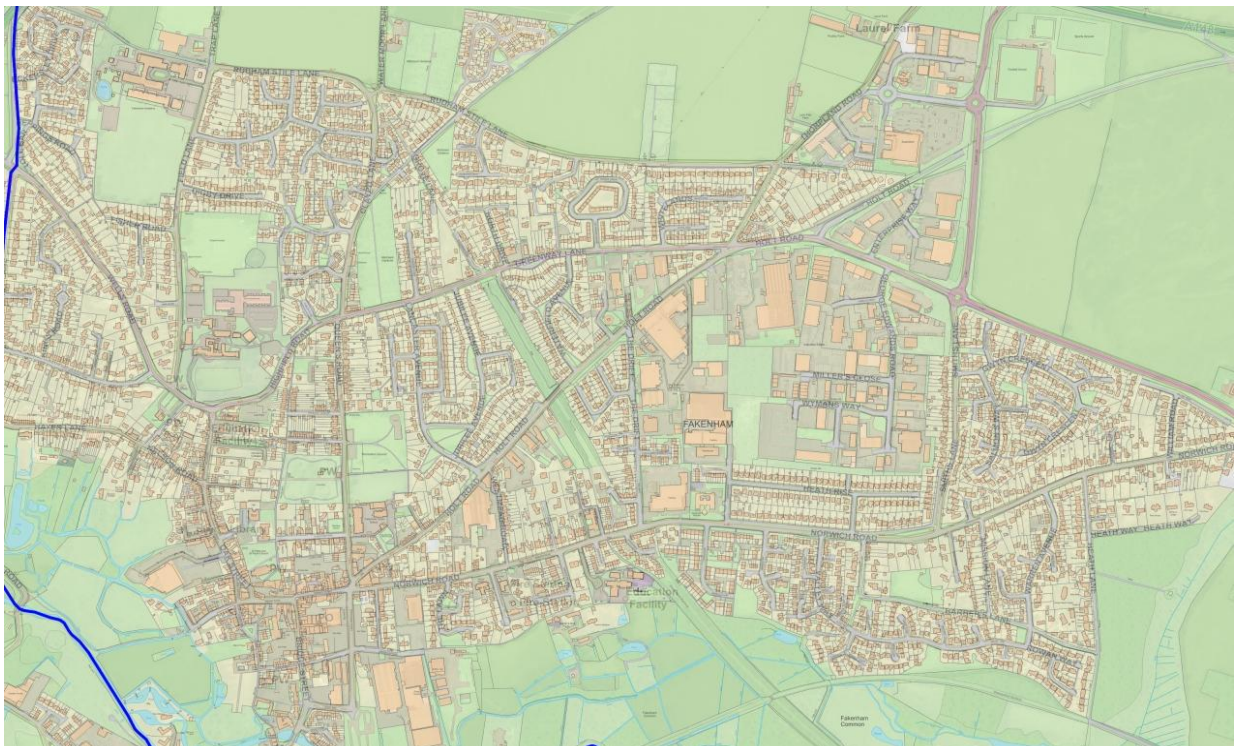




Fakenham Town Council

# Strategic Plan 2025 - 2028



## Vision Statement

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

## Fakenham

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

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

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

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

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

### Fakenham Town Council: Responsibilities and Structure

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

## Fakenham Lancaster – Council Structure

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

### Council Committees

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

<b>Governance &amp; Finance (G&amp;F)- Monthly</b>
<ul style="list-style-type: none"> <li>Administration of the Council's Finances</li> <li>Management of Staff Welfare &amp; Performance</li> <li>Allocates grants from the Markets Tolls Fund</li> <li>Governance of Council Policies</li> </ul>
<b>Facilities &amp; Amenities (F&amp;A)- Monthly</b>
<ul style="list-style-type: none"> <li>Manages all cemeteries, parks, play, and amenity areas</li> <li>Regulates the Thursday Charter Market</li> <li>Responsible for the Heritage Trail</li> </ul>

And Subcommittee meetings

<b>Allotments – Quarterly</b>
<b>HR – As required</b>

### Achievements

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

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

## **Our Priorities/goals for 25-28**

In developing a new three-year action plan, we prioritised building it from the ground up with input from the community. In 2024, Fakenham Town Council (FTC) conducted a community survey (Annex A), providing residents with an opportunity to contribute their views and ideas.

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

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

At the time of writing the Council has been briefed by North Norfolk District Council on the early implications of devolution. Undoubtedly the restructuring of the local government sector will impact upon town and parish councils. It is likely that more responsibility will fall to them for the supply of discretionary services, such as managing public conveniences, grass cutting, car park management and maintenance and emptying of dog waste bins. Very little detail is available at present.

## ACTION PLAN

<b>Prosperous Town - Increase economic prosperity and encourage a vibrant and diverse town, championing our business and investing in the town - We will:</b>							
<ul style="list-style-type: none"> <li>➤ Encourage visitors to the town outside the main summer season</li> <li>➤ Run a varied and vibrant Thursday market.</li> <li>➤ Facilitate events with community groups throughout the year in our parks and open spaces.</li> <li>➤ Support Fakenham Area Partnership to deliver town centre Christmas Lights</li> <li>➤ Support a Banking hub</li> <li>➤ Support a Transport Hub</li> </ul>							
No.	Aim	Action/Task	Priority	Timescale	Resource	Lead	Comments
1	Understand who uses our town and when the peak usage times are.	Work with NNDC Economic Growth Team. Attend District/County led business development days Attend Market Town development strategy meetings	High	2025-26	NNDC/NCC/ Broadlands Norfolk Chamber of Commerce	All Cllrs	
2	Support & engage with market traders, encouraging a flourishing Thursday market	Work with other organisations or initiatives to improve our market Advertise regularly on a variety of platforms	Medium	Ongoing	Social Media, Tourist information	FTC Staff	
3	Complete the restoration of the war memorial	Look at funding available for restoration projects and produce a business case.	Medium	2025	War Memorials Trust	F&A Cllrs	
4	Enhance the appeal of the town for visitors and the community	Work with district & county councils for improvements to pavements and road markings Implement community survey suggestions in surrounding green spaces that form part of our estate. Identify new opportunities to promote the town centre – e.g. the auto rally	High	2025-26	NNDC / NCC / Community groups Market Tolls Grants Budgeted Grants	F&A Cllrs / FTC Staff	

No.	Aim	Action/Task	Priority	Timescale	Resource	Lead	Comments
5	Support residents and community groups	Free or low-cost council run events Support to other community groups providing free or low-cost events Market Tolls grants to community groups	Medium	2025-26	Community groups Market Tolls Grants	FTC Staff	VE/VJ80th celebrations planned for 8 <sup>th</sup> May 2025
6	Enhance tourism within the town	Work with local tourist information Advertise across North Norfolk Provide support for initiatives within the town	Medium	Ongoing	Tourist Information Social Media NNDC Budget £500 S144 Grant	F&A Cllrs / FTC Staff	
7	Support the retention of banking facilities within the town	Working to improve Post Office Facilities Work with our MP / NNDC on campaigning for a banking hub Work with current individual bank local hubs to support and extend their services	Medium	2025-26	Banks NNDC Jerome Mayhew MP	All Cllrs	

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

**We will:**

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

No.	Aim	Action/Task	Priority	Timescale	Resource	Lead	Comments
8	Carry out regular community and stakeholder surveys	Feedback on specific or general issues. Budget for expenditure	Low	Ongoing	Community	FTC Staff	
9	Provide support & information to local community groups	Seek out opportunities to engage with more community initiatives. Work with NNDC community connector.	Medium	Ongoing	NNDC Community groups FTC Staff	FTC Staff	Market Tolls Grants Grants allocation in Budget
10	Lead, develop & assist with community events	Continue to support Fakenham Area Partnership by providing funding for the Christmas lights. Provide support by way of grants & advertising. Lead on ceremonial occasions.	Medium	Ongoing	Community groups FTC Staff / Cllrs Market Tolls Grants Budget £1000	FTC Staff / F&A Cllrs	
11	Provide support to services for young people	Work towards establishing a 'youth' council. Work with individual schools to support work placements and delivery of awards such as Duke of Edinburgh.	Medium	Ongoing	Budget £6000 allocation Local Schools	All Cllrs / FTC Staff	Duke of Lancaster pupils working in Queens Road Cemetery towards Duke of Edinburgh volunteering award. Work placement arranged for July 2025.

No.	Aim	Action/Task	Priority	Timescale	Resource	Lead	Comments
12	Annual Town Assembly ( a meeting for the Town)	Awards for community spirit, volunteer of the year and Mayor's cadet. Invite community groups as stall holders	Medium	May Annually	Community groups FTC Staff / Cllrs	FTC Staff	Annual Assembly planned for 22/5/25
13	Publish an annual update to this plan, indicating where budget has and will be spent	Publish an annual report on the work of the Council and make this widely available. Consider working towards delivery of a Neighbourhood Plan	High	May Annually	FTC Staff / Cllrs	FTC Staff	Annual Assembly planned for 22/5/25
14	Ensure that all meetings of the Council are well-publicised and accessible to members of the public	Agree calendar of meetings for the year and publish this. Ensure that individual meetings are publicised Consider installing appropriate technology – recording etc	Medium	May Annually	FTC Staff Cllrs	FTC Staff	
15	Improve communication with the electorate	Ensure regular use of Facebook to promote Council. Regular articles in local newsletters. Replace Town Council website.	Medium	Ongoing	FTC Staff Cllrs	FTC Staff	



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

**We will:**

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

No.	Aim	Action/Task	Priority	Timescale	Resource	Lead	Comments
16	Maintain & develop allotments	Ensure sites are managed properly – reducing chemicals used and controlling waste disposal.	Low	Ongoing	National Allotment Society Tenant Reps 2025/6 £6000 budgeted for surveys. £5000 for fencing FTC Staff	FTC Staff	
17	Management of burial grounds	Footpath improvements in Queens Road. Tree management in Queens Road. Improvement of abandoned grave sites. Consecration of new burial area at Creak Road. Extension of roadways and footpaths into new burial area at Creak Road. Consider memorial garden or garden of remembrance.	Medium	2025	£23000 budgeted for Creak Road £2000 budgeted for Queens Road memorials FTC Staff	FTC Staff	
18	Reduce our carbon footprint	Review our energy contracts. Review our vehicles & equipment. Review our waste management procedures. Review and write sustainability criteria for events held on FTC sites. Consider green energy initiatives	Medium	Ongoing		FTC Staff	

No.	Aim	Action/Task	Priority	Timescale	Resource	Lead	Comments
19	Seating and waste provisions at all open space sites	Refurbishment/replacement of benches. Review and list out current provisions.	Low	Ongoing	FTC staff	FTC Staff	
20	Open Space management	Develop Tree management plan. Reduce use of chemical pesticides. Look at balance between grass cutting to improve biodiversity and keeping areas tidy. Consider improvements to the Millenium Park Consider improvements to Aldiss Park. Develop clear plan for areas to be allowed to grow and encourage suitable additional planting. Consider ways to consult with public on plans for the site. Seek available funding for identified improvements.	Medium	2025/26	Tree surveys & work £6000 budgeted Millenium Park £10,000 budgeted Community Grant funds	FTC Staff	
21	Manage development and the built environment	Play an active role in commenting on planning applications.	Medium	Ongoing	Cllrs	All Cllrs	
22	Consider our Biodiversity Duty	Follow the actions set out in our biodiversity policy.	Medium	Ongoing	FTC Staff Cllrs	FTC Staff	

**Community Health & Wellbeing** - *Improving our facilities to enable community wellbeing*

**We will:**

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

No.	Aim	Action/Task	Priority	Timescale	Resource	Lead	Comments
23	Enhance Arts & Culture in the Town	Work with creative & artistic communities to support & showcase the incredible talent within the community, promoting festivals & community events.	Low	2026- 7	Local artisans Community Groups	F&A Cllrs	
24	Improve Health & Wellbeing opportunities for residents	Support Active Fakenham in their many events promoting various health and wellbeing activities. Support County Council improvements to the national cycle highway. Provide opportunities to purchase fresh seasonal food through markets & events.	Medium	Ongoing	Market Tolls Grants	All Cllrs / FTC Staff	
25	Support affordable local housing	Encourage others to identify areas that may be suitable for affordable housing. Challenge Planning applications to include affordable house where and when appropriate.	Low	Ongoing	NNDC	All Cllrs	
26	Spaces can be improved and better signposted	Promotion of areas and development of Millennium Park and Aldiss Park.	Low	Ongoing	NNDC Community Funding	L&E Cllrs	
27	Improve Riverside walks	Provide support to the continuation of improvements to the River Wensum walkways. Undertake a feasibility study to develop opportunities for improvements in the areas owned or managed by FTC.	Low	2026-7	NCC Environment Agency Ramblers	L&E Cllrs	

No.	Aim	Action/Task	Priority	Timescale	Resource	Lead	Comments
28	Work with key enforcement agencies to tackle anti-social behaviour within the town	Ensure that CCTV provides a deterrent for damage to public assets and antisocial behaviour. Continue to ensure that the relationship with the Police is positive & supportive.	Medium	2025-26	Police NNDC NCC Youth Groups	All Cllrs	
29	Safe management of community facilities	Effective management of Health & Safety, including statutory testing. Regular inspections to ensure assets are well maintained. Continue to review and evaluate risk.	High	Ongoing	HSE RoSPA ICCM FTC Staff	FTC Staff	
30	Regular review of policies	Ensure Council is operating legally & with transparency.	High	Ongoing	Clerk / RFO / Cllrs	FTC Staff	
31	Stop Verges looking neglected	Encourage strategic planting, rewilding, safe maintenance from NCC.	Low	Ongoing	NCC Contractors	FTC Staff	
32	Explore additional vehicle safety options, generally and for the Thursday Market	Assess locations & timings of cars parking on pavements blocking pedestrian access. Work with the police and parking enforcement team to reduce occurrences and educate drivers.	Low	Ongoing	Police Parking Enforcement	All Cllrs	
33	Clear Litter & graffiti on our estate	Increased groundsmen patrols during school holidays.	Low	Ongoing	FTC staff Police	All Cllrs	
34	Accessible options to our spaces for all ages & mobility	Ensure accessibility options are considered with any enhancement or updates to our open spaces.	Medium	Ongoing	FTC Staff Cllrs	FTC Staff	
35	Safe fit for purpose equipment & machinery	Replace tractor. Regular servicing of equipment and replacement programme.	Medium	Ongoing (tractor 2025)	Budget £39,000 FTC staff	FTC Staff	
36	New fit for purpose grounds staff depot	Identify location, suitable building type. Assign contract.	High	2025	Budget £70,000 FTC Staff Cllrs NNDC	All Cllrs / FTC Staff	

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

**We will:**

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

No.	Aim	Action/Task	Priority	Timescale	Resource	Lead	Comments
37	Transport improvement options	Work with NCC to improve Town Centre transport facilities including a transport hub.	Low	2026/7	Cllrs NCC	All Cllrs	
38	Encourage a reduction speed across town	Ensure the Speed Awareness Monitors (SAM2s) are moved regularly between locations. Work with Police, NNDC & NCC on ideas to reduce speed.	Medium	Ongoing	FTC Staff Cllrs Police NNDC NCC	FTC Staff	
39	Regular planned roadworks by utility companies	Seek better planning & coordination of works where possible.	Low	Ongoing	Utility companies NCC	FTC Staff	