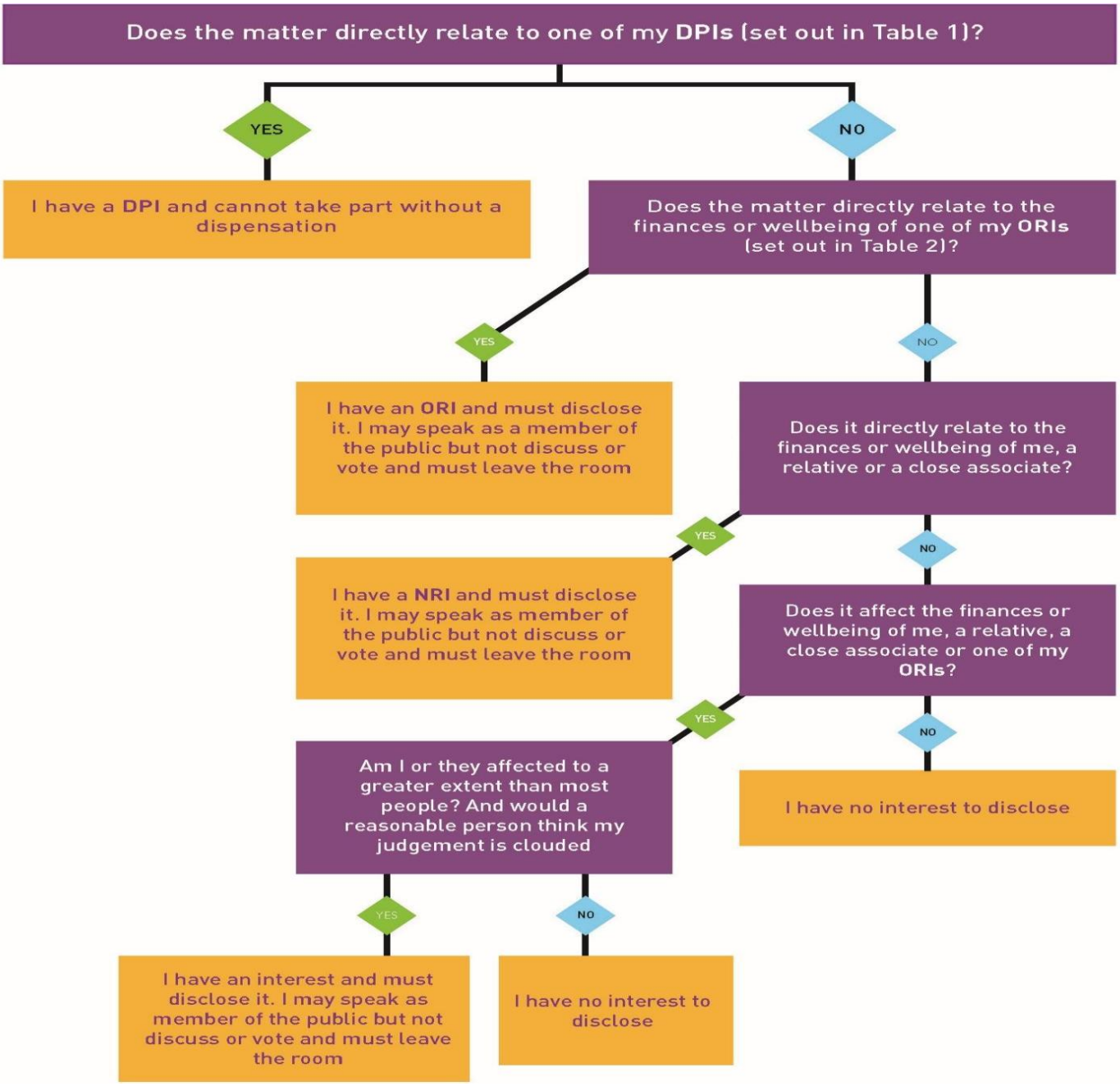

Table 1: Disclosable Pecuniary Interests – DPI

This table sets out the explanation of Disclosable Pecuniary Interests as set out in the Relevant Authorities (Disclosable Pecuniary Interests) Regulations 2012.

Subject	Description
Employment, office, trade, profession or vocation	Any employment, office, trade, profession or vocation carried on for profit or gain.
Sponsorship	Any payment or provision of any other financial benefit (other than from the council) made to the councillor during the previous 12-month period for expenses incurred by him/her in carrying out his/her duties as a councillor, or towards his/her election expenses. This includes any payment or financial benefit from a trade union within the meaning of the Trade Union and Labour Relations (Consolidation) Act 1992.

Contracts	Any contract made between the councillor or his/her spouse or civil partner or the person with whom the councillor is living as if they were spouses/civil partners (or a firm in which such person is a partner, or an incorporated body of which such person is a director* or a body that such person has a beneficial interest in the securities of*) and the council. (a) under which goods or services are to be provided or works are to be executed; and (b) which has not been fully discharged.
Land and Property	Any beneficial interest in land which is within the area of the council. 'Land' excludes an easement, servitude, interest or right in or over land which does not give the councillor or his/her spouse or civil partner or the person with whom the councillor is living as if they were spouses/ civil partners (alone or jointly with another) a right to occupy or to receive income.
Licenses	Any licence (alone or jointly with others) to occupy land in the area of the council for a month or longer
Corporate tenancies	Any tenancy where (to the councillor's knowledge) (a) the landlord is the council; and the tenant is a body that the councillor, or his/her spouse or civil partner or the person with whom the councillor is living as if they were spouses/ civil partners is a partner of or a director* of or has a beneficial interest in the securities* of.
Securities	Any beneficial interest in securities* of a body where— (a) that body (to the councillor's knowledge) has a place of business or land in the area of the council; and (b) either— (i)) the total nominal value of the securities* exceeds £25,000 or one hundredth of the total issued share capital of that body; or (ii) if the share capital of that body is of more than one class, the total nominal value of the shares of any one class in which the councillor, or his/ her spouse or civil partner or the person with whom the councillor is living as if they were spouses/civil partners have a beneficial interest exceeds one hundredth of the total issued share capital of that class

Table 2: Other Registrable Interests - ORI

You must register as an Other Registerable Interest: a) any unpaid directorships b) any body of which you are a member or are in a position of general control or management and to which you are nominated or appointed by your authority c) any body (i) exercising functions of a public nature (ii) directed to charitable purposes or (iii) one of whose principal purposes includes the influence of public opinion or policy (including any political party or trade union) of which you are a member or in a position of general control or management.

Table 3: Non-Registrable Interests - NRI

An interest that is not a DPI, or an interest of a relative or close associate, which does not need to be registered. You must declare an NRI when relevant business affects the finances or wellbeing of you, your partner, a relative, or a close associate.

MINUTES OF THE GOVERNANCE & FINANCE COMMITTEE MEETING
HELD AT THE FAKENHAM CONNECT BUILDING, OAK STREET, FAKENHAM

TUESDAY 21st July 2026 AT 18:00

Attending Committee Councillors: A Glynn (Mayor), P Bucknell, L Harrison, D Hunter, M Dutton, V Joslin

Attending Non-Committee: None
Clerk: L Meanley
RFO & Deputy Clerk: K Lindsay
General Public: None
Press: None

Number	Agenda
21/26GF	**To receive Apologies for Absence** None received
22/26GF	**Declarations of Interest: Members are asked at this stage to declare any Interests, which they may have, in any of the following items on the agenda** None declared
23/26GF	**To adjourn the Meeting for Electors' questions** None received
24/26GF	**To confirm the minutes of the Governance & Finance Committee meeting held on 16th June 2026** On the proposition of Cllr Hunter, seconded by Cllr Bucknell, the minutes of the Governance & Finance Committee meeting held on 16th June 2026 were AGREED by all and signed by the Chair
25/26GF	**To discuss any matters arising from the Governance & Finance Committee meeting held on 16th June 2026** • 16/26GF Cllr Dutton expressed disappointment at the decision to hold Governance & Finance Committee meetings quarterly. • 17/26GF Following submission of the AGAR to PKF Littlejohn, additional information regarding the Council's Internal Auditor was requested and subsequently provided. PKF Littlejohn acknowledged receipt and confirmed that the audit submission would progress to the next stage.
26/26GF	**To review and agree policies and risk assessments for update:** • **To note an amendment to Section 4 of the Fakenham Town Council Strategic Objectives Plan 2025 2028 V4** Cllrs noted the amendment to Section 4 of the Fakenham Town Council Strategic Objectives Plan 2025 2028 V4 and RESOLVED to approve it. • **Mileage Log and Authorisation Procedure** Cllrs reviewed the Mileage Log and Authorisation Procedure and RESOLVED to approve it, with all staff mileage claims to be authorised by the Clerk and the Clerk's mileage claims by the Chair. • **Scheme of Delegation and Standing Committees Terms of Reference** Cllrs reviewed the Scheme of Delegation and Standing Committees Terms of Reference and RESOLVED to approve it for presentation and approval by Full Council • **Expenses Policy**

	• Cllrs reviewed the Expenses Policy and RESOLVED to approve it for presentation and approval by Full Council subject to clarification that approved business travel includes attendance at the employee's normal workplace outside contracted hours (e.g. weekends) and travel to and from the workplace for an authorised evening meeting as part of a split shift. • **Councillor Email Policy** Cllrs reviewed the Councillor Email Policy and RESOLVED to approve it for presentation and approval by Full Council • **Information Transfer Policy** Cllrs reviewed the Information Transfer Policy and RESOLVED to approve it for presentation and approval by Full Council • **Removable Media Policy** Cllrs reviewed the Removable Media Policy and RESOLVED to approve it for presentation and approval by Full Council • **Social Media and Communications Policy** Cllrs reviewed the Social Media and Communications Policy and RESOLVED to approve it for presentation and approval by Full Council • **Records Management and Retention Policy** Cllrs reviewed the Records Management and Retention Policy and RESOLVED to approve it for presentation and approval by Full Council • **Driver & Vehicle Policy** Cllrs reviewed the Driver & Vehicle Policy and RESOLVED to approve it for presentation and approval by Full Council with amendments • **Driver & Vehicle Risk Assessment** Cllrs reviewed the Driver and Risk Assessment and RESOLVED to approve it for presentation and approval by Full Council with amendments • **Data Protection Policies (Separate Pack)** Cllrs reviewed the Data Protection Policies listed and RESOLVED to approve them: **Data Protection by Design Checklist** **Data Protection Impact Assessment (DPIA) Procedure** **Appropriate Policy Document for the Processing of Special Categories of Personal Data and Criminal Offences Data** **Data Protection Complaints Procedure** **Website Privacy Notice** **Employee Privacy Notice** Cllrs reviewed the Data Protection Policies listed and RESOLVED to approve them for presentation and approval by Full: **Data Breach Procedure** **Data Subject Rights Request Procedure**
27/26GF	**To review finance reports for month ending June 2026** • To receive and review June 2026 Payments and Receipts Lists for Fakenham Town Council and Charter Market Cllrs RESOLVED to approve for presentation and approval by Full Council • To receive and review June 2026 consolidated bank reconciliation reports for Fakenham Town Council and Charter Market bank accounts and confirm bank statements for signing

	Cllrs RESOLVED to approve for presentation and approval by Full Council, confirming that all bank statements had been checked against the reconciliations and signed • To receive and review the quarterly Income and Expenditure Budget vs Actuals report Cllrs RESOLVED to approve for presentation and approval by Full Council • To receive and approve the June 2026 schedule of payments over £500 for display on the website Cllrs RESOLVED to approve for presentation and approval by Full Council • To note the Committed Expenditure report Noted
28/26GF	**To receive the RFO's report** 1. **Transition to Scribe Accounts** Members noted the progress report on the transition to the Scribe accounting software package and modules. 2. **Financial Reports** Members noted the progress made in the development of financial reporting. 3. **Budget Observations** Members noted the report providing an overview of the first quarter Budget vs Actuals position. 4. **Reserves Investment** Members noted the current reserves position and RESOLVED to invest £100,000 with CCLA. Members further agreed that a test withdrawal should be undertaken to establish the ease and timescale of accessing funds. The outcome of this exercise will be reported to the next Governance & Finance Committee meeting, where consideration will be given to a potential further investment of £100,000. 5. **Fidelity Guarantee Insurance** Members noted the additional cover is now in place. 6. **Cyber Insurance Review** Members noted that Cyber Essentials Certification is not a mandatory requirement of the Council's insurance provider. However, Members recognised that, should the Council's turnover exceed £1m in the future, completion of the Proposal Form may require an appropriate level of technical knowledge and supporting information. Following consultation with suitable providers, Cyber Essentials Certification has been recommended; however, Members considered that a more proportionate approach may be to seek a limited assessment and support with completion of the Proposal Form rather than undertaking a full Cyber Essentials Certification review. This would ensure the Council is prepared should the requirement arise. Cllrs Harrison and Glynn offered to provide details of potential contacts who may be able to assist.
29/26GF	**To receive the Internal Controller review** None
30/26GF	**To receive and note the current Reserves Report and confirm that it accords with the 2026/27 Reserves Schedule approved by Full Council in May 2026.** Members noted the current Reserves Report
31/26GF	**To review the current allocation of financial administration responsibilities following the appointment of a new Chair of Governance & Finance, including the provision of a**

	Microsoft 365 Premium licence, access to the payroll provider's portal and associated payroll documentation, and responsibility for reviewing and authorising the Council's VAT returns, and to determine whether any changes are required. Members reviewed the current allocation of financial administration responsibilities following the appointment of a new Chair of Governance & Finance. It was noted that the Microsoft 365 Premium Licence allocated to the Chair of Governance & Finance transfers with the position. Accordingly, Cllr Dutton's licence will be changed to a Basic Licence. Cllr Harrison, the newly appointed Chair of Governance & Finance, confirmed that a Premium Licence is not required for her role; therefore, the Premium Licence will remain unallocated and held in abeyance. Members further noted that access to the payroll provider's portal for the purpose of reviewing payroll payments will remain with Cllr Dutton in his capacity as Vice Chair of Governance & Finance. Responsibility for reviewing and authorising the Council's VAT returns will also remain with Cllr Dutton.
32/26GF	**To discuss and consider adding Lonsdale Print Solutions Ltd t/a Lonsdale Direct Solutions to the Approved Contractors Register** Members discussed the addition of Lonsdale Print Solutions Ltd t/a Lonsdale Direct Solutions to the Approved Contractors Register and RESOLVED to approve their inclusion, subject to their approval being limited to works that cannot be sourced from local providers.
33/26GF	**To consider quotation for streetlight column 9084 replacement** Members considered the quotation for the replacement of streetlight column 9084 and RESOLVED to proceed with the quotation at a cost of £2,050.00 excluding VAT.
34/26GF	**To discuss the FLASH Project** Nothing was discussed
35/26GF	**To confirm the date and time of next meeting** **Governance & Finance: Tuesday 20th October 2026 at 18:00**

	There being no further business the meeting closed at 18.55 Confirmed this day of 2026 **CHAIR**

G & F Action Log

G&F	Date	Minute	Responsible	PRIORITY	Action	STATUS	Comments
G&F	**20/01/2026**	**129/26**	**RFO**	LOW	**RFO to obtain an additional quotation for Cyber Essentials certification**	25%	

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Fakenham Town Council

MEMBERS CODE OF CONDUCT POLICY

1. **Introduction**
2. **Members Conduct**
3. **Definitions**
4. **Member Obligations**
5. **Registration of Interests**
6. **Declaration of Interests at Meetings**
7. **Dispensations**
8. **Appendices**

1. Introduction

Pursuant to section 27 of the Localism Act 2011, Fakenham Town Council ('the Council') has adopted this Code of Conduct to promote and maintain high standards of behaviour by its members and co-opted members whenever they conduct the business of the Council including the business of the office to which they were elected or appointed or when they claim to act or give the impression of acting as a representative of the Council.

This Code of Conduct applies as soon as the declaration of acceptance of the office of councillor is signed or a council meeting is attended and applies until you cease to be a councillor.

This Code of Conduct is based on the Nolan Principles of Public Life (Appendix A), from Committee on Standards 1995 report, of selflessness, integrity, objectivity, accountability, openness, honesty, and leadership.

2. Members conduct:

In accordance with the public trust placed on councillors, on all occasions the councillor must:

- Act with integrity and honesty
- Act lawfully
- Treat others with respect and fairness
- Lead by example and in a way that secures public confidence in the role of councillor

In undertaking the role, the councillor must:

- Act impartially and in the interests of the local community
- Not improperly confer an advantage or disadvantage to any person
- Avoid conflicts of interest
- Exercise reasonable care and diligence
- Ensure that public resources are used in the public interest

This Code of Conduct applies to councillors as soon as the declaration of acceptance in signed and continues to apply until you cease to be a councillor.

The code applies to all forms of communication and interaction including:

- Face to face meetings
- Online and telephone meetings
- In written and verbal communication
- In electronic communication, social media, posts, statements and comments

Confidentiality and access to information

As a councillor you must not:

- Disclose information given in confidence without consent or if required to by law
- Improperly use knowledge gained solely as a result of being a councillor for personal advancement or for friends, family or business associates
- Bring the council into disrepute

3. Definitions

For the purposes of this Code, a 'co-opted member' is a person who is not a member of the Council but who is either a member of any committee or sub-committee of the Council, or a member of, and represents the Council on any joint committee or joint sub- committee of the Council, and who is entitled to vote on any question that falls to be decided at any meeting of that committee or sub-committee.

For the purposes of this Code, a 'meeting' is a meeting of the Council, any of its committees, sub-committees, joint committees or joint sub-committees.

For the purposes of this Code, and unless otherwise expressed, a reference to a member of the Council includes a co-opted member of the Council.

4. Member Obligations

When a member of the Council acts, claims to act or gives the impression of acting as a representative of the Council, he/she has the following obligations.

1. He/she shall behave in such a way that a reasonable person would regard as respectful.

2. He/she shall not act in a way which a reasonable person would regard as bullying or intimidatory.

3. He/she shall not seek to improperly confer an advantage or disadvantage on any person.

4. He/she shall use the resources of the Council in accordance with its requirements.

5. He/she shall not disclose information which is confidential or where disclosure is prohibited by law.

5. Registration of interests

1. Within 28 days of this Code being adopted by the Council, or the member's election or the co-opted member's appointment (where that is later), he/she shall register with the Monitoring Officer the interests which fall within the categories set out in Appendices B and C.

2. Upon the re-election of a member or the re-appointment of a co-opted member, he/she shall within 28 days re-register with the Monitoring Officer any interests in Appendices B and C.

3. A member shall register with the Monitoring Officer any change to interests or new interests in Appendices B and C within 28 days of becoming aware of it.

4. A member need only declare the existence but not the details of any interest which the Monitoring Officer agrees is a 'sensitive interest'. A sensitive interest is one which, if disclosed on a public register, could lead the member or a person connected with the member to be subject to violence or intimidation.

6. Declaration of interests at meetings

1. Where a matter arises at a meeting which relates to an interest in Appendix B the member shall not participate in a discussion or vote on the matter. He/she only has to declare what his/her interest is if it is not already entered in the member's register of interests or if he/she has not notified the Monitoring Officer of it.

2. Where a matter arises at a meeting which relates to an interest in Appendix B which is a sensitive interest, the member shall not participate in a discussion or vote on the matter. If it is a sensitive interest which has not already been disclosed to the Monitoring Officer, the member shall disclose he/she has an interest but not the nature of it.

3. Where a matter arises at a meeting which relates to an interest in Appendix C, the member shall not vote on the matter. He/she may speak on the matter only if members of the public are also allowed to speak at the meeting.

4. A member only has to declare his/her interest in Appendix C if it is not already entered in his/her register of interests or he/she has not notified the Monitoring Officer of it or if he/she speaks on the matter. If he/she holds an interest in Appendix C which is a sensitive interest not already disclosed to the Monitoring Officer, he/she shall declare the interest but not the nature of the interest

5. Where a matter arises at a meeting which relates to a financial interest of a friend, relative or close associate (other than an interest in Appendix B), the member shall disclose the nature of the interest and not vote on the matter. He/she may speak on the matter only if members of the public are also allowed to speak at the meeting. If it is a 'sensitive interest' the member shall declare the interest but not the nature of the interest.

7. Dispensations

On a written request made to the Council's proper officer, the Council may grant a member a dispensation to participate in a discussion and vote on a matter at a meeting even if he/she has an interest in Appendices B and C if the Council believes that the number of members otherwise prohibited from taking part in the meeting would impede the transaction of the business; or it is in the interests of the inhabitants in the Council's area to allow the member to take part or it is otherwise appropriate to grant a dispensation.

Signed……. **Date…….**

Name……..

Reviewed at Governance & Finance 20th October 2025
Ratified at Full Council 28th October 2025

8. Appendices

Appendix A – The Seven Principles of Public Life

The principles are:

Selflessness
Holders of public office should act solely in terms of the public interest.

Integrity
Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must disclose and resolve any interests and relationships.

Objectivity
Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.

Accountability
Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.

Openness
Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.

Honesty
Holders of public office should be truthful.

Leadership
Holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.

Appendix B

Interests defined by regulations made under section 30(3) of the Localism Act 2011 and described in the table below.

Subject	***Description***
Employment, office, trade, profession or vocation	Any employment, office, trade, profession or vocation carried on for profit or gain.
Sponsorship	Any payment or provision of any other financial benefit (other than from the Council) made to the member during the 12 month period ending on the latest date referred to in paragraph 6 above for expenses incurred by him/her in carrying out his/her duties as a member, or towards his/her election expenses.
	This includes any payment or financial benefit from a trade union within the meaning of the Trade Union and Labour Relations (Consolidation) Act 1992.
Contracts	Any contract made between the member or between his/her spouse or civil partner or the person with whom the member is living as if they were spouses/civil partners (or a body in which such a person is a partner in a firm, a director of an incorporated body or holds the beneficial interest in securities*) and the Council -
	(a) under which goods or services are to be provided or works are to be executed; and
	(b) which has not been fully discharged
Land	Any beneficial interest in land which is within the area of the Council.
Licences	Any licence (alone or jointly with others) to occupy land in the area of the relevant authority for a month or longer.
Corporate tenancies	Any tenancy where (to the member's knowledge) -
	(a) the landlord is the Council; and
	(b) the tenant is a body in which the member, or his/her spouse or civil partner/the person with whom the member is living as if they were spouses/civil partners has a beneficial interest.
Securities	Any beneficial interest in securities of a body where -
	(a) that body (to the member's knowledge) has a place of business or land in the area of the Council; and
	(b)either -
	(i) the total nominal value of the securities* exceeds £25,000 or one hundredth of the total issued share capital of that body; or
	(ii) if the share capital of that body is of more than one class, the total nominal value of the shares of any one class in which the relevant person has a beneficial interest exceeds one hundredth of the total issued share capital of that class.

*'Securities' means shares, debentures, debenture stock, loan stock, bonds, units of a collective investment scheme within the meaning of the Financial Services and Markets Act 2000 and other securities of any description, other than money deposited with a building society.

Appendix C

An interest which relates to or is likely to affect:

(i) any body of which the member is in a position of general control or management and to which he/she is appointed or nominated by the Council;

(ii) any body—
  (a) exercising functions of a public nature;
  (b) directed to charitable purposes; or
  (c) one of whose principal purposes includes the influence of public opinion or policy (including any political party or trade union)

of which the member of the Council is a member or in a position of general control or management;

(iii) any gifts or hospitality worth more than an estimated value of £50 which the member has received by virtue of his or her office.

Fakenham Town Council

Fakenham Town Council Thursday Market Risk Assessment

Description of activity / area being assessed	**Thursday Charter Market**		**Location**	**Market Place Fakenham**
Manager responsible	**Lesley Meanley**	**Signature & date**	**Lesley Meanley**	
Assessed by (name & role)	**Lesley Meanley - Clerk**	**Signature & assessment date**	**Lesley Meanley 21/09/2026**	

Hazard (H) Hazardous event (HE) Consequence (C)	Who might be harmed	Current controls	Current risk LxC=R	Additional controls	Residual risk LxC=R
H – Opening and closing the Market with barriers & signage. **HE** – Vehicle strikes a barrier; employee is struck by a moving vehicle; manual handling incident whilst lifting barriers **C** – Personal injury. Damage to vehicles Damage to property	Stallholders, Employees, Members of the public.	NRSWA trained employees as Operatives and Supervisors on duty. Separate Market Place Signage & Barriers Risk Assessment to be followed.	Medium (5)		Medium (5)

Likelihood	Consequence				
	1 Negligible	2 Slight	3 Moderate	4 Severe	5 Very Severe
1 Very Unlikely	Low (1)	Low (2)	Low (3)	Low (4)	Medium (5)
2 Unlikely	Low (2)	Low (4)	Medium (6)	Medium (8)	Medium (10)
3 Possible	Low (3)	Medium (5)	Medium (9)	High (12)	High (15)
4 Probable	Low (4)	Medium (8)	High (12)	High (16)	Very High (20)
5 Very Likely	Medium (5)	Medium (10)	High (15)	Very High (20)	Very High (25)

hazard hazardous event consequence	Who might be harmed	Current controls	Current risk LxC=R	Additional controls	Residual risk LxC=R
H - Trader or Official Vehicle movements **HE** – Collison **C** – Personal injury. Damage to vehicles. Damage to property.	Stallholders, Employees Members of the Public	Stallholders are requested to move slowly with hazard lights on and during Market set-up and taking down. Strict times for set up and taking down.	Low (4)		Low (4)
H – Erection and dismantling of stalls **HE** – Stall collapses, components fall, manual handling incident, trapping injury, or vehicle collision during set-up/take-down **C** – Personal injury. Damage to vehicles. Damage to property.	Stallholders, Employees Members of the Public	Stallholders set up own stalls. Training given to employees to set up council owned stall Stallholders/Employees are requested to show due care and attention to Members of the Public/vehicles on site.	Low (3)		Low (3)
H – Stalls become unstable in high winds **HE** – Stall overturns, collapses, or components become detached and airborne due to high winds **C** – Damage to stalls. Personal Injury by debris or falling stall.	Stallholders, Employees Members of the Public	Stallholders must use sufficient weights for all weather conditions or remove hazardous equipment. Employees monitor weather and stallholders' equipment.	Low (4)		Low (4)

hazard hazardous event consequence	Who might be harmed	Current controls	Current risk LxC=R	Additional controls	Residual risk LxC=R
H – Public hazards after all stalls have been erected **HE** – Public trips, slips, is struck by unsecured equipment, or encounters an unsafe stall or obstruction that has not been identified **C** – Personal Injury	Stallholders, Employees Members of the Public	Employees to check stalls in morning inspection. Ensure pathways are safe to use. Ensure no trailing cables, guy ropes etc. are in a location used by the Public. Stallholders to check own stall areas. All stallholders must have public liability insurance	Low (3)		Low (3)
H – Slips, Trips and Falls **HE** – Person slips on a wet surface, trips over an obstruction, or falls due to uneven ground or poor housekeeping **C** – Personal Injury	Stallholders, Employees Members of the Public	Employees to check stalls in morning inspection. Stallholders / Employees to make area safe or cordon off as appropriate Highways issues to be reported immediately to Highways	Low (3)		Low (3)
H – Bottled Gass for Cooking **HE** –Gas leak, fire, explosion, cylinder damage, or contact with hot cooking equipment **C** –Personal injury (burns, smoke inhalation or other injuries)	Stallholders, Employees Members of the Public	Stallholders are requested to have a fire extinguisher which is annually serviced. Gas testing of equipment is suggested to relevant stall holders.	Low (4)		Low (4)
H - Mains electricity to supply stalls **HE** – Electric shock from damaged equipment or cables, electrical fire, overloaded circuits, water ingress, or damaged electrical connections **C** – Personal injury	Stallholders, Employees Members of the Public	Use correctly rated circuit breakers to protect circuit. Regularly examine and test equipment, certificates checked annually. Avoid use of multi adaptors. Cable protector must be used	Low (4)		Low (4)

hazard hazardous event consequence	Who might be harmed	Current controls	Current risk LxC=R	Additional controls	Residual risk LxC=R
H - Fire **HE** – Fire starts and spreads on or from a market stall due to electrical faults, cooking equipment, gas, or combustible materials **C** –Personal Injury, (burns, smoke inhalation or other injuries)	Stallholders, Employees Members of the Public	Electrical safety, LPG safety, appropriate fire extinguishers, fire blankets for catering stalls, good housekeeping, and maintaining clear escape routes	Medium (5)		Medium (5)
H – Food Hygiene **HE –** Food becomes contaminated during storage, preparation or serving, or is cooked, handled or stored at unsafe temperatures **C –** Food poisoning or other illness/injury to customers e.g. food poisoning or allergic reaction	Stallholders, Employees Members of the Public	Appropriate signage to be displayed. Stallholders must provide the appropriate public, product liability insurance annually and any hygiene certificates. The market is monitored by the Environmental Health department of North Norfolk District Council.	Low (3)		Low (3)
H - Displacement of Market in case of fire/flood/highway maintenance **HE –** Unsafe relocation, vehicle collision, inadequate traffic management, or unsafe stall set-up at the alternative site **C –** Personal injury. Damage to vehicles. Damage to property	Stallholders, Employees Members of the Public	Barriers to be used to close the Market site to vehicles after stallholders have set up. Signs notifying the public of the Market's move to be displayed. NRSWA trained employees as Operatives and Supervisors on duty. Separate Market Place Signage & Barriers Risk Assessment to be modified and followed.	Low (4)		Low (4)

hazard hazardous event consequence	Who might be harmed	Current controls	Current risk LxC=R	Additional controls	Residual risk LxC=R
H – Vehicle movement or unauthorised vehicles **HE –** Collison between vehicle & Pedestrian **C –** Traffic Accident resulting in Death, Broken bones, cuts, bruising, panic	Stallholders, Employees Members of the Public	Road Closed Signage at all entry points, Reflective Signage, Trained Operatives, Continuous locked barriers, checked twice throughout market. Signed Diversion routes if applicable, crash-worthy protection where required; Suitable PPE	Low (4)		Low (4)

Periodic Review

Review date:	21/09/26				
Review by:	L Meanley				
Signed:	*L.Meanley*				

Remembrance Parade 2026
Management Plan

Remembrance Parade 2026

Event Date 08/11/2026

Version 1.0

Date: 21st September 2026

Contents

Plan Production and Control	**3**
Event Outline	**3**
Plan Aim, Objectives and Scope	**3**
Event Management Structure and Contact Details	**3**
Crowd Management	**3**
Emergency Procedures	**4**
Road Traffic Management	**4**
Car Parking	**4**
Firework and Pyrotechnic Management	**4**
Public Transport Management	**4**
Severe Weather & Event Cancellation	**4**
First Aid	**5**
Waste Management	**5**
Toilets	**5**
Lighting	**5**
Noise Management Policy	**5**
Lost Children Policy	**5**
Event Insurance	**5**
Equality Impact Statement	**5**
Health and Safety and Risk Assessments	**5**
Safeguarding Event Participants	**5**
Appendices	**6**

Plan Production and Control

This plan has been produced by Fakenham Town Council.

Event Outline

Remembrance Parade on Sunday 8th November to include Wreath laying and outdoor service at War Memorial. Parade starts at 14:40, expected numbers weather dependant but up to 500 people, age range from young cadets to older veterans.

Plan Aim, Objectives and Scope

This plan is designed to bring together the plans involved in the event into one document to provide a complete integrated event plan.

Its main objectives are:

- to facilitate the running of a safe and enjoyable event
- to consider and plan for problems that may happen
- define trigger points at which other plans may be implemented

Event Management Structure and Contact Details

The operational event management team for the event will be:

- Fakenham Town Council – Parade & Service
- Royal British Legion – Act of Remembrance

The event will be run and coordinated from the marketplace.
All on duty staff on duty will be wearing Identification badges and high vis jackets when dealing with road closures.

Crowd Management

Previous years have indicated that crowd numbers are approximately 500 persons. This plan will work to the assumption that the maximum crowd levels will be 500 people.

This event runs for a short period of time. Crowds are expected to congregate from 14:15. The event begins at 14:40 and all required staff/volunteers will be on duty from 12:00hrs.

Details of the event

Sunday	
13:00	Event Organisers on site - Prepare for Road Closure / sound system set up / brochure distribution
14:15	The Parade will assemble at Bridge Street Car Park
14:40	Parade begins
14:45	Act of Remembrance at the War Memorial
15:30	Parade moves off to Church Service
15:35	Event organisers reopen roads and pack up.

Emergency Procedures

Norfolk Police will be notified of the parade in advance, and all Staff and RBL volunteers will receive a briefing before the event. Staff and Volunteers will be instructed to remain vigilant for:

- suspicious behaviour
- unattended bags
- vehicles attempting to enter the parade route
- persons attempting to disrupt the event.

If any members of staff/volunteers consider that an incident is developing which they cannot control, this must be communicated to the Event Manager (EM) directly, via mobile or with the use of a runner. If an emergency incident occurs

1. Contact 999 immediately.
2. Follow Police instructions.
3. Staff/volunteers should direct people away from danger if safe to do so.
4. If evacuation is unsafe, use nearby buildings as temporary places of safety.
5. Suspend or cancel the parade if instructed by Police.

Road Traffic Management

A road closure will be in place. Trained operatives will be responsible for closing and reopening roads. Traffic diversions will be in place. All parade members will use public car parks.

In the event of an emergency, the responding emergency services will dictate what approach road they will use. The EM will ensure on site stewards clear the access road to allow free and easy access to the site.
Public Transport Management
This is not expected to present an issue as most visitors will arrive by car and the road closure is not on a bus route. Bicycles can be walked through the site as normal.

Car Parking

The parking areas are managed and run by different organisations.

Firework and Pyrotechnic Management

There will be no fireworks or pyrotechnics.

Public Transport Management

No Public Transport Management required

Severe Weather and Event Cancellation

It will be a decision made by the EM if the weather creates too great a risk for the event to proceed.

First Aid

Medical cover will be provided by MED-PTS AMBULANCE SERVICES and emergency services.

Waste Management

There are multiple public waste bins available.

Toilets

Public toilets are located at Queens Road Car Park and Bridge Street Car Park

Lighting

The event will start and conclude in daylight.

Noise Management Policy

Band marching music played for approx 10 minutes
Low volume levels for a short period of time

Lost Children Policy

Any lost children will be announced over the PA system and reported to the police

Event Insurance

Insurance will be provided by Clear Councils and covers this public event

Equality Impact Statement

Disabled parking is provided at local car parks. The marketplace is accessible to all.

Health and Safety and Risk Assessments

The Health and Safety standard for the event will be in accordance with the current legislation.
Risk assessments & Method Statements for the event are shown in appendix 3.

Safeguarding Event Participants

All parade participants are under the guidance of their own group leader. No direct involvement with staff.

Appendices - Fakenham Town Council Market Place Signage & Barriers Method Statement / Fakenham Town Council Remembrance Parade Risk Assessment

Risk Assessment & Method Statement – Temporary Road Closures for Fakenham Town Centre Markets & Civic Events

1. Document Control
Project: Town Centre Market & Civic Event Road Closures
Location: Fakenham – Upper Market, Lower Market, Tunn Street, Norwich Street, Bridge Street
Client/Authority: Fakenham Town Council
Responsible Organisation: Fakenham Town Council
Responsible Person: Lesley Meanley
Operational Times: 05:30 – 16:00 *(Thursday Market) others event dependant*
Prepared by: Lesley Meanley
Date: 18/02/2026
Approved by: Governance & Finance Committee 17/03/2026
Review Frequency: Annually or following any incident or significant change

2. Scope of Works
Installation, management, monitoring, and removal of temporary traffic management measures to close five entrances/exits within Fakenham town centre for:

- Weekly markets
- Civic/community events
- Occasional use of manual Stop Works traffic control on adjoining streets

Works include:

- Temporary signage
- Cones and barriers
- Pedestrian management
- Event-duration inspections
- Safe removal and reinstatement of the highway

Road environment: Urban streets with speed limits up to 30 mph.

3. Responsibilities
Traffic Management Supervisor

- Overall responsibility for site safety
- Conduct pre-event briefing where applicable
- Verify layout compliance
- Escalate incidents and liaise with authorities

Traffic Management Operatives

- Install and remove signage and barriers
- Monitor closure points
- Operate Stop Works boards where applicable

Event Coordinator

- Liaise with emergency services and stakeholders
- Ensure emergency access maintained

4. Persons at Risk

- Traffic management operatives
- Traffic management supervisors
- Market traders and event staff
- Pedestrians including vulnerable users (elderly, children, mobility impaired)

- Cyclists
- Drivers
- Emergency services

5. Risk Assessment
See attached Appendix
5.1 Overall Risk Rating
Before controls: High (live urban traffic, public interface)
After controls: Low–Medium (acceptable for planned public event traffic management)

6. Method Statement
6.1 Pre-Event Planning
- Pre-event dynamic risk assessment
- Confirm closure extents and times
- Notify emergency services and stakeholders
- Confirm staff competence and equipment availability
- Conduct team briefing

6.2 Installation Sequence
- Operatives install advance warning signage on approaches if appropriate.
- Operatives position vehicle where required
- Install barriers and road closure signage at:
  - Norwich Street
  - Upper Market
  - Lower Market
  - Tunn Street
  - Bridge Street
- Confirm pedestrian routes and emergency access
- Supervisor conducts site check and dynamic risk assessment
- Verify layout and record inspection

6.3 Event Monitoring
- Routine inspections during operational hours
- Check barrier stability and visibility
- Maintain emergency access route
- Manage Stop Works operations where required
- Record incidents and near misses

6.4 Removal Sequence
- Operatives confirm safe traffic conditions
- Operatives remove barriers in controlled order
- Operatives remove signage last
- Operatives final sweep for equipment or debris
- Reopen roads safely

7. PPE Requirements
- High-visibility clothing
- Safety footwear

- Hard Hat
- Gloves
- Weather protection

8. Equipment

- Temporary road closure signs
- Barriers
- Cones
- Stop Works boards (where required)
- Radios or mobile communication
- Warning lamps where required
- Vehicles with Beacons / Chevrons

9. Emergency Procedures

- Stop work if conditions become unsafe
- Move staff to safe area
- First aid provision at event/market
- Contact emergency services where required
- Provide immediate barrier removal for access
- Record and report incidents

10. Environmental & Community Considerations

- Maintain resident and business access where agreed
- Avoid blocking fire hydrants and key infrastructure
- Minimise disruption during early setup
- Remove all equipment promptly after event

11. Training & Competence

- Traffic management Operative & Supervisor competence such as NRSWA training
- Manual handling awareness
- PPE compliance
- Stop Works operator competence for civic events
- Supervisor present during installation and removal

12. Monitoring & Review

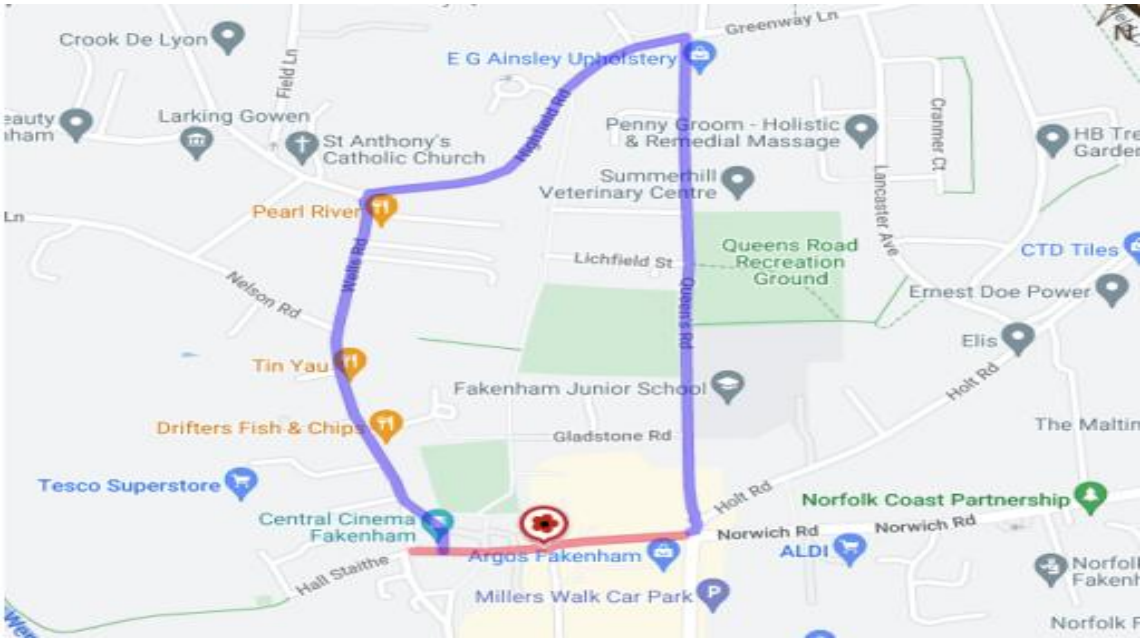
- Annual review
- Review following incidents or layout changes

Appendices (to complete before issue)

A. Site layout drawing showing five closure points and diversion routes
B. Sign & Barrier installation schedule for each closure point
C. Staff competence records
D. Risk Assessment

Appendix A – Site Layout (TRO)

Diversion Route



Appendix B - Sign & Barrier installation schedule for each closure point

Upper Market

- 2 Road Closed Sign / 6 Barriers chained across from planter to planter, covering full carriageway – Footway clear either side

Lower Market

- 2 Road Closed Signs either end of barriers facing oncoming traffic direction / 5

Road Barriers – Footway clear either side

Tunn Street

- 1 Road Closed Sign / 2 Barriers staggered to allow pedestrian access

Norwich Street

- 1 Road Closed Sign / 1 Thursday Market Ahead Sign / 3 Barriers chained across. One chained to railings, 1 chained to planter, – Footway clear either side

Bridge Street

- 1 Road Closed Sign / 1 Thursday Market ahead Sign / 2 Road Barriers -– Footway clear either side

Appendix C – Staff Competence Records

Staff Member	Training – NRSWA Signage Guiding & Lighting	Date valid	Expiry Date
Lesley Meanley	Operator Supervisor	26/01/26 12/02/26	27/01/2031 18/02/2031
Karen Lindsay	Operator Supervisor	26/01/26 12/02/26	27/01/2031 18/02/2031
Beverley Combrink	Operator Supervisor	26/01/26 12/02/26	27/01/2031 18/02/2031
Jamie Francis	Operator Supervisor	26/01/26 12/02/26	27/01/2031
Barry Wheller	Operator	18/05/26	

Appendix D – Risk Assessment

Fakenham Town Council Market Place Signage & Barriers Risk Assessment

Description of activity / area being assessed	**Town Centre Market Place Barriers for Thursday Market.**	**Location**	**Fakenham Town Centre – Upper Market / Lower Market / Norwich Street / Tunn Street / Bridge Street**
Manager responsible	Lesley Meanley	**Signature & date**	**Lesley Meanley 17/03/26**
Assessed by (name & role)	**Lesley Meanley - Clerk**	**Signature & assessment date**	**Lesley Meanley**

Likelihood	Consequence				
	1 Negligible	2 Slight	3 Moderate	4 Severe	5 Very Severe
1 Very Unlikely	Low (1)	Low (2)	Low (3)	Low (4)	Medium (5)
2 Unlikely	Low (2)	Low (4)	Medium (6)	Medium (8)	Medium (10)
3 Possible	Low (3)	Medium (5)	Medium (9)	High (12)	High (15)
4 Probable	Low (4)	Medium (8)	High (12)	High (16)	Very High (20)
5 Very Likely	Medium (5)	Medium (10)	High (15)	Very High (20)	Very High (25)

Hazard	Who may be harmed	Risk	Current Controls	Current Risk LxC=R	Additional Controls	Residual Risk LxC=R
Working in live traffic	Operatives, Supervisors Drivers, Pedestrians	Collision with moving vehicles	Use approved traffic management plan; trained operatives; safe working zone; vehicle beacons; advance warning signs. Suitable PPE Team Working, Install in low traffic periods if	Medium Risk (5)		

			possible			
Hazard	Who may be harmed	Risk	Current Controls	Current Risk LxC=R	Additional Controls	Residual Risk LxC=R
Poor visibility-weather	Operatives, Supervisors, road users	Struck by vehicles, missed signage	Suitable PPE lighting if required, Trained Operatives, Reflective signage avoid installation in severe weather Additional inspections	Low Risk (4)		
Manual handling of signs/barriers	Operatives	Musculoskeletal injury	Manual handling training; team lifts; lightweight compliant equipment; plan storage/transport	Low Risk (4)		
Incorrect sign placement	Road users, public	Confusion, collisions, non-compliance	Follow approved drawings & Chapter 8 layouts; Trained Operatives, competent supervisor checks; maintain minimum visibility distances	Low Risk (4)		
Vehicle ingress into work zone	Operatives Supervisors Pedestrians	Serious injury/fatality	Road Closed Signage at all entry points, Reflective Signage, Trained Operatives Continuous, barriers, Signed Diversion routes, crash-worthy protection where required; Suitable PPE	Medium Risk (5)		
Trips and slips during setup	Operatives, pedestrians	Minor–serious injury	PPE footwear; defined pedestrian routes, Keeping ground clear,	Low Risk (3)		

			No barrier pinch points			
Hazard	Who may be harmed	Risk	Current Controls	Current Risk LxC=R	Additional Controls	Residual Risk LxC=R
Public interaction / hostility	Operatives	Verbal abuse, distraction	Lone-working policy; communication procedure; withdraw if unsafe; report incidents	Low Risk (3)		
Equipment failure / wind loading	Road users, operatives Supervisors	Signs falling into carriageway	Suitable PPE, Trained Operatives, Ballast correctly; wind checks; regular inspection; remove in extreme conditions	Low Risk (3)		
Working near junctions/roundabouts	Operatives, Supervisors, road users, Pedestrians	Reduced reaction time, collisions	Trained Operatives, Enhanced advance signage: traffic marshals if needed; off-peak installation	Medium Risk (5)		
Emergency access blocked	Emergency services, public	Delayed response	Maintain access routes; liaison with local authority /emergency services; quick-remove barriers	Low Risk (3)		
Stop/Go Traffic Control (Civic Events)	Operatives, pedestrians	Traffic Collision	Trained Operatives, Adequate sightlines Advance warning signage, Escape route identified	Medium Risk (5)		

Periodic Review

Review date:					
Review by:					

Fakenham Town Council

Fakenham Town Council Remembrance Parade Risk Assessment

Description of activity / area being assessed	**Remembrance Parade in Town Centre**	**Location**	**Queens Road Car Park, Norwich Street, Market Place, Oak Street**
Manager responsible	Lesley Meanley	**Signature & date**	Lesley Meanley
Assessed by (name & role)	Lesley Meanley - Clerk	**Signature & assessment date**	Lesley Meanley 07/10/25

Likelihood	Consequence				
	1 Negligible	2 Slight	3 Moderate	4 Severe	5 Very Severe
1 Very Unlikely	Low (1)	Low (2)	Low (3)	Low (4)	Medium (5)
2 Unlikely	Low (2)	Low (4)	Medium (6)	Medium (8)	Medium (10)
3 Possible	Low (3)	Medium (5)	Medium (9)	High (12)	High (15)
4 Probable	Low (4)	Medium (8)	High (12)	High (16)	Very High (20)
5 Very Likely	Medium (5)	Medium (10)	High (15)	Very High (20)	Very High (25)

Periodic Review

Review date:	21/09/2026				
Review by:	Lesley Meanley				
Signed:	L Meanley				

Hazard (H) Hazardous event (HE) Consequence (C)	Who might be harmed	Current controls	Current risk LxC=R	Additional controls	Residual risk LxC=R
H - Overcrowding **HE** – crush, trips, falls **C** – musculoskeletal injuries, cuts, bruises	Staff Councillors Participants The Public	Members of the public gather at various points around the war memorial and on the pavement opposite where there is room to gather and disperse. Staff in Hi-Viz will monitor any overcrowding	LOW RISK (3)		
H – Vehicle movement **HE** – Collison between vehicle & Pedestrian **C** – Traffic Accident resulting in Death, Broken bones, cuts, bruising, panic	Staff Councillors Participants The Public	Road closures in place in streets for the duration Marshalls in car park in Hi-Viz Parade group leaders to manage their groups	MEDIUM RISK (5)	Staff training in NRSWA Signage and Barriers, additional barriers in place,	LOW RISK (4)
H – Slips, Trips & Falls **HE** – Falling, tripping. **C** - musculoskeletal injuries, cuts, bruises	Staff Councillors Participants The Public	The route follows roads and pavements and is generally sound and level with the exception of the cobbles in Market Place Marshalls in Hi-Viz will keep the route clear.	LOW RISK (3)		
H- Weather conditions **HE** - Poor Weather **C** - Exposure	Staff Councillors Participants The Public	Parade participants and Marshalls to be briefed to wear suitable clothing Long & Short-term forecasts checked In the event of extreme weather, the organiser will decide if the event should continue and communicate to key participants	LOW RISK (1)		
H-Lost Children or vulnerable adults **HE** – Separation, injury **C** – General injuries, missing persons	Participants The Public	Group Leaders present and responsibility for their children Parents responsible for non-group children attending Announcements can be given over the PA system	LOW RISK (1)		
H- Terrorism **HE** – Vehicular attack / weapons or Firearms attack **C** - Death, Broken bones, cuts, bruising, panic	Staff Councillors Participants The Public	Road Closures in place Staff & Councillors briefed on "Run, Hide, Tell" procedure Police in attendance	MEDIUM RISK (5)		

Fakenham Town Council

PAYMENTS & RECEIPTS LIST

Vouche	Code	Date	Minute	Bank	Payment Ref.	Description	Supplier	VAT Type	Net	VAT	Total
272		01/09/2026		FTC General Current		Payment - Fuel Card	Fuel Card Services T/A Mot		-124.45	-24.89	-149.34
309		01/09/2026		FTC General Current		Payment - Scribe Accounts Sub	Starboard Systems Ltd		-119.00	-23.80	-142.80
320		01/09/2026		FTC General Current		Payment - PAYE & NI	HMRC		-4,291.43		-4,291.43
321		01/09/2026		FTC General Current		Payment - NEST Pension Contr	NEST		-2,822.44		-2,822.44
310		01/09/2026		FTC General Current		Payment - Scribe Allotments Su	Starboard Systems Ltd		-67.00	-13.40	-80.40
311		01/09/2026		FTC General Current		Payment - Scribe Cemetery Sul	Starboard Systems Ltd		-59.00	-11.80	-70.80
312		01/09/2026		FTC General Current		Payment - Civic.ly Monthly Fee	Starboard Systems Ltd		-125.00	-25.00	-150.00
315		01/09/2026		FTC General Current		Payment - Email Licence	ICO SYSTEMS LTD		-60.56	-12.11	-72.67
55		02/09/2026		FTC General Current		Receipt - Allotment Payments	Kayleigh O'Donnell		57.93		57.93
65		02/09/2026		CCLA Investment Ac		Receipt - CCLA Interest	CCLA		392.15		392.15
274		02/09/2026		FTC General Current		Payment - Water Supplies - GL	Wave Water		-109.11		-109.11
322		02/09/2026		FTC General Current		Payment - Norfolk Pension Fun	Norfolk Pension Fund		-570.08		-570.08
273		03/09/2026		FTC General Current		Payment - Mobile Phone Charg	O2		-77.61	-15.52	-93.13
56		07/09/2026		FTC Precept		Receipt - FTC Precept Interest	Barclays		1,072.50		1,072.50
57		07/09/2026		FTC General Reserve		Receipt - FTC General Reserve	Barclays		398.30		398.30
275		07/09/2026		FTC General Current		Payment - Barclaycard Purchas	Barclay Card - Various		-555.31	-86.82	-642.13
304		07/09/2026		FTC General Current		Payment - Account Fee	Barclays		-8.50		-8.50
308		10/09/2026		FTC General Current		Payment - Barclaycard Machine	Barclays (Card Machine)		-24.80	-0.96	-25.76
323		10/09/2026		FTC General Current		Payment - Rates - MKT	North Norfolk District Coun		-133.00		-133.00
324		10/09/2026		FTC General Current		Payment - Rates - Creake Rd C	North Norfolk District Coun		-182.00		-182.00
307		15/09/2026		FTC General Current		Payment - Fuel Card	Fuel Card Services T/A Mot		-135.64	-27.13	-162.77
325		15/09/2026		FTC General Current		Payment - Salaries	All Staff		-16,050.73		-16,050.73
326		15/09/2026		FTC General Current		Payment - Norfolk Pension Fun	Norfolk Pension Fund		-701.93		-701.93
313		21/09/2026		FTC General Current		Payment - Broadband & Landli	Talk Talk Business		-112.12	-22.42	-134.54
286		22/09/2026		FTC General Current		Payment - Defib Pads Replacm	Christopher Baker		-125.00		-125.00
285		22/09/2026		FTC General Current		Payment - Container Door - Tra	Haller Builders		-1,255.00	-251.00	-1,506.00
297		22/09/2026		FTC General Current		Payment - Councillor Training	NORFOLK PARISH TRAINI		-85.00	-17.00	-102.00
296		22/09/2026		FTC General Current		Payment - Staff Training	COMMUNITY ACTION NOR		-40.00		-40.00
298		22/09/2026		FTC General Current		Payment - Streetlight Repairs	Cozens (UK) Ltd		-475.00	-95.00	-570.00
299		22/09/2026		FTC General Current		Payment - Emergency Call Out	Cozens (UK) Ltd		-270.00	-54.00	-324.00
300		22/09/2026		FTC General Current		Payment - Streetlight Repair / I	Cozens (UK) Ltd		-2,050.00	-410.00	-2,460.00
301		22/09/2026		FTC General Current		Payment - Streetlight Repair / I	Cozens (UK) Ltd		-2,050.00	-410.00	-2,460.00
302		22/09/2026		FTC General Current		Payment - Streetlight Repair / I	Cozens (UK) Ltd		-560.00	-112.00	-672.00

Fakenham Town Council

PAYMENTS & RECEIPTS LIST

Vouche	Code	Date	Minute	Bank	Payment Ref.	Description	Supplier	VAT Type	Net	VAT	Total
303		22/09/2026		FTC General Current		Payment - Streetlight Monthly (	Cozens (UK) Ltd		-75.00	-15.00	-90.00
290		22/09/2026		FTC General Current		Payment - Grass Cutting & Oth	N J Combrink		-247.50		-247.50
288		22/09/2026		FTC General Current		Payment - Contractor Services	TTSR Ltd		-2,476.22	-495.24	-2,971.46
287		22/09/2026		FTC General Current		Payment - Kuboto Tractor Rear	TNS		-276.87	-55.37	-332.24
289		22/09/2026		FTC General Current		Payment - Chipper Hire	Fakenham Tool & Equipme		-147.00	-29.40	-176.40
293		22/09/2026		FTC General Current		Payment - Strimmer Repair	ERNEST DOE & SONS LTD		-113.71	-22.74	-136.45
294		22/09/2026		FTC General Current		Payment - Top Soil	CARBEN CONSTRUCTION		-12.75	-2.55	-15.30
295		22/09/2026		FTC General Current		Payment - Postcrete and Ceme	JEWSON / STARK		-66.04	-13.21	-79.25
291		22/09/2026		FTC General Current		Payment - Postcrete and Ceme	JEWSON / STARK		-33.02	-6.60	-39.62
292		22/09/2026		FTC General Current		Payment - Memorial Safety - La	Abbey Memorials		-700.00	-140.00	-840.00
327		22/09/2026		FTC General Current		Payment - PAYE & NI	HMRC		-4,991.67		-4,991.67
319		22/09/2026		FTC General Current		Payment - Data Point Plugs	Kings & Barnhams		-81.90	-16.38	-98.28
318		22/09/2026		FTC General Current		Payment - Streetlight Replacem	Cozens (UK) Ltd		-10,250.00	-2,050.00	-12,300.00
59		23/09/2026		FTC General Current		Receipt - Cemetery Services	Canler & Son Funeral Direc		250.00		250.00
60		23/09/2026		FTC General Current		Receipt - Cemetery Services	Canler & Son Funeral Direc		275.00		275.00
61		24/09/2026		FTC General Current		Receipt - Allotment Tenancy 20	Joanna Savickiene		85.85		85.85
329		24/09/2026		Petty Cash		Payment - Postage	Post Office Ltd		-1.90		-1.90
62		25/09/2026		FTC General Current		Receipt - Cemetery Services	M B Howell		160.00		160.00
305		25/09/2026		FTC General Current		Payment - Photocopying - Print	Konica Minolta		-173.16	-34.63	-207.79
63		28/09/2026		FTC General Current		Receipt - Allotment Tenancy 20	P Hadfield		146.81		146.81
306		28/09/2026		FTC General Current		Payment - Industrial Bin Collec	Veolia		-90.54	-18.11	-108.65
316		29/09/2026		FTC General Current		Payment - Streetlight Electricity	NPower Business Solutions		-805.83	-161.17	-967.00
317		29/09/2026		FTC General Current		Payment - CCTV Electricity	NPower Business Solutions		-65.69	-13.14	-78.83
58		30/09/2026		FTC Precept		Receipt - Precept	North Norfolk District Coun		430,931.33		430,931.33
64		30/09/2026		FTC General Current		Receipt - Allotment Tenancy 20	Danielle Hamond		50.05		50.05
328		30/09/2026		FTC General Current		Payment - Fuel Card	Fuel Card Services T/A Mot		-48.78	-9.76	-58.54
							Total		**379,922.63**	**-4,696.15**	**375,226.48**

Fakenham Charter Market

PAYMENTS & RECEIPTS LIST

Vouche	Code	Date	Minute	Bank	Payment Ref.	Description	Supplier	VAT Type	Net	VAT	Total
118		01/09/2026		Market Tolls Current		Receipt - Market Rent - Septem	Fakenham Baptist Church		40.00		40.00
119		01/09/2026		Market Tolls Current		Receipt - Market Rent - Septem	Book Heaven		60.00		60.00
120		01/09/2026		Market Tolls Current		Receipt - Market Rent - Septem	Orchard End Nursery		62.00		62.00
121		01/09/2026		Market Tolls Current		Receipt - Market Rent - Septem	Tonys Discount Deli		116.00		116.00
122		01/09/2026		Market Tolls Current		Receipt - Market Rent - Septem	SEEKINGS ta MEADOW MA		220.00		220.00
123		01/09/2026		Market Tolls Current		Receipt - Market Rent - Septem	Son of Christie Cheesemon		64.00		64.00
124		01/09/2026		Market Tolls Current		Receipt - Market Rent - Septem	H.S. Badwal		120.00		120.00
125		01/09/2026		Market Tolls Current		Receipt - Market Rent - Septem	Emmulations		30.00		30.00
126		03/09/2026		Market Tolls Current		Receipt - Market Rent - Septem	County Ventures		75.00		75.00
127		03/09/2026		Market Tolls Current		Receipt - Market Rent - Septem	Dreamland Toybox Adventu		40.00		40.00
128		04/09/2026		Market Tolls Current		Receipt - Market Rent - Septem	Newsquest Media Group Lt		40.00		40.00
129		04/09/2026		Market Tolls Current		Receipt - Market Rent - Septem	Willie Weston Lobster Supp		88.00		88.00
130		07/09/2026		Market Tolls Current		Receipt - Food Market - Electric	Shop Fakenham - Food Ma		24.00		24.00
133		07/09/2026		Market Tolls Deposit		Receipt - MKT Tolls Interest	Barclays		21.23		21.23
131		07/09/2026		Market Tolls Current		Receipt - Market Rent - Septem	Mrs Michelle Bullen		40.00		40.00
17		07/09/2026		Market Tolls Current		Payment - Account Fee	Barclays		-8.50		-8.50
20		07/09/2026		Market Tolls Current		Payment - VOID	Barclays				
132		22/09/2026		Market Tolls Current		Receipt - Market Rent - Septem	Eva's Eats		21.00		21.00
18		22/09/2026		Market Tolls Current		Payment - Feeder Pillar	British Gas		-23.47	-1.17	-24.64
21		22/09/2026		Market Tolls Current		Payment - VOID	Shop Fakenham - Food Ma				
19		22/09/2026		Market Tolls Current		Payment - MKT Tolls Grant Awa	Shop Fakenham		-288.00		-288.00
134		28/09/2026		Market Tolls Current		Receipt - Market Rent - Octobe	Jake's Kitchen		64.00		64.00
135		28/09/2026		Market Tolls Current		Receipt - Market Rent - Octobe	Village Venison		84.00		84.00
136		28/09/2026		Market Tolls Current		Receipt - Market Rent - Octobe	Pisces Self-Care		40.00		40.00
137		28/09/2026		Market Tolls Current		Receipt - Market Rent - Octobe	Moat Road Nursery		60.00		60.00
138		29/09/2026		Market Tolls Current		Receipt - Market Rent - Septem	Olives House London Ltd		40.00		40.00
139		30/09/2026		Market Tolls Current		Receipt - Market Rent - Octobe	Book Heaven		60.00		60.00
140		30/09/2026		Market Tolls Current		Receipt - Market Rent - Octobe	Olives House London Ltd		40.00		40.00
								Total	**1,129.26**	**-1.17**	**1,128.09**

Fakenham Town Council

Prepared by: _____ Date: _____

Name and Role (Clerk/RFO etc)

Approved by: _____ Date: _____

Name and Role (RFO/Chair of Finance etc)

	Bank Reconciliation at 30/09/2026			
	Cash in Hand 01/04/2026			423,909.45
	ADD Receipts 01/04/2026 - 30/09/2026			920,118.96
				1,344,028.41
	SUBTRACT Payments 01/04/2026 - 30/09/2026			287,399.31
A	**Cash in Hand 30/09/2026** (per Cash Book)			**1,056,629.10**
	Cash in hand per Bank Statements			
	Petty Cash	30/09/2026	89.17	
	FTC General Current	30/09/2026	39,399.60	
	FTC General Reserve	30/09/2026	65,481.78	
	FTC Precept	30/09/2026	746,752.32	
	CCLA Investment Account	30/09/2026	204,906.23	
				1,056,629.10
	Less unpresented payments			
				1,056,629.10
	Plus unpresented receipts			
B	**Adjusted Bank Balance**			**1,056,629.10**
	A = B Checks out OK			

Fakenham Charter Market

Prepared by: _____ Date: _____

Name and Role (Clerk/RFO etc)

Approved by: _____ Date: _____

Name and Role (RFO/Chair of Finance etc)

	Bank Reconciliation at 30/09/2026		
	Cash in Hand 01/04/2026		7,662.37
	ADD Receipts 01/04/2026 - 30/09/2026		10,333.19
			17,995.56
	SUBTRACT Payments 01/04/2026 - 30/09/2026		2,059.40
A	**Cash in Hand 30/09/2026** (per Cash Book)		**15,936.16**
	Cash in hand per Bank Statements		
	Market Tolls Current 30/09/2026	7,805.32	
	Market Tolls Deposit 30/09/2026	8,130.84	
			15,936.16
	Less unpresented payments		
			15,936.16
	Plus unpresented receipts		
B	**Adjusted Bank Balance**		**15,936.16**
	A = B Checks out OK		

Created by Scribe

Fakenham Town Council

Summary of Receipts and Payments

All Cost Centres and Codes (Between 01/04/2026 and 30/09/2026)

Income

		Receipts			Payments			Net Position
Code	Title	Budgeted	Actual	Variance	Budgeted	Actual	Variance	+/- Under/over spend
1076	Precept	861,862.67	861,862.67					(0%)
1090	Interest Received	4,000.00	4,747.79	747.79				747.79 (18%)
1100	Cemeteries Income	12,600.00	8,750.00	-3,850.00				-3,850.00 (-30%)
1120	Allotment Income	5,500.00	483.64	-5,016.36				-5,016.36 (-91%)
1130	Trap Lane Income							(N/A)
1140	Insurance Claims							(N/A)
1160	Misc Receipts		100.00	100.00				100.00 (N/A)
1164	Trail Brochure							(N/A)
1180	Highways (NCC) Mgmt Receipts	18,308.00	19,076.51	768.51				768.51 (4%)
1190	Grants Received							(N/A)
1200	Market Management Charges							(N/A)
	SUB TOTAL	**902,270.67**	**895,020.61**	**-7,250.06**				**-7,250.06 (-0%)**

Direct Costs

		Receipts			Payments			Net Position
Code	Title	Budgeted	Actual	Variance	Budgeted	Actual	Variance	+/- Under/over spend
4000	Salaries & Wages				208,200.00	78,231.06	129,968.94	129,968.94 (62%)
4001	Additional Staff Wages				5,250.00		5,250.00	5,250.00 (100%)
4010	PAYE & NI				26,000.00	27,141.42	-1,141.42	-1,141.42 (-4%)
4020	Pension				26,500.00	17,521.94	8,978.06	8,978.06 (33%)
4050	Rent/Service Charges				12,000.00	3,445.00	8,555.00	8,555.00 (71%)
4060	Rates				1,700.00	1,185.62	514.38	514.38 (30%)
4070	Charter Market Rates				2,000.00	809.20	1,190.80	1,190.80 (59%)
	SUB TOTAL				**281,650.00**	**128,334.24**	**153,315.76**	**153,315.76 (54%)**

Admin Services

		Receipts			Payments			Net Position
Code	Title	Budgeted	Actual	Variance	Budgeted	Actual	Variance	+/- Under/over spend
4110	Telephone/Broadband							(N/A)
4115	IT Equipment & Software				10,500.00	5,866.22	4,633.78	4,633.78 (44%)
4120	IT Support/Maintenance				5,500.00	3,542.36	1,957.64	1,957.64 (35%)
4122	Website Provision				1,000.00	45.00	955.00	955.00 (95%)
4125	Office Equipment				1,500.00	921.64	578.36	578.36 (38%)
4130	Office Repairs & Maintenance				500.00	336.48	163.52	163.52 (32%)
4135	Stationery & Postage				1,000.00	257.84	742.16	742.16 (74%)
4140	Photocopying				1,050.00	504.79	545.21	545.21 (51%)
4145	Publications, Books & Binding				100.00	43.59	56.41	56.41 (56%)
4150	Promotions and Publicity				500.00	87.44	412.56	412.56 (82%)
4155	Misc Admin Expenses				500.00	30.34	469.66	469.66 (93%)
4157	Communications - Services				1,500.00	1,061.60	438.40	438.40 (29%)
4158	Communications - Equipment				1,500.00		1,500.00	1,500.00 (100%)
	SUB TOTAL				**25,150.00**	**12,697.30**	**12,452.70**	**12,452.70 (49%)**

Fakenham Town Council

Summary of Receipts and Payments

All Cost Centres and Codes (Between 01/04/2026 and 30/09/2026)

Overheads

		Receipts			Payments			Net Position
Code	Title	Budgeted	Actual	Variance	Budgeted	Actual	Variance	+/- Under/over spend
4180	Insurance incl. Vehicle Cover				9,000.00	5,221.49	3,778.51	3,778.51 (41%)
4185	Legal Costs				7,500.00	1,641.00	5,859.00	5,859.00 (78%)
4190	Professional Fees				7,500.00	21.00	7,479.00	7,479.00 (99%)
4193	Accountancy Fees				3,000.00	29.03	2,970.97	2,970.97 (99%)
4195	Audit				2,000.00		2,000.00	2,000.00 (100%)
4200	Bank Charges				300.00	104.66	195.34	195.34 (65%)
4202	Card Payment Service				500.00	124.00	376.00	376.00 (75%)
4205	Training - Members				500.00	194.60	305.40	305.40 (61%)
4206	Training - Staff				2,500.00	851.50	1,648.50	1,648.50 (65%)
4210	Travel Members				100.00		100.00	100.00 (100%)
4211	Travel -Staff							(N/A)
4215	Subscriptions & Memberships				2,800.00	1,733.21	1,066.79	1,066.79 (38%)
4222	Meeting Expenses				2,550.00	132.50	2,417.50	2,417.50 (94%)
4230	Event Expenses				1,000.00	31.74	968.26	968.26 (96%)
4232	Freight Inwards				500.00	125.64	374.36	374.36 (74%)
4233	Local Government Reorganisatic				500.00		500.00	500.00 (100%)
4234	Occupational Health				250.00		250.00	250.00 (100%)
	SUB TOTAL				**40,500.00**	**10,210.37**	**30,289.63**	**30,289.63 (74%)**

Contracts

		Receipts			Payments			Net Position
Code	Title	Budgeted	Actual	Variance	Budgeted	Actual	Variance	+/- Under/over spend
4160	Confidential Paper Disposal				600.00	225.25	374.75	374.75 (62%)
4250	Veolia - Waste Collection				1,890.00	706.97	1,183.03	1,183.03 (62%)
4255	Dog Bin - NNDC				5,000.00	4,695.00	305.00	305.00 (6%)
4260	Grass Cutting - Estate							(N/A)
4262	Grass - Verges				12,600.00	4,725.00	7,875.00	7,875.00 (62%)
4265	Electricity - Street Lights				15,000.00	3,711.86	11,288.14	11,288.14 (75%)
4270	Lighting Repairs & Renewals				93,000.00	18,165.00	74,835.00	74,835.00 (80%)
4275	CCTV - System & Monitoring				15,000.00	4,154.28	10,845.72	10,845.72 (72%)
4280	CCTV Electricity				1,500.00	328.52	1,171.48	1,171.48 (78%)
4281	Grass - Creake Road Cem Ext				1,080.00	540.00	540.00	540.00 (50%)
4282	Grass - Creake Road Cemetery				6,300.00	3,071.25	3,228.75	3,228.75 (51%)
4283	Grass - St Peters Parish Church				1,580.00	540.00	1,040.00	1,040.00 (65%)
4284	Grass - Goggs Mill				820.00	614.28	205.72	205.72 (25%)
4285	Grass - Aldiss Park Field				1,640.00	1,228.50	411.50	411.50 (25%)
4286	Grass - Trap Lane Playing Field				1,750.00	1,310.40	439.60	439.60 (25%)
4287	Grass - Hayes Lane Playing Fiel				1,100.00	819.00	281.00	281.00 (25%)
4288	Grass - Whitelands Play Area				625.00	466.80	158.20	158.20 (25%)
4289	Grass - Millennium Park				2,730.00	2,047.50	682.50	682.50 (25%)
4290	Hedges - Trap Lane N & W Bdry				870.00	649.69	220.31	220.31 (25%)
4291	Hedges - Hayes Lane N & W Bd				390.00	292.50	97.50	97.50 (25%)
4292	Minor Project Contracts				5,000.00	2,907.50	2,092.50	2,092.50 (41%)
4293	Parking Enforcement				2,000.00		2,000.00	2,000.00 (100%)
	SUB TOTAL				**170,475.00**	**51,199.30**	**119,275.70**	**119,275.70 (69%)**

Fakenham Town Council

Summary of Receipts and Payments

All Cost Centres and Codes (Between 01/04/2026 and 30/09/2026)

Estate Running Costs

		Receipts			Payments			Net Position
Code	Title	Budgeted	Actual	Variance	Budgeted	Actual	Variance	+/- Under/over spend
4315	Workwear				1,000.00	126.56	873.44	873.44 (87%)
4330	Fuel				2,100.00	941.75	1,158.25	1,158.25 (55%)
4331	Vehicle Costs				2,100.00	2,016.07	83.93	83.93 (4%)
4335	Repairs- Machinery & Equipmen				2,500.00	509.72	1,990.28	1,990.28 (79%)
4340	New Machinery & Equipment				30,000.00	273.68	29,726.32	29,726.32 (99%)
4345	Management & Professional Fee				5,500.00	2,903.20	2,596.80	2,596.80 (47%)
4346	Estate Consumables				1,500.00	558.62	941.38	941.38 (62%)
4350	Misc Estate Expenditure				500.00	95.24	404.76	404.76 (80%)
	SUB TOTAL				**45,200.00**	**7,424.84**	**37,775.16**	**37,775.16 (83%)**

Estate Sites

		Receipts			Payments			Net Position
Code	Title	Budgeted	Actual	Variance	Budgeted	Actual	Variance	+/- Under/over spend
4400	Trap Lane Depot / Field				42,500.00	1,367.62	41,132.38	41,132.38 (96%)
4406	Creake Road Cemetery				25,000.00	1,289.85	23,710.15	23,710.15 (94%)
4410	Playing Fields				20,000.00	1,837.63	18,162.37	18,162.37 (90%)
4412	Millennium Park FRGC				25,000.00	1,546.96	23,453.04	23,453.04 (93%)
4415	Allotments				12,500.00	3,860.75	8,639.25	8,639.25 (69%)
4422	Queens Road Cemetery				5,000.00	1,833.24	3,166.76	3,166.76 (63%)
4430	St Peter's Gardens				4,000.00		4,000.00	4,000.00 (100%)
4435	Goggs Mill Picnic Area				1,000.00		1,000.00	1,000.00 (100%)
4440	Railway Cutting				500.00		500.00	500.00 (100%)
4445	War Memorial				5,000.00	1,555.50	3,444.50	3,444.50 (68%)
4446	Wayfinding Project				6,500.00		6,500.00	6,500.00 (100%)
4450	Bus Shelters				1,000.00	208.34	791.66	791.66 (79%)
4461	Cinema Triangle				250.00	116.25	133.75	133.75 (53%)
4462	Tree Management				7,500.00	780.00	6,720.00	6,720.00 (89%)
4463	Tunn Street				2,500.00	1,060.57	1,439.43	1,439.43 (57%)
4464	Refurbishment Program				1,000.00		1,000.00	1,000.00 (100%)
4465	Public Spaces				1,324.93	683.94	640.99	640.99 (48%)
4466	Aldiss Park FRGC				6,175.07	725.07	5,450.00	5,450.00 (88%)
4470	Heritage Trail Project					429.13	-429.13	-429.13 (N/A)
4476	Library Triangle				500.00		500.00	500.00 (100%)
4477	Market Expenses		796.64	796.64		805.39	-805.39	-8.75 (N/A)
	SUB TOTAL		**796.64**	**796.64**	**167,250.00**	**18,100.24**	**149,149.76**	**149,946.40 (89%)**

Grants

		Receipts			Payments			Net Position
Code	Title	Budgeted	Actual	Variance	Budgeted	Actual	Variance	+/- Under/over spend
4500	Grants - S137				15,000.00	3,000.00	12,000.00	12,000.00 (80%)
4502	Grants - S144				500.00		500.00	500.00 (100%)
4505	Grants Match Funding				11,000.00		11,000.00	11,000.00 (100%)

Fakenham Town Council

Summary of Receipts and Payments

All Cost Centres and Codes (Between 01/04/2026 and 30/09/2026)

SUB TOTAL				**26,500.00**	**3,000.00**	**23,500.00**	**23,500.00 (88%)**

Civic

		Receipts			Payments			Net Position
Code	**Title**	**Budgeted**	**Actual**	**Variance**	**Budgeted**	**Actual**	**Variance**	+/- Under/over spend
4580	Elections				5,000.00		5,000.00	5,000.00 (100%)
4585	Annual Meeting				150.00	220.99	-70.99	-70.99 (-47%)
4586	Civic Regalia				1,250.00		1,250.00	1,250.00 (100%)
	SUB TOTAL				**6,400.00**	**220.99**	**6,179.01**	**6,179.01 (96%)**

Earmarked Reserves

		Receipts			Payments			Net Position
Code	**Title**	**Budgeted**	**Actual**	**Variance**	**Budgeted**	**Actual**	**Variance**	+/- Under/over spend
4003	To/From Reserves				139,145.67		139,145.67	139,145.67 (100%)
4011	PAYE & NI Reserve							(N/A)
4025	Staffing Contingencies Reserve							(N/A)
4183	Insurance Excess Reserve							(N/A)
4231	Event Expenses Reserve							(N/A)
4271	S/Light Replacement Reserve							(N/A)
4332	Vehicle Reserve							(N/A)
4341	Machinery Reserve							(N/A)
4401	Depot / Welfare Unit Reserve							(N/A)
4480	Replacements Reserve							(N/A)
4481	Local Government Reorganisatic							(N/A)
4482	Office Space Provision Reserve							(N/A)
4483	Contingency Builder Reserve							(N/A)
4484	CCTV - System & Monitoring Re					20,000.00	-20,000.00	-20,000.00 (N/A)
4485	War Memorial Reserve							(N/A)
4899	Capital Reserve							(N/A)
4900	General Reserve							(N/A)
5600	Allotment Deposits Held		390.00	390.00				390.00 (N/A)
	SUB TOTAL		**390.00**	**390.00**	**139,145.67**	**20,000.00**	**119,145.67**	**119,535.67 (85%)**

Administration

		Receipts			Payments			Net Position
Code	**Title**	**Budgeted**	**Actual**	**Variance**	**Budgeted**	**Actual**	**Variance**	+/- Under/over spend
1050	VAT - Reclaim							(N/A)
	SUB TOTAL							**(N/A)**

Year End Adjustments

		Receipts			Payments			Net Position
Code	**Title**	**Budgeted**	**Actual**	**Variance**	**Budgeted**	**Actual**	**Variance**	+/- Under/over spend
9000	Year End Creditors					17,247.75	-17,247.75	-17,247.75 (N/A)
9001	Year End Creditors (Box 4)					4,718.20	-4,718.20	-4,718.20 (N/A)

Fakenham Town Council

Summary of Receipts and Payments

All Cost Centres and Codes (Between 01/04/2026 and 30/09/2026)

9002	Year End Debtors		1,322.82	1,322.82				1,322.82	(N/A)
9003	Year End Prepayments					-8,270.35	8,270.35	8,270.35	(N/A)
	SUB TOTAL		**1,322.82**	**1,322.82**		**13,695.60**	**-13,695.60**	**-12,372.78**	**(N/A)**

Summarv

NET TOTAL	**902,270.67**	**897,530.07**	**-4,740.60**	**902,270.67**	**264,882.88**	**637,387.79**	**632,647.19**
V.A.T.		22,588.89			22,516.43		
GROSS TOTAL		**920,118.96**			**287,399.31**		

Fakenham Town Council

Committed Spend

All Cost Centres and Codes (Between 01/04/2026 and 31/03/2027)

Income

		Receipts			Payments					Net Position
Code	Title	Budget	Actual	Variance	Budget	Actual	Committed	Total	Variance	Net Position
1076	Precept	861,862.67	861,862.67							(0%)
1090	Interest Received	4,000.00	4,747.79	747.79						747.79 (18%)
1100	Cemeteries Income	12,600.00	8,750.00	-3,850.00						-3,850.00 (-30%)
1120	Allotment Income	5,500.00	483.64	-5,016.36						-5,016.36 (-91%)
1130	Trap Lane Income									(N/A)
1140	Insurance Claims									(N/A)
1160	Misc Receipts		100.00	100.00						100.00 (N/A)
1164	Trail Brochure									(N/A)
1180	Highways (NCC) Mgmt I	18,308.00	19,076.51	768.51						768.51 (4%)
1190	Grants Received									(N/A)
1200	Market Management Ch									(N/A)
	SUB TOTAL	**902,270.67**	**895,020.61**	**-7,250.06**						**-7,250.06 (-0%)**

Direct Costs

		Receipts			Payments					Net Position
Code	Title	Budget	Actual	Variance	Budget	Actual	Committed	Total	Variance	Net Position
4000	Salaries & Wages				208,200.00	78,231.06		78,231.06	129,968.94	129,968.94 (62%)
4001	Additional Staff Wages				5,250.00				5,250.00	5,250.00 (100%)
4010	PAYE & NI				26,000.00	27,141.42		27,141.42	-1,141.42	-1,141.42 (-4%)
4020	Pension				26,500.00	17,521.94		17,521.94	8,978.06	8,978.06 (33%)
4050	Rent/Service Charges				12,000.00	5,167.50		5,167.50	6,832.50	6,832.50 (56%)
4060	Rates				1,700.00	1,185.62		1,185.62	514.38	514.38 (30%)
4070	Charter Market Rates				2,000.00	809.20		809.20	1,190.80	1,190.80 (59%)
	SUB TOTAL				**281,650.00**	**130,056.74**		**130,056.74**	**151,593.26**	**151,593.26 (53%)**

Admin Services

		Receipts			Payments					Net Position
Code	Title	Budget	Actual	Variance	Budget	Actual	Committed	Total	Variance	Net Position
4110	Telephone/Broadband									(N/A)
4115	IT Equipment & Softwar				10,500.00	6,111.22	674.16	6,785.38	3,714.62	4,388.78 (41%)
4120	IT Support/Maintenance				5,500.00	3,542.36		3,542.36	1,957.64	1,957.64 (35%)
4122	Website Provision				1,000.00	45.00		45.00	955.00	955.00 (95%)
4125	Office Equipment				1,500.00	921.64		921.64	578.36	578.36 (38%)
4130	Office Repairs & Mainte				500.00	336.48		336.48	163.52	163.52 (32%)
4135	Stationery & Postage				1,000.00	257.84		257.84	742.16	742.16 (74%)
4140	Photocopying				1,050.00	603.91		603.91	446.09	446.09 (42%)
4145	Publications, Books & B				100.00	43.59		43.59	56.41	56.41 (56%)
4150	Promotions and Publicity				500.00	87.44		87.44	412.56	412.56 (82%)

Fakenham Town Council

Committed Spend

All Cost Centres and Codes (Between 01/04/2026 and 31/03/2027)

4155	Misc Admin Expenses				500.00	30.34		30.34	469.66	469.66 (93%)
4157	Communications - Servi				1,500.00	1,061.60		1,061.60	438.40	438.40 (29%)
4158	Communications - Equip				1,500.00				1,500.00	1,500.00 (100%)
	SUB TOTAL				**25,150.00**	**13,041.42**	**674.16**	**13,715.58**	**11,434.42**	**12,108.58 (48%)**

Overheads

		Receipts			Payments					Net Position
Code	**Title**	**Budget**	**Actual**	**Variance**	**Budget**	**Actual**	**Committed**	**Total**	**Variance**	Net Position
4180	Insurance incl. Vehicle C				9,000.00	5,221.49		5,221.49	3,778.51	3,778.51 (41%)
4185	Legal Costs				7,500.00	1,641.00		1,641.00	5,859.00	5,859.00 (78%)
4190	Professional Fees				7,500.00	1,496.00	300.00	1,796.00	5,704.00	6,004.00 (80%)
4193	Accountancy Fees				3,000.00	29.03		29.03	2,970.97	2,970.97 (99%)
4195	Audit				2,000.00				2,000.00	2,000.00 (100%)
4200	Bank Charges				300.00	104.66		104.66	195.34	195.34 (65%)
4202	Card Payment Service				500.00	124.00		124.00	376.00	376.00 (75%)
4205	Training - Members				500.00	194.60		194.60	305.40	305.40 (61%)
4206	Training - Staff				2,500.00	851.50		851.50	1,648.50	1,648.50 (65%)
4210	Travel Members				100.00				100.00	100.00 (100%)
4211	Travel -Staff									(N/A)
4215	Subscriptions & Membe				2,800.00	1,733.21		1,733.21	1,066.79	1,066.79 (38%)
4222	Meeting Expenses				2,550.00	132.50		132.50	2,417.50	2,417.50 (94%)
4230	Event Expenses				1,000.00	53.41		53.41	946.59	946.59 (94%)
4232	Freight Inwards				500.00	138.14		138.14	361.86	361.86 (72%)
4233	Local Government Reor				500.00				500.00	500.00 (100%)
4234	Occupational Health				250.00				250.00	250.00 (100%)
	SUB TOTAL				**40,500.00**	**11,719.54**	**300.00**	**12,019.54**	**28,480.46**	**28,780.46 (71%)**

Contracts

		Receipts			Payments					Net Position
Code	**Title**	**Budget**	**Actual**	**Variance**	**Budget**	**Actual**	**Committed**	**Total**	**Variance**	Net Position
4160	Confidential Paper Disp				600.00	287.75		287.75	312.25	312.25 (52%)
4250	Veolia - Waste Collectio				1,890.00	706.97		706.97	1,183.03	1,183.03 (62%)
4255	Dog Bin - NNDC				5,000.00	4,695.00		4,695.00	305.00	305.00 (6%)
4260	Grass Cutting - Estate									(N/A)
4262	Grass - Verges				12,600.00	9,450.00		9,450.00	3,150.00	3,150.00 (25%)
4265	Electricity - Street Lights				15,000.00	3,711.86		3,711.86	11,288.14	11,288.14 (75%)
4270	Lighting Repairs & Rene				93,000.00	18,240.00	67,650.00	85,890.00	7,110.00	74,760.00 (80%)
4275	CCTV - System & Monit				15,000.00	11,162.91	100.00	11,262.91	3,737.09	3,837.09 (25%)
4280	CCTV Electricity				1,500.00	328.52		328.52	1,171.48	1,171.48 (78%)
4281	Grass - Creake Road Ce				1,080.00	675.00		675.00	405.00	405.00 (37%)
4282	Grass - Creake Road Ce				6,300.00	3,611.25		3,611.25	2,688.75	2,688.75 (42%)

Fakenham Town Council

Committed Spend

All Cost Centres and Codes (Between 01/04/2026 and 31/03/2027)

4283	Grass - St Peters Parish				1,580.00	697.50		697.50	882.50	882.50 (55%)
4284	Grass - Goggs Mill				820.00	614.28		614.28	205.72	205.72 (25%)
4285	Grass - Aldiss Park Fiel				1,640.00	1,228.50		1,228.50	411.50	411.50 (25%)
4286	Grass - Trap Lane Playi				1,750.00	1,310.40		1,310.40	439.60	439.60 (25%)
4287	Grass - Hayes Lane Pla				1,100.00	819.00		819.00	281.00	281.00 (25%)
4288	Grass - Whitelands Play				625.00	466.80		466.80	158.20	158.20 (25%)
4289	Grass - Millennium Park				2,730.00	2,047.50		2,047.50	682.50	682.50 (25%)
4290	Hedges - Trap Lane N &				870.00	649.69		649.69	220.31	220.31 (25%)
4291	Hedges - Hayes Lane N				390.00	292.50		292.50	97.50	97.50 (25%)
4292	Minor Project Contracts				5,000.00	2,937.50		2,937.50	2,062.50	2,062.50 (41%)
4293	Parking Enforcement				2,000.00				2,000.00	2,000.00 (100%)
	SUB TOTAL				**170,475.00**	**63,932.93**	**67,750.00**	**131,682.93**	**38,792.07**	**106,542.07 (62%)**

Estate Running Costs

		Receipts			Payments					Net Position
Code	**Title**	**Budget**	**Actual**	**Variance**	**Budget**	**Actual**	**Committed**	**Total**	**Variance**	Net Position
4315	Workwear				1,000.00	126.56	45.00	171.56	828.44	873.44 (87%)
4330	Fuel				2,100.00	941.75		941.75	1,158.25	1,158.25 (55%)
4331	Vehicle Costs				2,100.00	2,016.07	690.27	2,706.34	-606.34	83.93 (4%)
4335	Repairs- Machinery & E				2,500.00	509.72		509.72	1,990.28	1,990.28 (79%)
4340	New Machinery & Equip				30,000.00	273.68	1,480.00	1,753.68	28,246.32	29,726.32 (99%)
4345	Management & Professi				5,500.00	3,148.20		3,148.20	2,351.80	2,351.80 (42%)
4346	Estate Consumables				1,500.00	558.62	77.54	636.16	863.84	941.38 (62%)
4350	Misc Estate Expenditure				500.00	95.24		95.24	404.76	404.76 (80%)
	SUB TOTAL				**45,200.00**	**7,669.84**	**2,292.81**	**9,962.65**	**35,237.35**	**37,530.16 (83%)**

Estate Sites

		Receipts			Payments					Net Position
Code	**Title**	**Budget**	**Actual**	**Variance**	**Budget**	**Actual**	**Committed**	**Total**	**Variance**	Net Position
4400	Trap Lane Depot / Field				42,500.00	1,367.62		1,367.62	41,132.38	41,132.38 (96%)
4406	Creake Road Cemetery				25,000.00	5,616.69		5,616.69	19,383.31	19,383.31 (77%)
4410	Playing Fields				20,000.00	2,403.08	340.00	2,743.08	17,256.92	17,596.92 (87%)
4412	Millennium Park FRGC				25,000.00	3,776.15	1,850.00	5,626.15	19,373.85	21,223.85 (84%)
4415	Allotments				12,500.00	4,210.75	800.00	5,010.75	7,489.25	8,289.25 (66%)
4422	Queens Road Cemetery				5,000.00	1,833.24		1,833.24	3,166.76	3,166.76 (63%)
4430	St Peter's Gardens				4,000.00		3,600.00	3,600.00	400.00	4,000.00 (100%)
4435	Goggs Mill Picnic Area				1,000.00	13.22	50.00	63.22	936.78	986.78 (98%)
4440	Railway Cutting				500.00				500.00	500.00 (100%)
4445	War Memorial				5,000.00	1,555.50	1,581.00	3,136.50	1,863.50	3,444.50 (68%)
4446	Wayfinding Project				6,500.00				6,500.00	6,500.00 (100%)
4450	Bus Shelters				1,000.00	312.51		312.51	687.49	687.49 (68%)

Fakenham Town Council

Committed Spend

All Cost Centres and Codes (Between 01/04/2026 and 31/03/2027)

4461	Cinema Triangle				250.00	116.25		116.25	133.75	133.75 (53%)
4462	Tree Management				7,500.00	1,945.00	2,780.00	4,725.00	2,775.00	5,555.00 (74%)
4463	Tunn Street				2,500.00	1,060.57		1,060.57	1,439.43	1,439.43 (57%)
4464	Refurbishment Program				1,000.00				1,000.00	1,000.00 (100%)
4465	Public Spaces				1,324.93	683.94		683.94	640.99	640.99 (48%)
4466	Aldiss Park FRGC				6,175.07	725.07	5,450.00	6,175.07		5,450.00 (88%)
4470	Heritage Trail Project					429.13		429.13	-429.13	-429.13 (N/A)
4476	Library Triangle				500.00				500.00	500.00 (100%)
4477	Market Expenses		796.64	796.64		805.39		805.39	-805.39	-8.75 (N/A)
	SUB TOTAL		**796.64**	**796.64**	**167,250.00**	**26,854.11**	**16,451.00**	**43,305.11**	**123,944.89**	**141,192.53 (84%)**

Grants

		Receipts			Payments					Net Position
Code	**Title**	**Budget**	**Actual**	**Variance**	**Budget**	**Actual**	**Committed**	**Total**	**Variance**	Net Position
4500	Grants - S137				15,000.00	3,000.00	6,000.00	9,000.00	6,000.00	12,000.00 (80%)
4502	Grants - S144				500.00				500.00	500.00 (100%)
4505	Grants Match Funding				11,000.00				11,000.00	11,000.00 (100%)
	SUB TOTAL				**26,500.00**	**3,000.00**	**6,000.00**	**9,000.00**	**17,500.00**	**23,500.00 (88%)**

Civic

		Receipts			Payments					Net Position
Code	**Title**	**Budget**	**Actual**	**Variance**	**Budget**	**Actual**	**Committed**	**Total**	**Variance**	Net Position
4580	Elections				5,000.00				5,000.00	5,000.00 (100%)
4585	Annual Meeting				150.00	220.99		220.99	-70.99	-70.99 (-47%)
4586	Civic Regalia				1,250.00				1,250.00	1,250.00 (100%)
	SUB TOTAL				**6,400.00**	**220.99**		**220.99**	**6,179.01**	**6,179.01 (96%)**

Earmarked Reserves

		Receipts			Payments					Net Position
Code	**Title**	**Budget**	**Actual**	**Variance**	**Budget**	**Actual**	**Committed**	**Total**	**Variance**	Net Position
4003	To/From Reserves				139,145.67				139,145.67	139,145.67 (100%)
4011	PAYE & NI Reserve									(N/A)
4025	Staffing Contingencies F									(N/A)
4183	Insurance Excess Rese									(N/A)
4231	Event Expenses Reserv									(N/A)
4271	S/Light Replacement Re									(N/A)
4332	Vehicle Reserve									(N/A)
4341	Machinery Reserve									(N/A)
4401	Depot / Welfare Unit Re									(N/A)
4480	Replacements Reserve									(N/A)
4481	Local Government Reor									(N/A)

Fakenham Town Council

Committed Spend

All Cost Centres and Codes (Between 01/04/2026 and 31/03/2027)

4482	Office Space Provision F									(N/A)
4483	Contingency Builder Re:									(N/A)
4484	CCTV - System & Monit					20,000.00		20,000.00	-20,000.00	-20,000.00 (N/A)
4485	War Memorial Reserve						4,919.00	4,919.00	-4,919.00	(N/A)
4899	Capital Reserve									(N/A)
4900	General Reserve									(N/A)
5600	Allotment Deposits Held		390.00	390.00						390.00 (N/A)
	SUB TOTAL		**390.00**	**390.00**	**139,145.67**	**20,000.00**	**4,919.00**	**24,919.00**	**114,226.67**	**119,535.67 (85%)**

Administration

		Receipts			Payments					Net Position
Code	**Title**	**Budget**	**Actual**	**Variance**	**Budget**	**Actual**	**Committed**	**Total**	**Variance**	Net Position
1050	VAT - Reclaim									(N/A)
	SUB TOTAL									**(N/A)**

Year End Adjustments

		Receipts			Payments					Net Position
Code	**Title**	**Budget**	**Actual**	**Variance**	**Budget**	**Actual**	**Committed**	**Total**	**Variance**	Net Position
9000	Year End Creditors					17,247.75		17,247.75	-17,247.75	-17,247.75 (N/A)
9001	Year End Creditors (Box					4,718.20		4,718.20	-4,718.20	-4,718.20 (N/A)
9002	Year End Debtors		1,322.82	1,322.82						1,322.82 (N/A)
9003	Year End Prepayments					-8,270.35		-8,270.35	8,270.35	8,270.35 (N/A)
	SUB TOTAL		**1,322.82**	**1,322.82**		**13,695.60**		**13,695.60**	**-13,695.60**	**-12,372.78 (N/A)**

Summary

NET TOTAL	**902,270.67**	**897,530.07**	**-4,740.60**	**902,270.67**	**290,191.17**	**98,386.97**	**388,578.14**	**513,692.53**	**607,338.90 (33%)**

Fakenham Town Council

PAYMENTS LIST

Vouche	Code	Date	Minute	Bank	Payment Ref.	Description	Supplier	VAT Type	Net	VAT	Total
320		01/09/2026		FTC General Current		PAYE & NI	HMRC		4,291.43		4,291.43
321		01/09/2026		FTC General Current		NEST Pension Contribution	NEST		2,822.44		2,822.44
322		02/09/2026		FTC General Current		Norfolk Pension Fund Contribut	Norfolk Pension Fund		570.08		570.08
275		07/09/2026		FTC General Current		Barclaycard Purchases	Barclay Card - Various		555.31	86.82	642.13
325		15/09/2026		FTC General Current		Salaries	All Staff		16,050.73		16,050.73
326		15/09/2026		FTC General Current		Norfolk Pension Fund Contribut	Norfolk Pension Fund		701.93		701.93
288		22/09/2026		FTC General Current		Contractor Services - Grass & H	TTSR Ltd		2,476.22	495.24	2,971.46
285		22/09/2026		FTC General Current		Container Door - Trap Lane	Haller Builders		1,255.00	251.00	1,506.00
327		22/09/2026		FTC General Current		PAYE & NI	HMRC		4,991.67		4,991.67
318		22/09/2026		FTC General Current		Streetlight Replacements	Cozens (UK) Ltd		10,250.00	2,050.00	12,300.00
300		22/09/2026		FTC General Current		Streetlight Repair / Replacemer	Cozens (UK) Ltd		2,050.00	410.00	2,460.00
301		22/09/2026		FTC General Current		Streetlight Repair / Replacemer	Cozens (UK) Ltd		2,050.00	410.00	2,460.00
302		22/09/2026		FTC General Current		Streetlight Repair / Replacemer	Cozens (UK) Ltd		560.00	112.00	672.00
292		22/09/2026		FTC General Current		Memorial Safety - Lay Flat	Abbey Memorials		700.00	140.00	840.00
316		29/09/2026		FTC General Current		Streetlight Electricity	NPower Business Solutions		805.83	161.17	967.00
							Total		**50,130.64**	**4,116.23**	**54,246.87**

Fakenham Town Council
Reserves Balance up to 30th Sep 2026
2026 - 2027

Reserve	OpeningBalance	Transfers	Spend	Receipts	CurrentBalance
Capital					
Machinery Reserve	7,900.00	7,721.00			15,621.00
Capital Reserve	90,005.00				90,005.00
Total Capital	**97,905.00**	**7,721.00**			**105,626.00**
Earmarked					
PAYE & NI Reserve	3,000.00	-3,000.00			0.00
Staffing Contingencies Reserve	1,000.00	9,000.00			10,000.00
Event Expenses Reserve	1,000.00	500.00			1,500.00
S/Light Replacement Reserve	4,000.00	2,000.00			6,000.00
Vehicle Reserve	1,000.00	4,000.00			5,000.00
Replacements Reserve	1,000.00	1,000.00			2,000.00
Local Government Reorganisati		20,000.00			20,000.00
Office Space Provision Reserve		10,000.00			10,000.00
Contingency Builder Reserve		20,000.00			20,000.00
Insurance Excess Reserve	2,500.00				2,500.00
Depot / Welfare Unit Reserve	20,000.00	43,685.00			63,685.00
CCTV - System & Monitoring F		20,000.00	20,000.00		0.00
War Memorial Reserve		4,919.00			4,919.00
General Reserve	280,974.00	-65,507.33			215,466.67
Allotment Deposits Held		3,390.00		390.00	3,780.00
Total Earmarked	**314,474.00**	**69,986.67**	**20,000.00**	**390.00**	**364,850.67**
TOTAL RESERVE	**412,379.00**	**77,707.67**	**20,000.00**	**390.00**	**470,476.67**
GENERAL FUND					563,428.63
TOTAL FUNDS					1,033,905.30

Governance & Finance Committee 20th October 2026 RFO Report

1. Budget Observations

Overall Budget Position: Most cost centres are performing broadly in line with expectations. Some projects are yet to commence, while others are nearing completion, with invoices expected in due course. Taking account of project progress and the normal invoicing cycle, there are currently no significant unexpected variances beyond those highlighted below.

The virement agreed by Full Council on 30 September, totalling £3,675.07 from cost centre 4465 (Public Spaces) to 4466 (Aldiss Park FRGC) to cover Japanese knotweed treatment and the installation of concrete blocks at the entrance, has been processed and is reflected in the current Income and Expenditure Report.

The Council's financial position remains sound, with the General Reserve maintained at its required minimum level and additional reserves providing a modest contingency. However, these resources must be carefully managed, with continued monitoring of expenditure and provision for unforeseen costs.

1000 Codes – Income: Overall, income across the 1000 codes is performing well.

- 1090 – Interest Received: Above budget, reflecting strong returns under the Council's Investment Strategy.
- 1180 – Highways (NCC Management Receipts): Above budget following an increase in management payments from Norfolk County Council compared with 2025/26.
- 1100 – Cemeteries Income: Currently 19% ahead of the level expected at this point in the financial year. However, as cemetery income is difficult to forecast, this does not necessarily indicate a sustained upward trend.
- 1120 – Allotment Income: A clearer indication of 2026/27 income is expected from next month, following the recent issue of invoices for the new allotment year.

4000, 4001, 4010, 4020 – Staffing Costs:
Staffing expenditure across all four codes should be considered collectively to provide an accurate picture of the overall position. Combined expenditure is currently 4% below the level budgeted for this point in the financial year.

4157 – Communications – Services:
Currently 20% above the budgeted level for this point in the financial year. Expenditure will be monitored, with contracts reviewed for 2027/28, and a potential overspend expected or virement considered if required this year. The budget for this cost centre will be reviewed for 2027/28 to reflect increased costs.

4331 – Vehicle Costs:
Currently 46% above the budgeted level for this point in the financial year, primarily due to unavoidable service costs. Expenditure will be monitored, with a potential overspend expected or virement considered if required. The budget for this cost centre will be reviewed for 2027/28 to reflect increased costs.

2. Reserves Investment - Update

Following consideration of the Reserves Report at the previous meeting, Members discussed transferring £200,000 currently held within the Precept Account to reserve accounts, with £100,000 allocated to the General Reserve Account and £100,000 invested with CCLA.

Members noted that investing the full £200,000 with CCLA was likely to provide a better return, but requested a trial withdrawal before making a final decision. The purpose was to establish how the CCLA withdrawal process operated in practice and, in particular, to confirm the timescale and ease of accessing funds described as 'instant access'.

A test withdrawal of £1,000 was therefore requested. The process requires a manual form, signed by two authorised Councillors, to be submitted to CCLA. The signed form was emailed on 3 August 2026, and the funds were received into the Council's bank account on 4 August 2026. Although the process requires a form and two signatures, the withdrawal was straightforward and the funds were received the following day.

The £1,000 withdrawn has since been reinvested with CCLA, together with the £100,000 previously agreed for investment. The total currently invested with CCLA is £204,906.23.

Having successfully tested the withdrawal process, I recommend that the remaining agreed £100,000 held within the Precept Account is also invested with CCLA, bringing the total transfer originally proposed to £200,000.

Members are also asked to consider whether a further £95,000 should be transferred from the Council's Precept Account into the CCLA Investment Account. This would mean that the Council's current reserves balance of approximately £466,696 would be held almost entirely within reserve accounts, with the remaining funds required for budgeted expenditure during 2026/27 retained across the Precept Account and general current account.

As raised and agreed at Full Council, Cllr Thorpe was nominated as the recommended additional signatory to the CCLA account. The necessary documentation has been issued to Cllr Thorpe.

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3. Cyber Insurance Review - Update

Following the previous report, the Council's insurer has confirmed that neither Cyber Essentials certification nor an independent cyber security assessment is currently required. The contact suggested by Cllr Glynn was approached but did not respond, and other providers contacted have focused primarily on Cyber Essentials.

The insurer has also clarified that, should the Council's turnover exceed £1 million and an Extended Proposal Form be required, this should be completed honestly and to the best of the Council's knowledge, with the Council's IT provider or other relevant colleagues consulted where technical information is required. The insurer advised that genuine misunderstandings or inadvertent errors would be considered on their individual circumstances and would not generally be treated in the same way as deliberate or reckless misrepresentation.

In light of this clarification, Members may wish to consider whether, should the Extended Proposal Form become necessary, the Council should complete it to the best of its knowledge and ability, seeking advice on any specific technical questions where appropriate and where such advice is available. Given that the Council's IT provider and other providers approached have indicated that they would only provide assistance as part of a Cyber Essentials assessment, or have not responded, this may be a more proportionate approach than commissioning a full Cyber Essentials review simply to support completion of the insurance proposal form.

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4. VAT Return

A draft VAT return for the period 1 July 2026 to 30 September 2026 has been prepared, indicating a net VAT reclaim of £9,707.54 from HMRC.
Subject to approval of the September financial statements, the draft return and supporting audit statements will be forwarded to the Deputy Chair of the Governance and Finance Committee for approval prior to submission within the statutory deadline.

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5. Budget Setting – Principles and Preparation for the Meeting

When reviewing the draft budget, Members may wish to consider the Council's financial requirements in the context of its priorities, available resources and longer-term plans. The following points are intended to assist that discussion:

- **Priorities and affordability:** Consider what the Council needs to deliver, which requirements are essential and which improvements may be desirable, and how expenditure should be prioritised in the context of available resources. The aim is to set a precept that provides appropriately for the Council's requirements, rather than focusing solely on keeping it as low as possible or raising more than is reasonably needed.
- **Planning and sequencing:** Not all projects can be delivered in one financial year. The five-year plan can help identify how work might be prioritised and sequenced, while taking account of future requirements, the condition of assets and any health and safety implications or additional costs arising from delay.
- **Value for money:** Competitive quotations, alternative options and opportunities for genuine savings should be considered. However, there is a distinction between achieving the same outcome at a lower cost and postponing expenditure that will still be necessary. Deferral may increase costs or result in work having to be revisited, and the requirement may then need to be funded through a future precept.

Draft budget – preparation for the meeting

Draft 1 of the budget is available as a PDF in the agenda pack. The accompanying Excel spreadsheet allows Members to explore different figures and test proposed changes ahead of the meeting, helping them consider their priorities and the financial implications of different options.

The budget is being considered approximately one month earlier than in previous years. A formal forecast outturn for 2026/27 has therefore not yet been prepared or included in the spreadsheet. However, the proposed budget figures have been assessed against current expenditure and commitments, together with an informed assessment of the likely year-end position.

Members are asked to review the individual cost centres and come to the meeting prepared to discuss priorities and whether the proposed allowances are appropriate. Some areas may require additional funding, while others may offer scope for reductions or deferral. Any proposed changes will need to be considered in the context of the Council's overall priorities, affordability and longer-term plans.

I will have the budget spreadsheet available during the meeting so that the effect of proposed amendments can be demonstrated as discussions progress. This will allow Members to consider the financial implications of different options and work towards an agreed budget.

I propose that a further Governance & Finance Committee meeting be held in November to finalise Draft 2 of the budget and agree the arrangements for making the proposed budget available to the public ahead of its consideration by Full Council for approval.

Highway Improvement Requests Assessment Framework

Purpose

The Council is increasingly receiving requests to support highway improvements such as speed limit reductions, pedestrian crossings and traffic calming measures. Whilst responsibility for highways remains with Norfolk County Council, this framework provides a consistent, transparent and evidence-based approach to determining whether the Council should support further investigation of issues raised by residents and businesses. It also helps ensure limited Council resources are directed towards proposals with the strongest evidence of need and likelihood of success.

Before any highway improvement request is brought to Council for consideration of a feasibility study, officers will assess the proposal using the weighted scoring matrix.

Weighted Scoring Matrix

Criteria	Weighting	Score (0-5)	Maximum Weighted Score
Road Safety Record	×5	0-5	25
Initial Highway Authority Support	×4	0-5	20
Traffic Evidence	×3	0-5	15
Community Support	×2	0-5	10
Strategic Importance	×2	0-5	10
Deliverability & Funding Opportunities	×2	0-5	10
Maximum Total Score			90

Assessment Criteria

Road Safety Record (Weighting ×5)

Consideration will be given to:

- Recorded injury collisions within the previous five years.
- Evidence from the Police or other statutory agencies.
- Demonstrable road safety concerns.
- Evidence of risk to vulnerable road users.

Evidence	Score
No recorded incidents	0
Concerns reported but no supporting evidence	1
One recorded injury collision in 5 years	3
Multiple injury collisions in 5 years	5

Initial Highway Authority Support (Weighting ×4)

Consideration will be given to:

- Informal feedback from Norfolk County Council Highways.
- Whether the proposal appears likely to meet current highway standards and policies.
- The likelihood of a feasibility study leading to a deliverable scheme.

Highway Improvement Requests Assessment Framework

Highway Authority Opinion	Score
Unlikely to be supported	0
No clear position	1
Potentially supportable	3
Positive indication of support	5

Traffic Evidence (Weighting ×3)
Consideration will be given to:

- Speed survey results.
- Traffic count data.
- Community Speed Watch information.
- Existing highway monitoring data.

Survey Results	Score
No evidence available	0
Minor concerns identified	2
Significant speeding or traffic issues identified	5

Community Support (Weighting ×2)
Consideration will be given to:

- Petitions.
- Number of resident requests or complaints.
- Support from community organisations, schools or businesses.
- Evidence of a wider community concern rather than an individual issue.

Community Support	Score
Single request	0
5-10 supporting residents	1
11-25 supporting residents	3
26+ supporting residents or formal petition	5

Strategic Importance (Weighting ×2)
Consideration will be given to whether the location serves:

- Schools and educational facilities.
- Healthcare facilities.
- The town centre.
- Public transport routes.
- Areas with significant pedestrian activity.
- Routes regularly used by vulnerable road users.

Strategic Importance	Score
Limited significance	0

Highway Improvement Requests Assessment Framework

Moderate significance	2
Important community route/facility	4
Key strategic location	5

Deliverability and Funding Opportunities (Weighting ×2)
Consideration will be given to:

- Estimated implementation costs.
- Potential external funding opportunities.
- Practicality of delivery.
- Likelihood of achieving a successful outcome.

Deliverability	Score
High cost / low chance of delivery	0
Moderate viability	3
Strong likelihood of funding and delivery	5

Threshold for Consideration
To be recommended for a feasibility study, a proposal should normally achieve:

- A minimum score of 50 out of 90; and
- A minimum score of 3 out of 5 in both:
    - Road Safety Record, and
    - Initial Highway Authority Support.

This ensures that projects are supported by objective evidence and have a reasonable prospect of progressing. The Council may depart from these thresholds in exceptional circumstances, provided the reasons for doing so are clearly recorded within minutes.

Assessment Process

- A request is received from a resident, organisation or councillor.
- Officers gather relevant information and complete the assessment matrix.
- Initial advice is sought from Norfolk County Council Highways
- A report and scored assessment are presented to Council.
- Council determines whether to:
    - Take no further action;
    - Request additional evidence; or
    - Support funding a feasibility study.

Members should note that approval of a feasibility study does not constitute approval of a project. Should a feasibility study recommend further action, a separate report will be presented to Council setting out:

- The proposed scheme;
- Estimated implementation costs;
- Potential funding sources;
- Ongoing maintenance implications; and
- Any required Town Council contribution.

A further Council decision would then be required before any implementation funding is committed. To manage future liabilities and budget pressures, Council will normally

support no more than two feasibility study applications per financial year, unless exceptional road safety concerns justify additional applications.

Financial Implications
The adoption of this framework does not in itself commit the Council to any expenditure. However, it establishes a process by which future requests for highway improvements can be assessed prior to any financial commitment being considered. Members should note that:

- A typical NCC Highways feasibility study costs approximately £4,000.
- Funding may be available through the Parish Partnership Scheme, potentially reducing the Town Council contribution to approximately £2,000 per study.
- A positive feasibility study does not guarantee implementation but may result in requests for a further Town Council contribution towards delivery of a scheme.
- Implementation costs will vary according to the nature and complexity of the project, but current estimates suggest that the Town Council contribution could typically be in the region of £10,000 or more per scheme.
- Supporting a feasibility study may create an expectation that the Council will subsequently consider further funding implementation.
- A decision to fund a feasibility study or contribute towards implementation costs will remain subject to a separate Council decision and the availability of budget.

Budgetary Risk
The principal financial risk is that multiple feasibility studies could identify schemes suitable for implementation, creating significant future funding pressures.
The proposed assessment framework and recommendation to normally support no more than two feasibility studys application per financial year are intended to ensure that commitments remain proportionate and affordable within overall financial planning.

Overall Risk Assessment
Whilst the framework cannot eliminate all risks associated with pursuing highway improvements, it provides an objective and transparent approach to decision-making. It reduces the likelihood of Council resources being committed to schemes with limited evidence of need, limited technical support or a low probability of delivery.
The framework also ensures that all requests are assessed against the same published criteria and that any future expenditure remains subject to Council approval.

Recommendation
Members are requested to:

- Consider the adoption of the Highway Improvement Requests Assessment Framework and Weighted Scoring Matrix set out within this report.
- Agree that future requests for highway improvement projects be assessed against the adopted framework before being presented to Council.
- Agree that support for any feasibility study or subsequent implementation scheme remains subject to separate Council approval and the availability of budget provision.

SLCC
For Local Council Professionals

Local Government Services Pay Agreement 2026/27

	01-Apr-25		01-Apr-26		Scale ranges
SCP	**£ per annum**	*** £ per hour**	**£ per annum**	*** £ per hour**	**Based on SCP**
2	£24,413	£12.65	Deleted 01-Apr-26		
3	£24,796	£12.85	£25,614	£13.28	Below LC Scale (for staff other than clerks)
4	£25,185	£13.05	£26,016	£13.48	
5	£25,583	£13.26	£26,427	£13.70	
5	£25,583	£13.26	£26,427	£13.70	LC1 (below substantive range)
6	£25,989	£13.47	£26,847	£13.92	
7	£26,403	£13.69	£27,274	£14.14	LC1 (substantive benchmark range)
8	£26,824	£13.90	£27,709	£14.36	
9	£27,254	£14.13	£28,153	£14.59	
10	£27,694	£14.35	£28,608	£14.83	
11	£28,142	£14.59	£29,071	£15.07	
12	£28,598	£14.82	£29,542	£15.31	
13	£29,064	£15.06	£30,023	£15.56	LC1 (above substantive range)
14	£29,540	£15.31	£30,515	£15.82	
15	£30,024	£15.56	£31,015	£16.08	
16	£30,518	£15.82	£31,525	£16.34	
17	£31,022	£16.08	£32,046	£16.61	
18	£31,537	£16.35	£32,578	£16.89	LC2 (below substantive range)
19	£32,061	£16.62	£33,119	£17.17	
20	£32,597	£16.90	£33,673	£17.45	
21	£33,143	£17.18	£34,237	£17.75	
22	£33,699	£17.47	£34,811	£18.04	
23	£34,434	£17.85	£35,570	£18.44	
24	£35,412	£18.35	£36,581	£18.96	LC2 (substantive benchmark range)
25	£36,363	£18.85	£37,563	£19.47	

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	01-Apr-25		01-Apr-26		Scale ranges
SCP	**£ per annum**	*** £ per hour**	**£ per annum**	*** £ per hour**	**Based on SCP**
26	£37,280	£19.32	£38,510	£19.96	
27	£38,220	£19.81	£39,481	£20.46	
28	£39,152	£20.29	£40,444	£20.96	
29	£39,862	£20.66	£41,177	£21.34	LC2 (above substantive benchmark range)
30	£40,777	£21.14	£42,123	£21.83	
31	£41,771	£21.65	£43,149	£22.37	
32	£42,839	£22.20	£44,253	£22.94	
33	£44,075	£22.85	£45,529	£23.60	LC3 (below substantive range)
34	£45,091	£23.37	£46,579	£24.14	
35	£46,142	£23.92	£47,665	£24.71	
36	£47,181	£24.46	£48,738	£25.26	
37	£48,226	£25.00	£49,817	£25.82	LC3 (substantive benchmark range)
38	£49,282	£25.54	£50,908	£26.39	
39	£50,269	£26.06	£51,928	£26.92	
40	£51,356	£26.62	£53,051	£27.50	
41	£52,413	£27.17	£54,143	£28.06	
42	£53,460	£27.71	£55,224	£28.62	LC3 (above substantive benchmark range)
43	£54,495	£28.25	£56,293	£29.18	
44	£55,801	£28.92	£57,642	£29.88	
45	£57,139	£29.62	£59,025	£30.59	
46	£58,523	£30.33	£60,454	£31.33	LC4 (below substantive range)
47	£59,922	£31.06	£61,899	£32.08	
48	£61,198	£31.72	£63,218	£32.77	
49	£62,852	£32.58	£64,926	£33.65	
50	£64,373	£33.37	£66,497	£34.47	LC4 (substantive benchmark range)
51	£65,925	£34.17	£68,101	£35.30	
52	£68,053	£35.27	£70,299	£36.44	
53	£70,176	£36.37	£72,492	£37.57	

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	01-Apr-25		01-Apr-26		Scale ranges
SCP	**£ per annum**	*** £ per hour**	**£ per annum**	*** £ per hour**	**Based on SCP**
54	£72,307	£37.48	£74,693	£38.72	
55	£74,454	£38.59	£76,911	£39.86	LC4 (above substantive benchmark range)
56	£76,572	£39.69	£79,099	£41.00	
57	£78,718	£40.80	£81,316	£42.15	
58	£80,821	£41.89	£83,488	£43.27	
59	£82,815	£42.93	£85,548	£44.34	
60	£84,852	£43.98	£87,652	£45.43	
61	£86,939	£45.06	£89,808	£46.55	
62	£89,081	£46.17	£92,021	£47.70	

Hourly rates have been calculated using the NJC-agreed formula: annual salary by 52.143 weeks (which is 365 days divided by 7) and then divided by 37 hours (the standard working week)

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email: info@fakenhamtowncouncil.gov.uk
website: fakenhamtowncouncil.gov.uk

Approved Contractor Application Form

Application form for contractors wishing to be included on the Council's register of approved contractors:

Business Name:	TTSR LTD
Business Address:	Park View Houghton Lane North Pickenham Swaffham Norfolk PE37 8LF
Contact Name:	Charlotte Yeoman Wil Smith
Position:	Charlotte Yeoman – Office Manager Wil Smith – Managing Director
Telephone:	01760 440806 07796 674879
Email:	info@ttsrltd.co.uk
Business Category:	Grounds Maintenance
Description of Services:	Grass Cutting Hedge cutting Ditch clearance Fencing Tree Surgery
Membership of professional bodies / accreditations / qualifications:	Achilles/Avetta/Safe Contractor
I confirm that I currently hold, or understand that if my application is successful, I will be required by the Council to hold, Public Liability Insurance with a minimum cover of £10 million.	YES
I confirm that I am aware of, and understand that I am required to comply with, the Council's Health & Safety Policy.	YES
I confirm that I am aware that I may be required to provide suitable risk assessments and/or method statements.	YES

I confirm that I am aware of, and understand that I am required to comply with, the Council's Biodiversity Policy	YES
I confirm that I am aware of the Council's Equality & Diversity Policy and the legal obligations under the Equality Act 2010. Please provide a copy of any supporting policies your organisation has in place.	YES

I confirm that I am aware Fakenham Town Council is required to undertake due diligence in line with its Procurement Policy. I understand the Council may carry out reasonable and relevant enquiries to assess the organisation's suitability, eligibility, financial standing, and technical capacity prior to awarding a contract.

Signed: [redacted] **Name (Print):** Wil Smith

Date: 01.09.26 **Position in Company:** Managing Director

Privacy Notice

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Although we are primarily collecting information about organisations, some data may relate to individuals (e.g., sole traders or named contacts). Where this is the case, the Council processes this information under the lawful basis of **public task** or **legitimate interests**, as defined in the UK General Data Protection Regulation (UK GDPR).

We will:

- Keep your data secure and confidential.
- Use it only for procurement-related decision-making.
- Retain it only for as long as necessary in accordance with our retention schedule.

You have rights under the UK GDPR, including the right to access and correct your data. For more information or to exercise your rights, contact us at **info@fakenhamtowncouncil.gov.uk** or see our full Privacy Policy at **www.fakenhamtowncouncil.gov.uk.**

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website: fakenhamtowncouncil.gov.uk

Approved Contractor Application Form

Application form for contractors wishing to be included on the Council's register of approved contractors:

Business Name:	Top Garden Services
Business Address:	68 Charlock Road, Thetford, IP24 2TR
Contact Name:	Tom Duchesne
Position:	Owner
Telephone:	07900297546
Email:	info@topgardenservices.com
Business Category:	Arboriculture and Horticulture
Description of Services:	Grass Cutting, Tree services, Hedge Cutting, Grounds Maintenance
Membership of professional bodies / accreditations / qualifications:	PA 1/6 – cs30/31/38/39/40/41 UA 201/2/3
I confirm that I currently hold, or understand that if my application is successful, I will be required by the Council to hold, Public Liability Insurance with a minimum cover of £10 million.	NO 5 Million
I confirm that I am aware of, and understand that I am required to comply with, the Council's Health & Safety Policy.	YES
I confirm that I am aware that I may be required to provide suitable risk assessments and/or method statements.	YES
I confirm that I am aware of, and understand that I am required to comply with, the Council's Biodiversity Policy	YES
I confirm that I am aware of the Council's Equality & Diversity Policy and the legal obligations under the	YES

Equality Act 2010. Please provide a copy of any supporting policies your organisation has in place.	

I confirm that I am aware Fakenham Town Council is required to undertake due diligence in line with its Procurement Policy. I understand the Council may carry out reasonable and relevant enquiries to assess the organisation's suitability, eligibility, financial standing, and technical capacity prior to awarding a contract.

Signed [redacted] _____ **Name (Print):** Tom Duchesne _____

Date: 15/ 09/2026 **Position in Company:** Owner

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Approved Contractor Application Form

Application form for contractors wishing to be included on the Council's register of approved contractors:

Business Name:	N.J. COMBRINK
Business Address:	7 ST PETERS RD FAKENHAM. NR21 8AJ. NORFOLK
Contact Name:	NICO
Position:	OWNER
Telephone:	07456077254
Email:	snakeman.co@gmail.com
Business Category:	GROUNDS MAINTENANCE
Description of Services:	GRASS CUTTING / STRIMMING HEDGE CUTTING
Membership of professional bodies / accreditations / qualifications:	
I confirm that I currently hold, or understand that if my application is successful, I will be required by the Council to hold, Public Liability Insurance with a minimum cover of £10 million.	YES/NO £5million at present
I confirm that I am aware of, and understand that I am required to comply with, the Council's Health & Safety Policy.	YES/NO
I confirm that I am aware that I may be required to provide suitable risk assessments and/or method statements.	YES/NO
I confirm that I am aware of, and understand that I am required to comply with, the Council's Biodiversity Policy	YES/NO
I confirm that I am aware of the Council's Equality & Diversity Policy and the legal obligations under the	YES/NO

Equality Act 2010. Please provide a copy of any supporting policies your organisation has in place.	

I confirm that I am aware Fakenham Town Council is required to undertake due diligence in line with its Procurement Policy. I understand the Council may carry out reasonable and relevant enquiries to assess the organisation's suitability, eligibility, financial standing, and technical capacity prior to awarding a contract.

Signed: [redacted] **Name (Print):** NICOLAAS JACOBUS COMBRINK

Date: 8TH SEPTEMBER 2026 **Position in Company:** OWNER

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