Engaging with our community</u> - *Engage with residents of all age groups to develop a greater sense of community spirit.*

We will:

- Provide a platform for promoting community activities.
- Work with a range of partners to provide initiatives to ensure the town remains a safe place.
- Work with young people and support the provision of youth groups and activities
- Collaborate with local stakeholders to identify & address hidden needs within our community
- Celebrate our community spirit

No.	Aim	Action/Task	Priority	Timescale	Resource	Lead	Comments
8	Carry out regular community and stakeholder surveys	Feedback on specific or general issues. Budget for expenditure	Low	Ongoing	Community	FTC Staff	Millenium Park review initial online social media survey April/May 2025. In Park Aug 2025, to schools and community groups Sept 2025. Hayes Lane Playing Field survey Spring 2026 Aldiss Park Wetlands Survey October 2026
9	Provide support & information to local community groups	Seek out opportunities to engage with more community initiatives. Work with NNDC community connector.	Medium	Ongoing	NNDC Community groups FTC Staff	FTC Staff	Market Tolls Grants Grants allocation in Budget. Market stalls loaned to support Barclays Scam support, NNDC, NCC Positivitea, Community connectors. Support Healthier Fakenham Resident Support Leaflet produced
10	Lead, develop & assist with community events	Continue to support funding for the Christmas events & activities. Provide support by way of grants & advertising.	Medium	Ongoing	Community groups FTC Staff / Cllrs	FTC Staff / F&A Cllrs	Civic Events VE/VJ80th celebrations & Remembrance parade. Community focused Annual Assembly

		Lead on ceremonial occasions.			Market Tolls Grants Budget £1000		Advertising and Market Tolls grants to active Fakenham / Fakenham Events committee / Shop Fakenham Planned Market family events during School Holidays
No.	**Aim**	**Action/Task**	**Priority**	**Timescale**	**Resource**	**Lead**	**Comments**
11	Provide support to services for young people	Work towards establishing a 'youth' council. Work with individual schools to support work placements and delivery of awards such as Duke of Edinburgh.	Medium	Ongoing	Budget £6000 allocation Local Schools	All Cllrs / FTC Staff	Duke of Lancaster pupils working in Queens Road Cemetery towards Duke of Edinburgh volunteering award.
12	Annual Town Assembly (a meeting for the Town)	Awards for community spirit and Mayor's cadet. Invite community groups as stall holders	Medium	May Annually	Community groups FTC Staff / Cllrs	FTC Staff	Annual Assembly 22/5/25, 6 community stalls. Awards given out for Community Spirit and Mayors Cadet. Annual Assembly 22/5/26, 10 community stalls. Awards given out for Community Spirit winner and highly commended as well as Mayors Cadet.
13	Publish an annual update to this plan, indicating where budget has and will be spent	Publish an annual report on the work of the Council and make this widely available. Consider working towards delivery of a Neighbourhood Plan	High	May Annually	FTC Staff / Cllrs	FTC Staff	Annual report given at the Town Assembly 22/5/25. Annual report given at the Town Assembly 22/5/26
14	Ensure that all meetings of the Council are well-publicised and accessible to members of the public	Agree calendar of meetings for the year and publish this. Ensure that individual meetings are publicised Consider installing appropriate technology – recording etc	Medium	May Annually	FTC Staff Cllrs	FTC Staff	All meetings on the physical noticeboard and website

15	Improve communication with the electorate	Ensure regular use of Facebook to promote Council. Regular articles in local newsletters. Replace Town Council website.	Medium	Ongoing	FTC Staff Cllrs	FTC Staff	FTC / Community / NCC / NNDC / Highways / military events & updates shared on social media Monthly Beacon Article

<u>Sustainable environment</u> - *Seeking to improve the local environment for the benefit of present and future generations of townspeople*

We will:

- Adapt to the changing climate in the management of our parks & open spaces
- Identify opportunities to deliver on our biodiversity duty
- Require all events held on Town Council land to complete an Environmental Impact Assessment

No.	Aim	Action/Task	Priority	Timescale	Resource	Lead	Comments
16	Maintain & develop allotments	Ensure sites are managed properly – reducing chemicals used and controlling waste disposal.	Low	Ongoing	National Allotment Society Tenant Reps 2025/6 £6000 budgeted for surveys. £5000 for fencing FTC Staff	FTC Staff	Monthly inspections Topographical surveys undertaken Greenway Lane Plot Ongoing Boundary surveys underway
17	Management of burial grounds	Footpath improvements in Queens Road. Tree management in Queens Road. Improvement of abandoned grave sites. Consecration of new burial area at Creake Road. Extension of roadways and footpaths into new burial area at Creake Road. Consider memorial garden or garden of remembrance.	Medium	2025	£23000 budgeted for Creake Road £2000 budgeted for Queens Road memorials FTC Staff	FTC Staff	Consecration of Creake Road Jan 2025 Extension of roadways and footpaths into new burial area at Creake Road September 2025 Memorials inspections by staff completed Aug 2025. Creake Road Wall Repairs Completed 2026

							Solar lighting installed, access improvements ongoing
18	Reduce our carbon footprint	Review our energy contracts. Review our vehicles & equipment. Review our waste management procedures. Review and write sustainability criteria for events held on FTC sites. Consider green energy initiatives	Medium	Ongoing		FTC Staff	Market Place Electricity Feeder Pillars reviewed annually Replacement vehicle schedule in place
No.	**Aim**	**Action/Task**	**Priority**	**Timescale**	**Resource**	**Lead**	**Comments**
19	Seating and waste provisions at all open space sites	Refurbishment/replacement of benches. Review and list out current provisions.	Low	Ongoing	FTC staff	FTC Staff	
20	Open Space management	Develop Tree management plan. Reduce use of chemical pesticides. Look at balance between grass cutting to improve biodiversity and keeping areas tidy. Consider improvements to the Millenium Park Consider improvements to Aldiss Park. Develop clear plan for areas to be allowed to grow and encourage suitable additional planting. Consider ways to consult with public on plans for the site. Seek available funding for identified improvements.	Medium	2025/26	Tree surveys & work £6000 budgeted Millenium Park £10,000 budgeted Community Grant funds	FTC Staff	Estate Strategy June 2025 & Asset Management plan July 2025 developed. Tree surveys completed Nov 24/July 25 and works completed / booked Millennium Park reviews Summer 2025 Estate Wide tree survey booked for November 2026
21	Manage development and the built environment	Play an active role in commenting on planning applications.	Medium	Ongoing	Cllrs	All Cllrs	Keeping pressure on NNDC regarding 9 Norwich Street & 6-10 Norwich Road

22	Consider our Biodiversity Duty	Follow the actions set out in our biodiversity policy.	Medium	Ongoing	FTC Staff Cllrs	FTC Staff	Estate Strategy June 2025 & Asset Management plan July 2025 developed. Biodiversity Policy Reviewed 2026 Pesticide usage reviewed

<u>Community Health & Wellbeing</u> - *Improving our facilities to enable community wellbeing*

We will:

- Encourage participation in sporting and cultural activities including the new facilities.
- Maintain a safe environment
- Provide a range of community services, including allotments, cemeteries, and bus shelters.
- Support the provision of social housing for local people

No.	Aim	Action/Task	Priority	Timescale	Resource	Lead	Comments
23	Enhance Arts & Culture in the Town	Work with creative & artistic communities to support & showcase the incredible talent within the community, promoting festivals & community events.	Low	2026- 7	Local artisans Community Groups	F&A Cllrs	Artists in residence appointed in 2025 Active Fakenham Arts & Film festival promotions Heritage Trail improvements planned as part of Wayfinding project
24	Improve Health & Wellbeing opportunities for residents	Support Active Fakenham in their many events promoting various health and wellbeing activities. Support County Council improvements to the national cycle highway. Provide opportunities to purchase fresh seasonal food through markets & events.	Medium	Ongoing	Market Tolls Grants	All Cllrs / FTC Staff	Support Active Fakenham with publicity & funding. Support the dementia café & Homelessness project Market tolls grants

							Facilitated Healthier Fakenham inaugural event
25	Support affordable local housing	Encourage others to identify areas that may be suitable for affordable housing. Challenge Planning applications to include affordable house where and when appropriate.	Low	Ongoing	NNDC	All Cllrs	Cllrs actively look for potential sites.
26	Spaces can be improved and better signposted	Promotion of areas and development of Millennium Park and Aldiss Park.	Low	Ongoing	NNDC Community Funding	L&E Cllrs	Millennium Park Summer 2025 Survey Hayes Lane survey completed spring 2026. Aldiss Park Wetland Survey Launched
No.	**Aim**	**Action/Task**	**Priority**	**Timescale**	**Resource**	**Lead**	**Comments**
27	Improve Riverside walks	Provide support to the continuation of improvements to the River Wensum walkways. Undertake a feasibility study to develop opportunities for improvements in the areas owned or managed by FTC.	Low	2026-7	NCC Environment Agency Ramblers	L&E Cllrs	Aldiss Park - Potential wetland grant funding options being explored.
28	Work with key enforcement agencies to tackle anti-social behaviour within the town	Ensure that CCTV provides a deterrent for damage to public assets and antisocial behaviour. Continue to ensure that the relationship with the Police is positive & supportive.	Medium	2025-26	Police NNDC NCC Youth Groups	All Cllrs	Police unable to provide support. New CCTV equipment installed
29	Safe management of community facilities	Effective management of Health & Safety, including statutory testing. Regular inspections to ensure assets are well maintained. Continue to review and evaluate risk.	High	Ongoing	HSE RoSPA ICCM FTC Staff	FTC Staff	Estate Strategy June 2025 & Asset Management plan July 2025 developed. H&S policy. Yearly PAT

30	Regular review of policies	Ensure Council is operating legally & with transparency.	High	Ongoing	Clerk / RFO / Cllrs	FTC Staff	Reviewed at Governance & Finance meetings
31	Stop Verges looking neglected	Encourage strategic planting, rewilding, safe maintenance from NCC.	Low	Ongoing	NCC Contractors	FTC Staff	Contractor replacement for 2026
32	Explore additional vehicle safety options, generally and for the Thursday Market	Assess locations & timings of cars parking on pavements blocking pedestrian access. Work with the police and parking enforcement team to reduce occurrences and educate drivers.	Low	Ongoing	Police Parking Enforcement	All Cllrs	Relevant staff NRWSA trained as operators & supervisors, enhanced barriers placed for Market. Working with Highways to avoid cinema triangle congestion.
33	Clear Litter & graffiti on our estate	Increased groundsmen patrols during school holidays.	Low	Ongoing	FTC staff Police	All Cllrs	Groundsmen visit areas more in school holidays
34	Accessible options to our spaces for all ages & mobility	Ensure accessibility options are considered with any enhancement or updates to our open spaces.	Medium	Ongoing	FTC Staff Cllrs	FTC Staff	Inclusive play equipment and areas included within Millennium Park review
35	Safe fit for purpose equipment & machinery	Replace tractor. Regular servicing of equipment and replacement programme.	Medium	Ongoing (tractor 2025)	Budget £39,000 FTC staff	FTC Staff	New UTV purchased Sept 25 New Mowers & chainsaw purchased.
36	New fit for purpose grounds staff depot	Identify location, suitable building type. Assign contract.	High	2025	Budget £70,000 FTC Staff Cllrs NNDC	All Cllrs / FTC Staff	

Transport improvements - *Working with other agencies to deliver a sustainable transport solution benefitting the town*

We will:

- Work with partner agencies for a new town transport hub
- Engage with transport providers
- Review town centre parking arrangements
- Monitor the town for highways defects
- Encourage the reduction of traffic speed to improve road safety by supporting road safety improvement measures

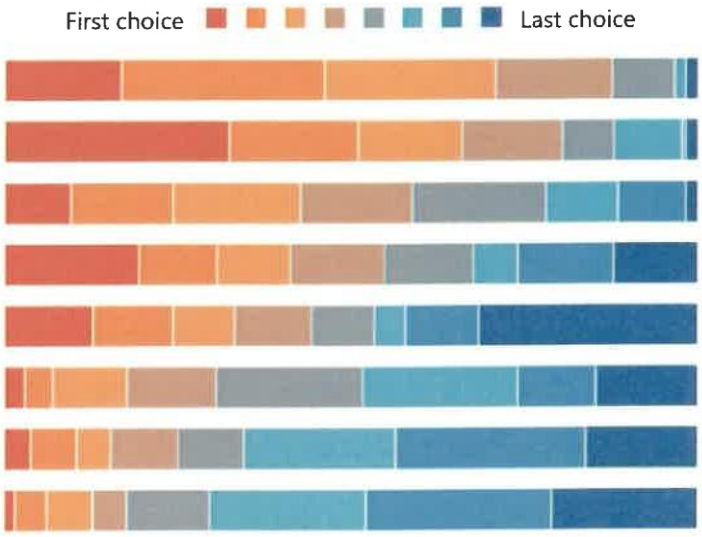
No.	Aim	Action/Task	Priority	Timescale	Resource	Lead	Comments
37	Transport improvement options	Work with NCC to improve Town Centre transport facilities including a transport hub.	Low	2026/7	Cllrs NCC	All Cllrs	Discussions with NCC ongoing
38	Encourage a reduction speed across town	Ensure the Speed Awareness Monitors (SAM2s) are moved regularly between locations. Work with Police, NNDC & NCC on ideas to reduce speed.	Medium	Ongoing	FTC Staff Cllrs Police NNDC NCC	FTC Staff	2 SAMS2 cameras located across 6 town locations for 1 month on 2 off. NCC looking at speed measuring devices Application for SAM3 funding submitted.

Fakenham Town Council Community Engagement Survey 2024

124 Responses 09:00 Average time to complete Closed Status

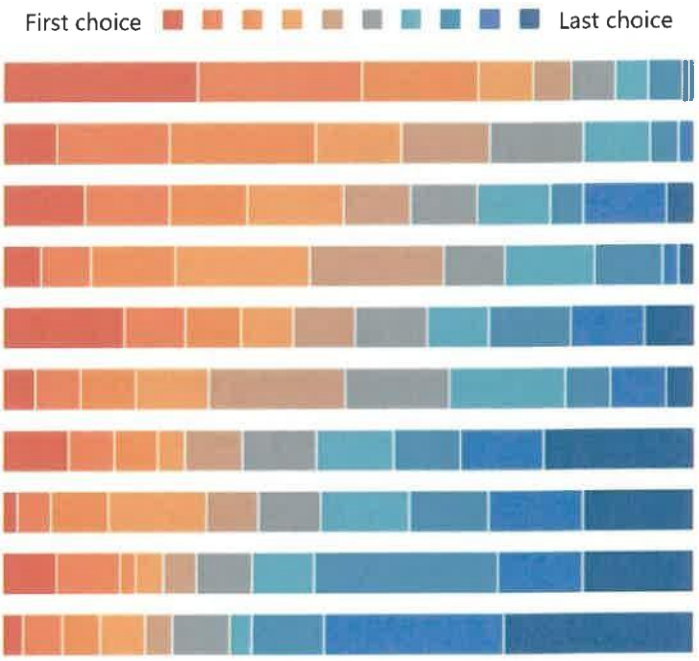
1. In our pilot survey residents said they saw the main issues facing Fakenham as the loss of banks and banking facilities and the loss of shops on the high street. The issues below also rated highly.
   Please rank them with the top item or number 1 being the issue that most concerns you down to the bottom item or number 8 the issue that least concerns you.

Rank	Options
1	Pavement Condition
2	Pot Holes
3	Pedestrian Safety
4	Condition of Shop Frontages
5	Antisocial Parking
6	Street Cleaning
7	Weeds
8	Grass Cutting



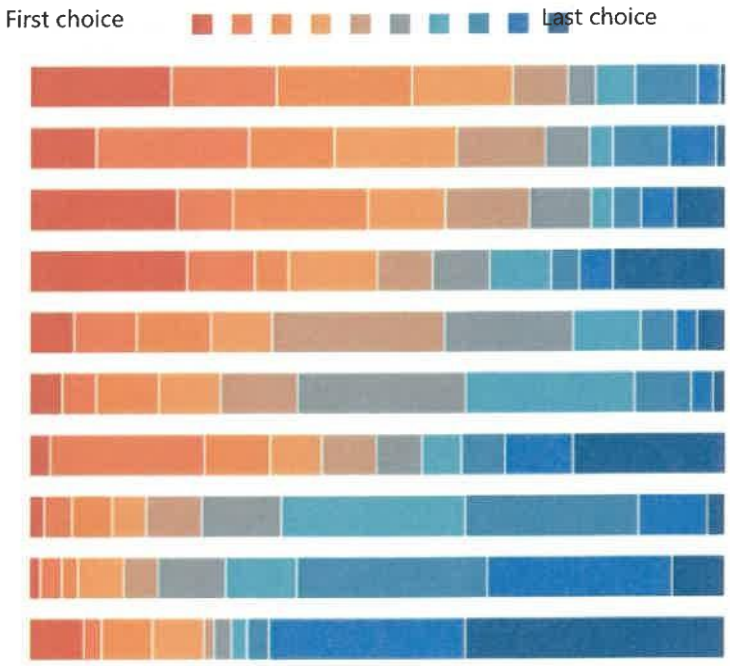
2. If events were planned in the Town, what would you attend.
   Please rank as top item or number 1 being the most likely event that you would attend down to the bottom item or number 10 being the least likely you would attend.

Rank	Options
1	Food & Drink Festival
2	Music Festival
3	Arts & Craft Market
4	Themed Market
5	Carnival
6	Film Festival
7	Car Rally
8	Antique Event
9	Soap Box Derby
10	Sports Festival



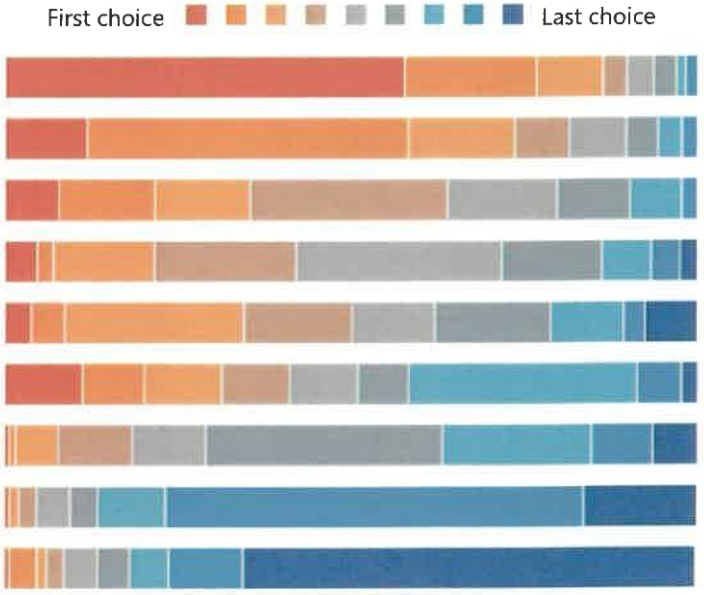
3 Fakenham Town Council manage several areas of estate within the town including Aldiss Park, Millennium Park, Hayes Lane playing field and Gogg's Mill Picnic Area.
If we were to make improvements, please rate as top item or number 1 being the most important to you down to the bottom item or number 10 being the least important to you.

Rank	Options
1	Additional seating or picnic b...
2	Additional seating or picnic b...
2	Managed wildflower areas (Re...
3	More Dog Friendly areas
4	Accessible / inclusive / sensor...
5	Replacement children's play e...
6	Children's Nature Trail
7	Replacement children's play e...
8	Replacement children's play e...
9	Enhanced skatepark facilities



4. If Fakenham Town Council were to enhance current CCTV provision within the Town what locations do you think should benefit?
   Please rate as top item or number 1 being where you feel the most beneficial down to the bottom item or number 9 being where you feel the least benefit.

Rank	Options
1	Upper & Lower Market Place
2	Oak Street
3	Millennium Park
4	Queens Road
5	Aldiss Park
6	Church Lanes
7	Whitehorse Street
8	Creake Road Cemetery
9	Queens Road Cemetery



5. In the free text box below please enter any further comments.

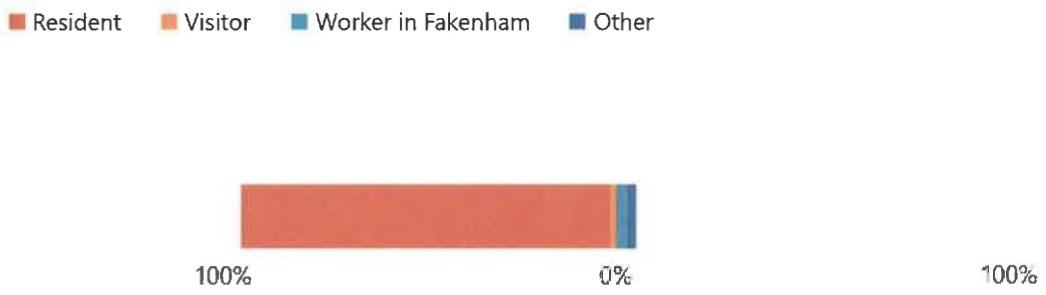
61
Responses

Latest Responses

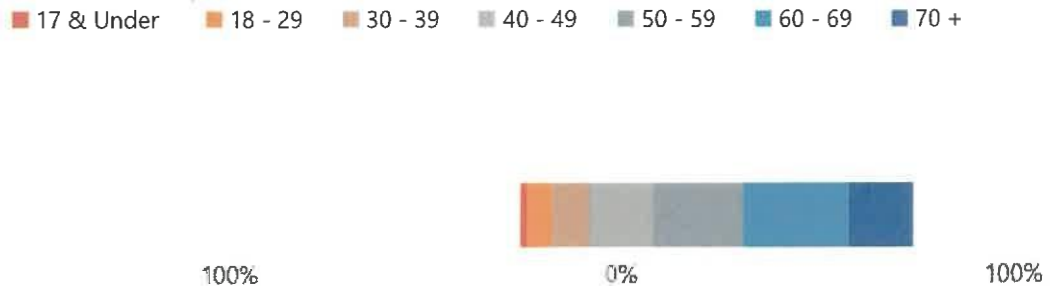
"Better safer pavements for older residents on buggies mor..."

"Bridge Street would be better for cctv "

6. Are you a



7. What is your age range?



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