

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

<p>You must register as an Other Registerable Interest:</p> <p>a) any unpaid directorships</p> <p>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</p> <p>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.</p>

Table 3: Non-Registrable Interests - NRI

<p>An interest that is not a DPI, or an interest of a relative or close associate, which does not need to be registered.</p> <p>You must declare an NRI when relevant business affects the finances or wellbeing of you, your partner, a relative, or a close associate.</p>
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**MINUTES of the FULL COUNCIL MEETING
of FAKENHAM TOWN COUNCIL
held at the COMMUNITY CENTRE, OAK STREET, FAKENHAM**

WEDNESDAY 25th FEBRUARY 2026 at 18:00

Councillors: V Joslin (Chair), M Dutton, L Harrison, C Fairbrother, J Rockett, D Hunter, G Thorpe & T Duffy

District / County Councillors: Cllr C Cushing / Cllr L Vickers / Cllr T FitzPatrick

Clerk: Lesley Meanley

Deputy Clerk/RFO: K Lindsay

Members of the Public: One

Press: None

Number	Agenda
316/26	<p>Open Forum for Public Participation</p> <p>a) To receive a report from Fakenham Police The report was noted.</p> <p>b) To receive any Electors Questions: Members of the public will be invited to ask questions of the Parish Council on issues on the agenda or raise issues for consideration of inclusion at future meetings with a Cllrs support. This item is limited to 10 mins An elector has raised concerns about Hall Staithe</p> <ul style="list-style-type: none"> • the state of the roads and debris – the Clerk had previously advised that they contact Highways. • The state of the river path – the Clerk has walked this path on Tuesday and although it does have some mud on it which would be expected in winter alongside a river it didn't appear to be unusable. <p>Cllr Hunter had completed a litter pick and moved fencing.</p> <p>ACTION: Cllr Rockett to establish what the elector means regarding the Hall Staithe river path.</p> <p>An elector had raised a query on overage on a piece of land in Hall Staithe. Paperwork found by the Clerk indicates there was no overage clause when the land was sold. An elector had raised a query regarding the use of polytunnels on the allotment sites. They had emailed the office and already received a reply. The elector already had a copy of the rules & regulations and could attend an Allotments meeting if they wanted. A councillor raised a water leak outside the Limes. Anglian Water are aware. A councillor raised the derelict caravan park in Hempton. Hempton Parish were advising electors to contact their North Norfolk District Councillor Nigel Housden, Norfolk County Councillor T FitzPatrick also urged people to keep trying to contact him. The Clerk advised that although she had tried, no responses had been forthcoming. A councillor raised a query regarding a headstone in Queens Road cemetery; the Clerk advised the family to contact the office for assistance. The North Norfolk Wombles would like to meet with a councillor to discuss litter around Fakenham - Cllr Hunter agreed to represent the Council. The Junior Rugby club have asked if they can mark out pitches at Trap Lane. Councillors agreed on the understanding that the Junior Rugby Club understood it was temporary and at their own risk, other building work would be taking place and that the area is free for all to use. An elector had previously raised the speed limit and SAMS2 camera placement in Norwich Road, Cllr FitzPatrick asked the Clerk to email him regarding it.</p> <p>c) To receive any reports from District/County Councillors For time management purposes, if possible written reports are requested prior to the meeting to facilitate Q&A only at the meeting.</p>

	<p>Cllr Cushing had provided a report which will be published on the website</p> <p>Cllr Vickers had provided a report which will be published on the website</p> <p>Cllr Punchard provided an email update</p> <p>Cllr FitzPatrick provided a report which will be published on the website</p>
317/26	<p>To consider for acceptance apologies for absence</p> <p>Apologies were received from Cllrs A Glynn, M Campbell, P Bucknell L Harrison & A Girton</p>
318/26	<p>Declarations of Interest: Members are asked at this stage to declare any interests that they may have in any of the following items on the agenda</p> <p>Cllr Fairbrother declared an interest in agenda item 346/26</p>
319/26	<p>To confirm the Full Council Minutes of the Meeting held on 28th January 2026</p> <p>The minutes of the Full Council meeting held on the 28th January 2026 were agreed on the proposition of Cllr Joslin and seconded by Cllr Fairbrother, AGREED by all and signed by the chair. Councillors asked that a note is added to the record that former Cllr G Acheson had indicated an intention to resign after disagreeing with a resolution.</p>
320/26	<p>To receive an update on actions taken after the last Council Meeting if these matters are not included on the agenda or Clerk update</p> <p>These were noted</p>
321/26	<p>To receive any reports from Councillors who have attended Meetings outside the Council</p> <p>Cllr Fairbrother attended a Healthier Fakenham meeting and noted that the Fakenham Medical Practice are trying to build community links. Cllr Duffy & Hunter had attended a FLASH site meeting</p>
322/26	<p>To receive and note correspondence and comment upon any items for information and action</p> <p>None</p>
323/26	<p>To fill four Town Councillor vacancies by co-option</p> <p>No Applications Received</p>
324/26	<p>To confirm the Minutes of the Facilities & Amenities Committee held on: 10th February 2026.</p> <p>The minutes of the meeting held on 10th February 2026 were moved for reception and adoption by Cllr Fairbrother seconded by Cllr Joslin and agreed by all.</p>
325/26	<p>To confirm the Minutes of the Governance & Finance Committee held on:</p> <ul style="list-style-type: none"> • 17th February 2026. To note and/or approve: <p>The minutes of the meeting held on 17th February 2026 were moved for reception and adoption by Cllr Dutton seconded by Cllr Joslin and agreed by all.</p> <ul style="list-style-type: none"> • 143/26GF - Investment Strategy Policy <p>Councillors reviewed the Investment Strategy Policy and RESOLVED to approve it for presentation and approval by Full Council</p> <p>On the proposition of Cllr Dutton, seconded by Cllr Fairbrother the Investment Strategy policy was agreed by all.</p>
326/26	<p>Financial Matters –</p> <ul style="list-style-type: none"> a) To receive and review January 2026 receipts and payments for Fakenham Town Council and Charter Market b) To receive and review January 2026 consolidated bank reconciliation reports for Fakenham Town Council and Charter Market bank accounts c) To note the current Income and Expenditure Budget vs Actuals report <p>To receive and approve the January 2026 schedule of payments over £500 for display on the website</p>

	On the Proposition of Cllr Dutton, seconded by Cllr Fairbrother, all items were received and approved by all
327/26	To receive the following applications for a grant from the Market Tolls: None received
328/26	To receive the following Market Tolls Grant evaluation forms for acquittal: Fakenham Society On the Proposition of Cllr Dutton, seconded by Cllr Fairbrother the acquittal was received and agreed by all
329/26	To note the Fakenham Choral Society letter regarding Market Tolls Grant acquittal. This was noted
330/26	To discuss and agree the formal offer of the Fakenham Christmas Lights from the Fakenham Area Partnership and transfer of assets agreement The formal offer and transfer of assets agreement was proposed by Cllr Joslin, seconded by Cllr Fairbrother and agreed.
331/26	To receive the Internal Controllers report None Received. Cllr Campbell had advised he was unable to continue in the role. Cllr G Thorpe volunteered to take on the role and all agreed.
332/26	To discuss Devolution and Local Government Reform and agree a working party group. Cllrs Rockett, Dutton & Harrison had agreed to be part of the working party. Defer to April Full Council.
333/26	To consider the frequency of committee meetings - moving Facilities & Amenities to Bimonthly starting in June 2026 and Governance & Finance to quarterly starting in July 2026 Cllr Rockett, seconded by Cllr Hunter proposed moving Facilities & Amenities to Bimonthly starting in June 2026 and Governance & Finance to quarterly starting in July 2026 but a counter proposal by Cllr Dutton seconded by Cllr Fairbrother proposed moving Facilities & Amenities to Bimonthly starting in June 2026 and Governance & Finance remaining monthly. This was agreed with 4 votes. The original proposal was withdrawn. It was agreed to review after 4 months.
334/26	To discuss committee meeting members Cllr Thorpe requested to be placed on the Facilities & Amenities Committee, all agreed
335/26	To confirm the Annual Assembly of The Town 2026 meeting date and time as Wednesday 13th May 2026 at 19:00 This was noted.
336/26	To discuss and agree Wayfinding phases A working party was agreed of Cllrs Joslin, Dutton, Thorpe & Fairbrother
337/26	To discuss the future of the Fakenham Info Hub/Tourist information Thanks were given to all the work Richard Crook does on the Tourist information and Cllrs will give thought to possible solutions. Visit Fakenham had offered a potential solution for the Thursday Market website.
338/26	To Discuss and Agree: 1. Whether Councillors wish to be informed of all complaints received relating to Fakenham facilities and services provided by North Norfolk District Council or Norfolk County Council. If so, the preferred method by which Councillors would like to be notified. Cllrs agreed they did not need to know of all complaints relating to other authority issues.
339/26	To discuss the Healthier Fakenham Event and next steps. NNDC's initial report was noted, The Clerk will be part of the Action group.
340/26	To discuss Fakenham Town Council moving forward with the UK Town of Culture Bid.

	<p>For context - First ever UK Town of Culture competition to restore pride in communities - GOV.UK</p> <p>- North Norfolk Culture+Tourism Feasibility Study 25Sep24 v6</p> <p>On the Proposition of Cllr Joslin, seconded by Cllr Fairbrother all agreed to support the bid. A public meeting will be held and Cllr Glynn will draw up an EOI in conjunction with Shop Fakenham</p>
341/26	<p>To consider planning applications up to 25/02/2026</p> <p>None Received</p>
342/26	<p>To note comments on applications for planning applications as agreed via Email:</p> <ul style="list-style-type: none"> <p>PF/25/2858 - Tescos , 17 Oak Street, Fakenham - Installation plant comprising of 2 compressor packs at ground level and surrounded by Armco barrier; and installation of new 2 gas coolers on steel deck at high level with open mesh walkway, with access steps and handrails in part of the store's service yard</p> <p>PF/25/2858 Installation plant comprising of 2 compressor packs at ground level and surrounded by Armco barrier; and installation of new 2 gas coolers on steel deck at high level with open mesh walkway, with access steps and handrails in part of the store's service yard Tescos 17 Oak Street Fakenham Norfolk NR21 9DX</p> <p>Response Deadline: 11/02/2026</p> <p>Councillors Response: No objection and no comments</p> <p>PF/26/0096 - Three Gables , Heath Way, Fakenham - Erection of single storey dwelling (revised design, self build), and demolition of balcony and replacement new window to existing dwelling</p> <p>PF/26/0096 Erection of single storey dwelling (revised design, self build), and demolition of balcony and replacement new window to existing dwelling Three Gables Heath Way Fakenham Norfolk NR21 8LW</p> <p>Response Deadline: 19/02/2026</p> <p>Councillors Response: No objection and no comments</p> <p>PF/26/0179 - 13 Wymans Way, Fakenham - Proposed pallet store and workshop extension.</p> <p>PF/26/0179 Proposed pallet store and workshop extension. 13 Wymans Way Fakenham Norfolk NR21 8NT</p> <p>Response Deadline: 23/02/2026</p> <p>Councillors Response: No objection and no comments</p> <p>PF/25/2307 re-consultation due to amended location plans - 4 Bridge Street, Fakenham- Conversion and extension of first floor of vacant Class E office space to create three one-bed flats along with a side extension.</p> <p>PF/25/2307 Conversion and extension of first floor of vacant Class E office space to create three one-bed flats along with a side extension. 4 Bridge Street Fakenham Norfolk NR21 9AQ</p> <p>Response Deadline: 24/02/2026</p> <p>Councillors Response: No objection and no comments</p> <p>These were noted</p>
343/26	<p>To receive notice of decisions of the planning authority:</p> <ul style="list-style-type: none"> <p>PF/25/2555 - Flat At, 5 Oak Street, Fakenham - Demolition of existing wooden staircase and erection of steel staircase to provide continued access to flat</p> <p>PF/25/2555 Demolition of existing wooden staircase and erection of steel staircase to provide continued access to flat Flat At 5 Oak Street Fakenham Norfolk NR21 9DX</p> <p>Councillors Response: Councillors offered no objection and no comments</p> <p>Approved</p>

	<ul style="list-style-type: none"> • LA/25/2732 - Flat At, 5 Oak Street, Fakenham – Listed Building Alterations, Proposed replacement external staircase to provide continued access to flat LA/25/2732 Proposed replacement external staircase to provide continued access to flat Flat At 5 Oak Street Fakenham Norfolk NR21 9DX Councillors Response: Councillors offered no objection and no comments Approved These were noted
344/26	To receive any further items for the agenda None
345/26	To move that the Public & Press be excluded from the Meeting under the provisions of Section 1(2) of the Public Bodies (Admission to Meetings) Act 1960 On the proposition of Cllr Dutton seconded by Cllr Thorpe. RESOLVED that pursuant to Section 1(2) of the Public Bodies (Admission to Meetings) Act 1960, that Public & Press be excluded from the Meeting, as publicity would be prejudicial to the public interest by reason of the nature of the business to be transacted.
346/26	To discuss the FLASH project The Clerk highlighted that if the build continued to schedule NNDC would need to provide a temporary depot and facilities for the grounds staff by late summer. On the proposition of Cllr Dutton, seconded by Cllr Duffy all agreed with the NNDC & Power Network lease and that the Clerk could sign. A site visit had shown the build was progressing as expected.
347/26	To discuss 9 Norwich Street Cllrs expressed their disappointment at the lack of NNDC progress
348/26	To discuss Office accommodation A potential space had been viewed and deemed to be too large and the renovations required too expensive to be of value to the public.
349/26	To move into open session On the proposition of Cllr Dutton, seconded by Cllr Joslin RESOLVED the meeting moves into Open Session.
350/26	To confirm the date & Time of the next meetings: Facilities & Amenities: Tuesday 10th March 2026 at 18:00 Governance & Finance: Tuesday 17th March 2026 at 18:00 Full Council: Wednesday 25th March 2026 at 18:00

	There being no further business the meeting closed at 19:36
	Confirmed this day of 2026
	CHAIR

Meeting	Date	Minute	Responsible	PRIORITY	Action	STATUS	Comments
Full	25/06/2025	67/25	Office	LOW	To explore different options for simple mayoral chains and pendants for Mayor & Deputy Mayor civic regalia	50%	Ongoing research and awaiting quotes
Full	27/08/2025	124/25	Clerk	HIGH	Ask current Heritage Trail Supplier for costs associated with moving boards and complete refurb/replacements	50%	On Site meeting 10/9/25. Quote received. Quotes will be sought from 3 suppliers for work 2026/27. Awaiting Way Finding report.
Full	24/09/2025	143/25	Clerk	HIGH	Clerk to request further information from the North Norfolk Active Communities re funding request	75%	Emailed for further information 25/9/25. 3/10/25 NNAC replied - will source Specific Fakenham information.
Full	24/09/2025	169/25	Clerk	HIGH	To take forward CCTV provisions	75%	22/9/25 Contacted Cozens. Awaiting survey from West Norfolk & Kings Lynn. Initial survey completed. WN&KL meeting with Fakenham Church 20/1/26. 28/1/26 Cllrs agreed to move forward with quote - Clerk moving forward with Church
Full	29/10/2025	175/25	Clerk	MEDIUM	Clerk to seek clarification to NNDC Cllr Vickers Facebook comments re free residents parking on Millennium Park.	75%	Emailed 30/10/25
Full	29/10/2025	175/25	Office	MEDIUM	Contact NNDC Licensing team and Police Licensing team re public house enquiry	75%	Emailed 17/11/25 Response received from Police 12/01/2026 No response from NNDC Licensing. Followed up with District Councillors- Liz Vickers to take forward
Full	28/01/2026	309/26	Clerk	HIGH	To ensure CCTV cant be hacked or WiFi used	50%	
Full	25/02/2026	316/26	JR	MEDIUM	Cllr Rockett to establish an electors concerns regarding river path at Hall Staithe		

**MINUTES OF THE FACILITIES & AMENITIES COMMITTEE MEETING
HELD AT THE FAKENHAM CONNECT BUILDING, OAK STREET, FAKENHAM**

TUESDAY 10th MARCH 2026 AT 18:00

Attending Committee Councillors: A Glynn (Mayor)

Attending Non-Committee: J Rockett, D Hunter & M Dutton

Town Clerk: L Meanley

General Public: None

Press: None

Number	Agenda
223/26 FA	The meeting being inquorate, was closed immediately.

	<p>There being no further business the meeting closed at 18:01</p> <p>Confirmed this day of 2026</p> <p>CHAIRMAN</p>
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QUOTATION

JOB NUMBER: 26105

DATE: 23/02/2026

CLIENT: Lesley Meanley, Fakenham Town Council

PROPERTY: War Memorial

LOCATION: Fakenham Town Square, Market Place

OBJECT: 1921 Octagonal War Memorial

CLIVEDEN CONSERVATION

The Tennis Courts
CLIVEDEN ESTATE
Maidenhead SL6 0JA

t. 01628 604721

f. 01628 660379

t. (Bath) 01761 420300

t. (Houghton) 01485 528970

Dear Lesley,

I'm pleased to provide the below quotation for the site survey and subsequent report detailing the condition and any recommendations for the conservation of the Fakenham War Memorial.

COST:

The total cost for the above works is **£850.00** excluding VAT.

If you have any queries at all, please don't hesitate to contact me.

Sincerely,

K. Langridge

Katie May Langridge
Head of Conservation (East)

For and on behalf of Cliveden Conservation.

I/we confirm acceptance of the above estimate:

Signed: *Date:*

For and on behalf of:

*Please copy, sign and date both, and return one copy to Cliveden Conservation Workshop.
Alternatively provide an Order Number or alternative letter of Instruction.*

Confirm below to whom the invoice should be sent:

TERMS & CONDITIONS

This forms part of the contract between Cliveden Conservation Workshop Ltd (“CCW”, “we” or “us”) and the Client (as identified in the Letter of Agreement and also referred to as “you” or “your”) and applies in relation to the Works. Other than the documents that make up this Agreement as set out in the Letter of Agreement, no other terms and conditions other than those implied by law shall be of any effect unless the same are expressly agreed in writing by both parties. Words defined in these terms and conditions shall have the same meaning as defined in the other documents that together comprise the Agreement.

1. Commencement and Termination

- 1.1 This Agreement shall commence on the date set out in the Letter of Agreement, or a later date as determined by CCW if the Letter of Agreement is not signed and returned, along with all Project Documents, by the date stated in the Letter of Agreement.
- 1.2 This Agreement shall terminate at the completion of the Works and upon receipt by us of full and final payment for the Works. Any disputes or concerns in relation to the Works, including where you have not complied with your obligations under this agreement are subject to the dispute resolution process as set out in clause 8 (Dispute Resolution).
- 1.3 This Agreement may be terminated where so determined in accordance with clause 8 (Dispute Resolution) or where the other party takes any step or action in connection with its entering administration, provisional liquidation or any composition or arrangement with its creditors (other than in relation to a solvent restructuring), obtaining a moratorium, being wound up (whether voluntarily or by order of the court, unless for the purpose of a solvent restructuring), having a receiver appointed to any of its assets or ceasing to carry on business or the other party suspends, or threatens to suspend, or ceases or threatens to cease to carry on all or a substantial part of its business.

2. Our Obligations

- 2.1 We shall:
- (a) complete the Works in accordance with the Project Documents and will use reasonable endeavours to meet the milestone dates set out in the Project Documents.
 - (b) comply with all reasonable health and safety policies and procedures that relate to a site where the Works are carried out, as advised to us by you.
 - (c) always maintain insurance policies in line with industry practice and will make available to you details of our insurance cover where requested.
- 2.2 We reserve the right to:
- (a) amend the Project Documents in accordance with clause 5 (Variations, Additions and Omissions) and in agreement with you.
 - (b) amend the Construction Phase Plan (where one has been provided) if you do not provide the necessary consents and approvals for us to progress the Works where indicated in the Project Documents.

3. Your Obligations

- 3.1 You shall:
- (a) co-operate with us on all matters related to the Works.
 - (b) ensure you have all necessary permits and approvals for us to access the site where the Works are to be carried out.
 - (c) provide input and approvals as set out in the Project Documents, in a timely manner.

- (d) ensure that all our materials at the site will be covered in full by your insurance policy and, where required, ensure that all relevant consents, authorisations and/or notices have been provided to your insurers.

4. Costs and Payment Terms

- 4.1 All prices quoted are exclusive of value added tax which shall be added to the contract price as set out in the Formal Quotation.
- 4.2 Unless otherwise agreed, where you have an approved account facility with us, invoices are due for payment 14 days after the date of the invoice. In all other cases they are due for payment 5 days after the date of the invoice.
- 4.3 Invoices that are not paid by the due date shall carry interest calculated on a daily basis at 4% above the base rate for National Westminster Bank Plc both before and after any court judgment.
- 4.4 The schedule for the payment of invoices will be set out in the Cash Flow Forecast.

5. Variations, Additions and Omissions

- 5.1 Given the unpredictable and unknown nature of conservation projects, we may only be able to provide our Formal Quotation with an element of certainty. Where this is the case, this will be indicated to you in the Formal Quotation and it means that we shall have the right to make amendments to the Formal Quotation and Construction Phase Plan because of any variations, additions or omissions. Where we are required to make such changes, we will do this in consultation with you and we will not commence and / or continue the Works until we have agreed a revised Formal Quotation and Construction Phase Plan. If we are unable to agree this, both parties agree to follow the dispute resolution process set out in clause 8 (Dispute Resolution).

6. Title and Lien

- 6.1 You warrant that you are the unencumbered owner of the subject matter of the Works and have all necessary consents for us to carry out the Works.
- 6.2 You warrant that there are no other approvals or consents required from any party in order for us to carry out the Works.
- 6.3 You expressly agree that we shall have a lien over all items you have supplied to us under the Agreement and the subject of the Works, until the contract price as set out in the Formal Quotation, as varied, has been paid in full.

7. Intellectual Property

- 7.1 All intellectual property rights arising out of or in connection with the Works (“Created IP”) shall be owned by CCW and we shall grant you a perpetual, irrevocable, non-assignable licence to use the Created IP, but only to the extent necessary to enjoy the Works and

- only after you have paid all invoices in relation to the Works.
- 7.2 You acknowledge that in undertaking the Works, CCW will use its own intellectual property ("Background IP") and we shall grant you a perpetual, irrevocable, non-assignable licence to use the Background IP, but only to the extent necessary to enjoy the Works and only after you have paid all invoices in relation to the Works.
- 7.3 In certain circumstances, CCW will be required to make moulds of items you have provided to us in order to complete the Works. Where we create a mould, the mould itself is our intellectual property and there shall be no restrictions on our making positives out of these moulds in the future.
- 8. Dispute Resolution**
- 8.1 We aim to provide a professional standard of service at all times and expect you to fulfil your obligations under this Agreement with the same level of professionalism.
- 8.2 If either party is not satisfied with any aspects of the Works, or if there are any disputes in relation to the personnel or the scope of any other matter set out in the Project Documents, then this should initially be raised with CCW's Managing Director and the Client's most senior manager with knowledge of the Works.
- 8.3 If the parties are unable to resolve any differences within 10 working days of the matter first being raised in writing, then either party is able to refer the matter to the Centre for Effective Dispute Resolution ("CEDR") for resolution. Both parties shall equally bear their costs in resolving any disputes, unless so directed by the CEDR.
- 8.4 The parties agree to be bound by the CEDR and will observe all reasonable instructions so provided.
- 9. Liability**
- 9.1 Nothing in the Agreement limits any liability which cannot legally be limited, including liability for death or personal injury caused by negligence, fraud or fraudulent misrepresentation, breach of the terms implied by section 12 of the Sale of Products Act 1979 or section 2 of the Supply of Products and Services Act 1982 (title and quiet possession), or defective products under the Consumer Protection Act 1987.
- 9.2 Subject to clauses 9.3, 9.4 and 9.5,
- (a) We shall not be liable to you, whether in contract, tort (including negligence), misrepresentation, restitution or otherwise, for any loss of profit, or any indirect or consequential loss arising under or in connection with this Agreement; and
- (b) Our total liability to you for all other losses arising under, or in connection with, the Agreement, whether in contract, tort (including negligence), misrepresentation, restitution or otherwise, shall not exceed the total sums paid and/or payable by you for the Works.
- 9.3 The terms implied by sections 13 to 15 of the Sale of Goods Act 1979 and sections 3, 4 and 5 of the Supply of Goods and Services Act 1982 are, to the fullest extent permitted by law, excluded from this Agreement.
- 9.4 Where any of the materials that you have provided us to complete the Works are damaged while being transported from one location to another location, our total liability is limited to £20,000.
- 9.5 Should circumstances arise where you believe you have grounds to make a claim against us, you must advise us of such claim within 7 working days of becoming aware of the claim, including any potential claim, and in sufficient detail, for us to raise the matter with our insurers otherwise we shall have no liability to you at all.
- 9.6 This clause on liability shall survive termination of the Agreement.
- 10. General**
- 10.1 The parties agree to comply with their respective obligations under the Data Protection Act 2018 and the UK GDPR.
- 10.2 Unless mutually agreed otherwise, the parties agree to keep the scope and nature of the Works and this Agreement confidential save for where either party is required to disclose its contents to its officers, employees, consultants, workers and professional advisers or where the information is to be included in documents that are not generally available to the general public. This provision shall survive termination of the Agreement.
- 10.3 Neither party shall be in breach of the Agreement nor liable for delay in performing or failure to perform, any of its obligations under the Agreement if such delay or failure result from events, circumstances or causes beyond its reasonable control. In such circumstances, the affected party shall be entitled to a reasonable extension of time for performing such obligations and in the case of CCW, we shall be entitled to amend any Project Documents accordingly in consultation with you.
- 10.4 Unless it expressly states otherwise, the Agreement does not give rise to any rights under the Contracts (Rights of Third Parties) Act 1999 to enforce any term of the Agreement.
- 10.5 Except as set out in this Agreement, no variation of the Agreement shall be effective unless it is agreed in writing, which for the avoidance of doubt shall include email, and signed by the parties, or in the case of email, emailed from one of your authorised representatives.
- 10.6 If any of these terms and conditions shall be found to be unlawful it shall not vary or affect the validity or enforceability of the remainder of these terms and conditions or the Agreement.
- 10.7 Any notices to be sent in relation to this Agreement shall be sent by email to the email addresses set out in the Formal Quotation. A notice shall be deemed sent upon transmission of the email, if sent during the hours of 9am – 6pm on a UK week-day that is not a bank holiday, and if sent after 6pm, it shall be deemed to have been received on the next UK week-day that is not a bank holiday.
- 10.8 This Agreement and any dispute or claim (including non-contractual disputes or claims) arising out of or in connection with it or its subject matter or formation shall be governed by and construed in accordance with the law of England and Wales and the parties submit to the exclusive jurisdiction of the courts of England and Wales.

HALLER BUILDERS

ROSH PINNA , LYNN ROAD, SCULTHORPE, FAKENHAM, NORFOLK, NR21 9NE
TELEPHONE 01328 855802 FAX 01328 853544

Our Ref GH.2910

19th February 2026

Fakenham Town Council
Fakenham Connect
Oak Street
Fakenham
NR21 9DY

Dear Madam,

We thank you for your recent kind enquiry and have pleasure in estimating as follows:

TUNN STREET CARPARK

To supply all necessary labour and materials to take up brick pavers around tree area. Raise to avoid tree roots and relay using same pavers.

Will cost the sum of £1,050.00 plus vat at standard rate

We trust that you find the foregoing all in order and look forward to receiving your further instructions which will have our prompt and careful attention.

Yours Faithfully
Haller Builders

S. Woods

.....
S.Woods (Mrs)

HALLER BUILDERS

ROSH PINNA , LYNN ROAD, SCULTHORPE, FAKENHAM, NORFOLK, NR21 9NE
TELEPHONE 01328 855802 FAX 01328 853544

Our Ref GH.2909

19th February 2026

Fakenham Town Council
Fakenham Connect
Oak Street
Fakenham
NR21 9DY

Dear Madam,

We thank you for your recent kind enquiry and have pleasure in estimating as follows:

CREAKE ROAD CEMETERY WALL

The wall is structurally sound but just in need of repointing in several areas.
To supply all necessary labour and materials to chop out all damaged bricks, Aprox 120 and replace with brick to match as close as possible. Cut out all bad brick joints and repoint where needed.

Will cost the sum of £3,685.00 plus vat at standard rate

We trust that you find the foregoing all in order and look forward to receiving your further instructions which will have our prompt and careful attention.

Yours Faithfully
Haller Builders

S. Woods

.....
S. Woods (Mrs)

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

TUESDAY 17th March 2026 AT 18:00

Attending Committee Councillors: A Glynn (Mayor), L Harrison, D Hunter & J Rockett

Attending Non-Committee: None

RFO & Deputy Clerk: K Lindsay

General Public: None

Press: None

Number	Agenda
151/26GF	To receive Apologies for Absence Apologies received from Councillors Joslin, Dutton and Bucknell
152/26GF	To adjourn the Meeting for Electors' questions None received
153/26GF	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
154/26GF	To confirm the minutes of the Governance & Finance Committee meeting held on 17th February 2026 On the proposition of Cllr Glynn, seconded by Cllr Hunter, the minutes of the Governance & Finance Committee meeting held on 17 th February 2026 were AGREED by all and signed by the Chair
155/26GF	To discuss any matters arising from the Governance & Finance Committee meeting held on 17th February 2026 The Action Log was noted
156/26GF	To review and agree policies and risk assessments for update: <ul style="list-style-type: none"> • IT Policy Councillors reviewed the IT Policy and RESOLVED to approve it for presentation and approval by Full Council • Scheme of Delegation and Standing Committees Terms of Reference Councillors reviewed the Scheme of Delegation and Standing Committees Terms of Reference and RESOLVED to approve it for presentation and approval by Full Council • Risk Assessment & Method Statement – Temporary Road Closures for Fakenham Town Centre Markets & Civic Events Councillors reviewed the Risk Assessment and Method Statement and RESOLVED to approve it
157/26GF	To Review Town Council and Visit North Norfolk partnership membership 2026 Councillors reviewed the Town Council and Visit North Norfolk partnership membership 2026 and RESOLVED not to proceed with membership
158/26GF	To review finance reports for month ending February 2026 <ul style="list-style-type: none"> • To receive and review February 2026 receipts and payments for Fakenham Town Council and Charter Market Cllrs RESOLVED to approve for presentation and approval by Full Council • To receive and review February 2026 consolidated bank reconciliation reports for Fakenham Town Council and Charter Market bank accounts Cllrs RESOLVED to approve for presentation and approval by Full Council • To note the current Income and Expenditure Budget vs Actuals report

	<p>CIrs RESOLVED to approve for presentation and approval by Full Council</p> <ul style="list-style-type: none"> To receive and approve the February 2026 schedule of payments over £500 for display on the website <p>CIrs RESOLVED to approve for presentation and approval by Full Council</p>																																							
159/26GF	<p>To consider and agree the Council's reserves for the 2026/27 financial year, as detailed within the agreed 2026/27 Budget</p> <p>Members considered the Council's reserves for the 2026/27 financial year, as detailed within the agreed 2026/27 Budget.</p> <p>Following discussion, it was RESOLVED that the reserves for 2026/27 be approved as presented and below:</p> <p>Earmarked Reserves</p> <p>Earmarked reserves are held for specific purposes or anticipated future expenditure.</p> <table border="1"> <thead> <tr> <th>Reserve</th> <th>Balance (£)</th> <th>Notes</th> </tr> </thead> <tbody> <tr> <td>PAYE & NI Reserve</td> <td>0</td> <td>Reserve no longer required</td> </tr> <tr> <td>Staffing Contingencies</td> <td>10,000</td> <td>Provision for staffing pressures including incremental increase and provision equivalent to approximately six months part-time Groundsman cover</td> </tr> <tr> <td>Insurance Excess Reserve</td> <td>2,500</td> <td>Provision to meet potential insurance excess costs</td> </tr> <tr> <td>Event Expenses Reserve</td> <td>1,500</td> <td>Incremental increase to support Council events</td> </tr> <tr> <td>Street Light Replacement Reserve</td> <td>6,000</td> <td>Incremental increase to support future street lighting replacement</td> </tr> <tr> <td>Vehicle Reserve</td> <td>5,000</td> <td>Incremental increase towards future vehicle replacement</td> </tr> <tr> <td>Machinery Reserve</td> <td>10,000</td> <td>Includes provision for machinery replacement and potential roll-forward of budget underspend at end of FY 2025/26</td> </tr> <tr> <td>Depot / Welfare Unit Reserve</td> <td>20,000</td> <td>Provision towards depot or welfare facilities and potential roll-forward of budget underspend at end of FY 2025/26</td> </tr> <tr> <td>Replacements Reserve</td> <td>2,000</td> <td>Incremental increase for minor asset replacement</td> </tr> <tr> <td>Local Government Reform</td> <td>20,000</td> <td>Provision to support potential costs associated with local government reform</td> </tr> <tr> <td>Office Space Provision</td> <td>10,000</td> <td>Provision equivalent to approximately six months accommodation rental if required</td> </tr> <tr> <td>Contingency Builder</td> <td>20,000</td> <td>Reserve to support strengthening the General Reserve above minimum levels</td> </tr> </tbody> </table>	Reserve	Balance (£)	Notes	PAYE & NI Reserve	0	Reserve no longer required	Staffing Contingencies	10,000	Provision for staffing pressures including incremental increase and provision equivalent to approximately six months part-time Groundsman cover	Insurance Excess Reserve	2,500	Provision to meet potential insurance excess costs	Event Expenses Reserve	1,500	Incremental increase to support Council events	Street Light Replacement Reserve	6,000	Incremental increase to support future street lighting replacement	Vehicle Reserve	5,000	Incremental increase towards future vehicle replacement	Machinery Reserve	10,000	Includes provision for machinery replacement and potential roll-forward of budget underspend at end of FY 2025/26	Depot / Welfare Unit Reserve	20,000	Provision towards depot or welfare facilities and potential roll-forward of budget underspend at end of FY 2025/26	Replacements Reserve	2,000	Incremental increase for minor asset replacement	Local Government Reform	20,000	Provision to support potential costs associated with local government reform	Office Space Provision	10,000	Provision equivalent to approximately six months accommodation rental if required	Contingency Builder	20,000	Reserve to support strengthening the General Reserve above minimum levels
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	<p>CCTV – System & Monitoring 0 Potential roll forward of budget balance at end of FY 2025/26</p> <p>War Memorial 0 Potential roll forward of budget balance at end of FY 2025/26</p> <p>Capital Reserve 90,005 Existing capital reserve provision (Restricted)</p> <p>General Reserve The Council’s planned General Reserve / Contingency Reserve for 2026/27 is £215,465.67.</p>
160/26GF	<p>To receive the RFO’s report</p> <ol style="list-style-type: none"> 1. Amey Invoice – Update Members considered the disputed balance of Invoice 90936316. It was noted that Cllr Fitzpatrick is currently seeking to resolve the matter. Following discussion, it was RESOLVED that, should the matter remain unresolved and a further request for payment be received, the outstanding balance be settled. 2. Transition to Scribe Noted 3. Budget Observations Noted 4. Town Ambition Programme Grant Claim Noted
161/26GF	<p>To note the notification from Barclays regarding updated Terms and conditions Noted</p>
162/26GF	<p>To receive the Internal Controller review None</p>
163/26GF	<p>To discuss the FLASH Project Members received an update from the most recent Steering Group meeting and noted the assurances provided by NNDC that, in September, when the existing welfare facilities and depot are removed, alternative accommodation will be in place.</p>
164/26GF	<p>To confirm the date and time of next meeting Governance & Finance: Tuesday 21st April 2026 at 18:00</p>

	<p>There being no further business the meeting closed at 18.29</p> <p>Confirmed this day of 2026</p> <p>CHAIR</p>
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Fakenham Connect
Oak Street
Fakenham
Norfolk
NR21 9DY
Tel: 01328 853653

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website: fakenhamtownCouncil.gov.uk

Fakenham Town Council

IT POLICY

Contents:

1. Introduction
2. Scope
3. Computer Use - Hardware
4. Equipment
5. Health and Safety
6. Password and Authentication Security
7. Monitoring
8. Remote work
9. Email
10. Use of the Internet
11. Social Media, Messaging, and AI Tools

1. Introduction

Fakenham Town Council (“the Council”) recognises the importance of effective, secure, and lawful use of information technology (IT) and email systems in supporting its governance, operations, and communications.

This policy sets out the standards and responsibilities for the appropriate use of Council IT systems and related technology by Councillors, employees, volunteers, contractors, and other authorised users. It supports compliance with the Smaller Authorities Proper Practices Panel - Practitioners’ Guide 2025, relevant UK data protection legislation, and good practice standards.

This policy forms part of the Council’s Digital Governance Framework and must be read in conjunction with the following related policies:

- Councillor Email Policy
- Information Transfer Policy
- Removable Media Policy
- Social Media and Communications Policy
- Data Protection Policy
- Records Management and Retention Policy
- Members’ Code of Conduct

The IT Policy provides the overarching framework for digital security, acceptable use, monitoring, and incident management. Supporting policies provide operational or role-specific guidance and must not contradict the IT Policy.

Where overlap exists between policies, the requirements of the IT Policy shall take precedence.

Failure to comply with any of the above policies may result in formal action in accordance with the Council's disciplinary procedures and, where applicable, statutory obligations under the UK General Data Protection Regulation (UK GDPR), the Data Protection Act 2018, and the Freedom of Information Act 2000.

2. Scope

This policy applies to all Councillors, staff, and other authorised users, regardless of working location or pattern, including home-based, office-based, flexible, or part-time arrangements. It covers:

- IT equipment and systems provided by the Council; and
- Personal devices and systems used to access, process, or store Council information.

The policy establishes expectations for the secure, lawful, and appropriate use of Council systems and data and sets out responsibilities for all users.

Councillors, employees, contractors, and other authorised users should be aware that the Council may monitor the use of its IT systems where there is a legitimate and lawful reason for doing so. By using Council systems, users acknowledge that proportionate monitoring may take place. Responsibility for authorising and overseeing monitoring activity rests with the Clerk. Detailed information about monitoring, including scope, purposes, retention, data sharing, and data protection rights, is provided in Section 7 (Monitoring) of this policy. Monitoring will always be conducted proportionately, in accordance with UK data protection legislation, and will be restricted to Council systems and data.

3. Computer Use – Hardware

3.1 Council computer equipment is provided primarily for official Council business. Limited and reasonable personal use is permitted, provided that such use does not interfere with Council duties, incur additional cost, compromise security, or breach this policy. Users must adhere to ethical standards, respect copyright and intellectual property rights, and must not access inappropriate, unlawful, or offensive content.

3.2 Councillors, staff, and other authorised users must lock computers or devices when left unattended to prevent unauthorised access. This applies to both Council-issued devices and personal devices used for Council work. Failure to comply may result in appropriate action in accordance with the Council's governance or disciplinary procedures.

3.3 All computer and electronic equipment supplied by the Council must be used and handled with due care. Such equipment represents a significant investment by the Council, and damage or loss may result in financial cost.

3.4 Users must take reasonable steps to protect equipment from avoidable risks, including damage caused by food, drink, contamination, or improper storage.

3.5 All assigned computer and mobile equipment will be recorded and issued to a named recipient, who will acknowledge receipt. A central record of issued equipment will be maintained and cross-referenced with the Council's Asset Register.

3.6 Council-issued equipment must not be dismantled, modified, or reassembled without prior authorisation.

3.7 Councillors, staff, and authorised users must not purchase computer or mobile equipment (including software) for Council use without prior authorisation.

3.8 Unauthorised installation of software on Council-issued devices is prohibited due to security risks.

3.9 Personal removable storage devices (including USB sticks, external drives, CDs or DVDs) must not be used on Council-issued computers without prior approval from the Clerk.

3.10 When using Council premises or Council networks, users must not create or access alternative Wi-Fi connections or portable hotspots that bypass the Council's authorised wireless networks, as this may introduce security vulnerabilities.

3.11 Routine IT issues, maintenance requirements, or technical support requests should be reported to the Council's appointed IT provider, ICO Systems Ltd. Any hardware faults or equipment requiring repair or replacement must also be reported to the Clerk.

4. Equipment

4.1 Portable Equipment

4.1.1 Portable equipment includes laptop computers, tablets, mobile and smart phones with email capability, and any other device capable of accessing Council systems or storing Council information.

4.1.2 Council backup and data protection procedures applicable to portable equipment must be followed at all times, in accordance with the Council's approved backup and information security arrangements.

4.1.3 All portable IT equipment must be used, handled, and stored in a manner that protects both the device and any information stored on it, whether on Council premises, offsite, or at home. Users must ensure that portable equipment:

- Is not left unattended in public or unsecured locations;
- Is kept within sight or close possession when used outside a secure environment;
- Is secured in a locked office, cabinet, or other approved secure location when not in use;
- Is not left in vehicles unless no reasonable alternative exists and the device is concealed and secured;
- Is handled with due care to prevent loss, damage, or unauthorised access.

4.1.4 All portable devices used to access or store Council data must be protected by encryption where supported and secured by a PIN, password, or biometric authentication. Where technically available, devices should be configured to restrict or erase data after repeated unsuccessful access attempts. Security settings must not be disabled.

4.1.5 Users are responsible for maintaining the security of their accounts and passwords. Passwords must be strong, unique, and must not be shared with others. Multi-Factor Authentication (MFA) must

be enabled wherever available and is mandatory for all accounts with access to sensitive Council data, including but not limited to Council email, financial systems, HR records, and other restricted systems. MFA significantly reduces the risk of unauthorised access and supports compliance with the UK GDPR and the Data Protection Act 2018.

4.1.6 Loss, theft, or damage to portable equipment must be reported immediately to the Clerk. Where loss or damage results from proven negligence, the Council reserves the right to seek appropriate reimbursement in accordance with contractual, employment, or governance arrangements.

4.1.7 Photographs, video, or audio recordings must not be taken on Council premises where this would compromise confidentiality, data protection obligations, or the privacy of individuals. Recording of non-public meetings or confidential discussions is prohibited without the consent of those present. This does not affect statutory rights under the Openness of Local Government Regulations 2014 in relation to public meetings.

4.1.8 Webcams and recording functionality on portable devices must only be used for legitimate Council business purposes.

4.2 Use of own devices

4.2.1 The Council recognises that Councillors, staff, and other authorised users may wish to use their own smartphones, tablets, laptops, or other devices to access Council email accounts, servers, approved cloud platforms, or networks for legitimate Council purposes. Any such use of personal devices is subject to compliance with this policy. Personal devices must be kept up to date, with operating systems and software patched and updated promptly to address known vulnerabilities. Council data must not be stored on personal devices except via Council-approved systems (for example, Council email accounts or approved cloud platforms).

4.2.2 The same standards of security, confidentiality, and acceptable use apply to personal devices as to Council-issued equipment when used for Council business.
For continuity and data protection purposes:

- Calls to external stakeholders should be made using Council landlines or Council-issued mobile numbers wherever practicable;
- Emails must be sent from a Council email account and must not identify or rely upon a personal email address for Council business.

4.2.3 Councillors, staff, workers, contractors, and other authorised users accessing Council systems must use all devices in an ethical and lawful manner. Accessing inappropriate, unlawful, or offensive material via Council systems or infrastructure is prohibited, irrespective of device ownership. For employees, breaches may result in disciplinary action, including summary dismissal where appropriate. For workers or contractors, this may result in termination of the relevant agreement.

4.2.4 In the event of legal proceedings, investigation, subject access request, or other lawful requirement, the Council may require access to relevant Council data held on a personal device. Users must cooperate in providing access to Council-related information where lawfully required. The Council will not seek access to personal data unrelated to Council business.

4.2.5 Users must maintain a clear separation between Council data and personal data wherever possible. This may include:

- Using separate applications for Council email;
- Using a dedicated work profile where supported by the device;
- Avoiding the mixing of Council documents with personal files.

4.2.6 Councillors, staff, and other authorised users using personal devices for Council business must ensure that:

- The device is protected by a strong password, passphrase, PIN (minimum 6 digits), or biometric authentication. Users should combine these methods where supported for optimal security.
- Automatic screen lock is enabled after a short period of inactivity (recommended maximum 5 minutes).
- The device is configured to restrict access or automatically erase data after repeated failed login attempts, where supported.
- Up-to-date antivirus software (where applicable) and system updates are installed and maintained.
- Only secure Wi-Fi networks are used. Public or unsecured wireless networks must not be used to access sensitive Council information unless a secure connection (e.g., VPN or encrypted protocol) is in place.
- Work-related data cannot be accessed by family members or other third parties who may use the device.
- The Clerk is informed immediately if the device is lost, stolen, or accessed inappropriately where there is any risk to Council data.

4.2.7 Council data must not be permanently stored on personal devices. Documents downloaded for working purposes must be deleted once no longer required. The official Council system remains the primary and authoritative storage location for all Council records.

Council data must not be backed up, synchronised, or saved to personal cloud storage accounts (for example personal Google Drive, Dropbox, personal Microsoft OneDrive, iCloud or similar services).

Special category data and particularly sensitive information (including safeguarding matters, personnel records, disciplinary information, DBS information, or financial account details) must not be downloaded, stored, or processed on personal devices.

Where a Councillor ceases to hold office, or a member of staff leaves employment, all Council data held on personal devices must be permanently deleted without delay.

4.2.8 If removable media are used to transfer Council data (e.g. USB drives or CDs), data must be securely deleted from the media once the transfer is complete.

4.2.9 When transferring Council data electronically, this must be done using secure and encrypted channels (for example via secure email, VPN, or HTTPS connections). Unsecured wireless networks must not be used for transferring sensitive information.

4.2.10 Prior to disposal of any personal device used for Council business, and upon a Councillor or staff member leaving the Council, users must ensure that all Council-related accounts, access credentials, and identifiable Council data are removed from the device. The Clerk or the Council's appointed IT provider must verify that all Council data has been permanently deleted and that all Council accounts and access credentials have been deactivated. Guidance and support may be provided by the IT provider where required.

4.2.11 Users are responsible for the maintenance, insurance, and repair of their personal devices. The Council accepts no liability for loss of personal data, hardware failure, or damage to personal devices

used for Council business. The Council will use reasonable endeavours to provide guidance in relation to Council systems but cannot guarantee compatibility or technical support for personal equipment.

5. Health and Safety

5.1 Councillors, staff, and other authorised users who work in Council offices will be provided with an appropriate workstation, including furniture and equipment suitable for safe and comfortable use.

5.2 The Council has a duty to ensure that regular eye tests, carried out by a competent person, are offered to employees using display screen equipment (VDUs), in accordance with the Health and Safety (Display Screen Equipment) Regulations 1992.

5.3 Any VDU user who believes their workstation requires adjustment to meet ergonomic or safety requirements should contact the Clerk.

If any hazards are identified at a workstation, including unusual noises or malfunctions from IT equipment, these must be reported immediately to the Clerk.

6. Password and Authentication Security

6.1 All user accounts must be protected by strong, secure passwords. The Council follows the National Cyber Security Centre (NCSC) recommendations for creating passwords using three random words (e.g., PurpleCandleRiver). This method provides strong protection against common cyber threats such as brute-force attacks while remaining memorable. This approach is endorsed in NALC guidance.

In addition to strong passwords, Multi-Factor Authentication (MFA) should be enabled wherever possible. MFA requires users to provide two or more independent forms of verification, for example, a password (something you know) and a code sent to a mobile device (something you have). This significantly reduces the risk of unauthorised access to systems and sensitive data.

To further strengthen account security:

- Initial user account passwords must be generated by the Council's IT provider.
- Default passwords provided by vendors or the IT provider must be changed immediately upon installation or setup.
- These practices support robust information security and compliance with the UK GDPR and the Data Protection Act 2018.

For more guidance, see the NCSC's advice on password security: [NCSC Password Guidance](#).

6.2 Access to Passwords

- Passwords are personal and must not be shared under any circumstances.
- Only the assigned user of an account may access or use the associated password.
- In specific cases (e.g., incident response, Councillor or staff offboarding, or device seizure as per Section 5.2.4), access to system credentials may be granted to authorised personnel, including IT provider staff, with prior approval and logging overseen by the Clerk.
- Administrative credentials (e.g., system or service administrator accounts) must be stored securely in a Council safe. Access is limited to authorised personnel and the Clerk. A written log of any access must be maintained. Where feasible, a secondary secure electronic backup using a Council-approved encrypted password manager may also be maintained to support emergency recovery, with access restricted and auditable.

6.3 Password Storage and Management

- Passwords must never be stored in plain text or written down in unsecured or publicly accessible locations.
- Administrative credentials may be stored as a hardcopy in a secure Council safe, accessible only by authorised personnel and the Clerk. A written log of any access must be maintained.
- Where appropriate, a secondary electronic backup may be stored in a Council-approved encrypted password manager (e.g., LastPass, Bitwarden, KeePass), with access restricted, auditable, and overseen by the Clerk.
- All other user passwords (non-administrative) should be managed using best practice standards, including password managers where possible, in line with NCSC guidance.
- Users must ensure any personal storage of passwords for Council systems (e.g., on personal devices) is avoided, except through Council-approved encrypted password managers.

6.4 Password Change Requirements

- Passwords must be changed immediately if compromise is suspected.
- Routine password changes are recommended in line with IT provider guidance and best practices.

6.5 Password Access Control and Logging

- All access to administrative or shared credentials must be logged and auditable.
- Attempts to access unauthorised passwords will be treated as a security incident in accordance with Council IT incident procedures.

6.6 Responsibilities

Users are responsible for:

- Creating and maintaining secure passwords for their accounts.
- Protecting credentials in accordance with this policy and reporting any suspected compromise immediately.

The Clerk (or designated Council officer) is responsible for:

- Enforcing this password policy across all Councillors, staff, and authorised users.
- Monitoring compliance and taking appropriate action if policy requirements are not met.
- Liaising with the IT provider to ensure technical controls (e.g., MFA, password managers, system settings) are in place.
- Maintaining records of password policy enforcement, incidents, and approvals for exceptional access.

The Council's IT security provider is responsible for:

- Managing system/service credentials and ensuring secure password creation.
- Implementing technical controls to support the password policy, such as MFA, encryption, and audit logging.
- Assisting the Clerk with auditing and reporting where technical systems allow.

7. Monitoring

7.1 The Council reserves the right to monitor and maintain logs of computer usage and inspect files stored on its network, servers, computers, or associated technology where necessary to ensure compliance with this policy and relevant legislation. Internet, email, and computer usage may be monitored where necessary for security purposes, system maintenance, fault investigation, or the prevention and detection of unauthorised or unlawful activity.

7.2 The Council will monitor the use of electronic communications and internet access in accordance with UK data protection legislation, including the UK GDPR and the Data Protection Act 2018, and in line with relevant Information Commissioner's Office (ICO) guidance on workplace monitoring.

7.3 Monitoring of an employee's email and/or internet use will be conducted in accordance with an impact assessment carried out by the Council to ensure that monitoring is necessary, proportionate, and justified. Monitoring is undertaken in the Council's legitimate interests, including ensuring compliance with this policy, protecting Council systems, and safeguarding Council data.

7.4 The information obtained through monitoring may be shared internally, including with relevant Councillors and IT staff where access to the data is necessary for the performance of their roles. The information may also be shared with external HR or legal advisers for the purposes of obtaining professional advice. Any external advisers will be required to have appropriate data protection policies and safeguards in place.

7.5 The information gathered through monitoring will be retained only for as long as necessary for security, system management, or investigation purposes, and in accordance with the Council's data retention policy.

7.6 Councillors, staff, and other authorised users have rights in relation to their personal data, including the right to make a subject access request and, in certain circumstances, to request rectification or erasure of data. Further details of these rights and how to exercise them are set out in the Council's Data Protection Policy.

7.7 Such monitoring and, where necessary, retrieval of the content of messages may take place for legitimate purposes, including verifying appropriate use of Council systems, recovering lost or corrupted data, investigating suspected misconduct or security incidents, or complying with a legal obligation.

7.8 Where technically available, Council systems may generate audit logs recording internet activity, including websites accessed, dates and times of access, and associated user accounts. Such logs will be retained for a defined period in accordance with the Council's retention schedule (for example, six months), after which they will be securely deleted unless required for an ongoing investigation.

7.9 The Council reserves the right to inspect files stored on its computer systems where necessary to ensure compliance with this policy. The Council may also monitor use of Council systems at any time they are accessed, in order to prevent misuse, protect the Council's reputation, and safeguard systems from security threats. Monitoring will be restricted to Council systems and data and will not extend to purely personal information unrelated to Council business.

7.10 Any use of Council systems that is considered improper, excessive, unlawful, or in breach of this policy may result in disciplinary proceedings, or termination of engagement in the case of contractors or other authorised users.

7.11 All Council computers and systems will be periodically checked and scanned for unauthorised programmes, malware, and viruses as part of routine security maintenance.

8. Remote working

8.1 Increased IT security measures apply to Councillors, staff, and other authorised users who work away from their normal place of work (for example, whilst travelling, working from home, or working from an external venue), as follows:

- If logging into the Council's systems or services remotely using a device that does not belong to the Council, users must not save passwords or login credentials on that device and must log out fully at the end of the session. Council systems must not be accessed from shared or public computers (for example, internet cafés or publicly accessible terminals) where secure configuration cannot be assured;
- Access to Council systems must comply with the security requirements set out in Sections 4 and 6 of this policy, including the use of strong passwords and Multi-Factor Authentication (MFA) where enabled;
- The location and positioning of screens must be checked to ensure that confidential information cannot be overlooked. Appropriate steps must be taken to prevent unauthorised viewing, including when working on public transport or in public places;
- Any printed material containing Council information must be collected immediately from printers and stored securely. Printing should be avoided unless strictly necessary;
- Electronic files containing Council data must remain within Council-approved systems and platforms. Files must not be downloaded to unsecured local storage. Where files are temporarily downloaded for working purposes, they must be deleted once no longer required;
- Papers, files, removable media, or computer equipment must not be left unattended at non-Council premises unless stored in a locked room, cabinet, or other secure location;
- Council data (including papers, files, USB drives, or backup devices) must not be left unattended in vehicles except where unavoidable and only for short periods. In such cases, items must be concealed and locked in the boot. When staying away overnight, Council data and devices must be taken into secure accommodation and protected from unauthorised access or damage;
- Where technically supported, mobile devices used to process sensitive Council information must have remote location tracking and remote wipe capability enabled;
- Councillors, staff, and authorised users handling sensitive data away from Council premises should use a screen privacy filter where appropriate and ensure devices are locked when not in use.

8.2 Where Council-issued mobile connectivity devices (such as mobile data devices or similar technology) are provided to enable remote internet access, these must be used for essential Council purposes only. Users must be mindful of potential data roaming charges, particularly when travelling abroad, and must seek prior approval where significant costs may be incurred.

8.3 Where paid Wi-Fi access is required (for example, at transport hubs or hotels), usage must be limited to essential Council business. Public Wi-Fi networks must not be used to access sensitive Council

information unless a secure, encrypted connection (such as VPN or HTTPS) is in place, in accordance with Sections 4 and 6 of this policy.

9. Email

9.1 Council email facilities are provided to support effective, secure, and timely communication on Council business. Councillors, staff, and other authorised users must use email responsibly and strictly for Council purposes. As email presents security and legal risks, users must remain vigilant against phishing attempts, malware, and other cyber threats, and must comply with the security requirements set out elsewhere in this policy.

9.2 Email should be used appropriately and proportionately. In some circumstances, matters may be resolved more effectively by telephone or face-to-face discussion rather than through extended email correspondence. Councillors, staff, and other authorised users are expected to exercise professional judgement in selecting the most appropriate communication method.

9.3 These rules are designed to minimise legal, reputational, and security risks associated with email use. If a matter arises which is not clearly covered by this policy, Councillors, staff, and other authorised users should seek guidance from the Clerk before proceeding.

9.4 Councillors, staff, and other authorised users who require email access for their role will normally be provided with an individual Council email account. The Council reserves the right to withdraw or restrict access where it is no longer required for the role, or where misuse of the system is identified, in accordance with this policy and any applicable procedures.

9.5 Email accounts provided by the Council are for Council business only. Personal use of Council email accounts is not permitted.

9.6 Councillors must use their official Council-issued email address for all Council business. Council business must not be conducted using personal email accounts. Council emails must not be automatically or manually forwarded to personal email addresses.

9.7 Council staff must not send Council business communications to a Councillor's personal email address. Where a Councillor contacts the Council using a personal email account in relation to Council business, staff should reply to the Councillor's official Council email address and remind them of the requirement to use that account for Council communications.

9.8 Users must be aware that emails created, sent, or received in the course of Council business may constitute official records. Such emails may be subject to disclosure under the Freedom of Information Act 2000, the UK General Data Protection Regulation, the Data Protection Act 2018, or other applicable legislation. Emails should therefore be drafted professionally and with the understanding that they may be disclosed to third parties in accordance with the law. Email use is also subject to the monitoring provisions set out in Section 7 of this policy.

10. Use of the Internet

10.1 Copyright

10.1.1 Much of the material available on the internet is protected by copyright and other intellectual property rights. Unauthorised copying, reproduction, distribution, or adaptation of such material, including electronic copying, may constitute an infringement of copyright and is prohibited. The

Council will comply with the provisions of the Copyright, Designs and Patents Act 1988 and related legislation.

10.1.2 Copyright protection applies not only to written documents but also to software, images, graphics, databases, audio and video content. Unlawful use of copyrighted material may expose the Council to legal liability and financial penalties and may result in disciplinary action, including dismissal in the case of employees, or termination of engagement in the case of contractors or other authorised users.

10.1.3 The ease of copying material electronically does not remove the requirement to comply with copyright law. Councillors, staff, and other authorised users must not assume that material available online may be freely copied or reused.

10.1.4 Users should be aware that information described as being in the “public domain” does not necessarily mean it is free from copyright protection. In general, copyright in literary, dramatic, musical, and artistic works expires 70 years after the death of the author, subject to statutory exceptions. Where uncertainty exists, users must seek guidance before reproducing material.

10.1.5 Website terms and copyright notices must be reviewed before downloading, copying, or reusing online content. Where permission is required, it must be obtained before use. If unsure, councillors, staff, and other authorised users should consult the Clerk.

10.2 Domain Names, Trademarks, Links and Data Protection

10.2.1 No councillor, member of staff, or other authorised user may register domain names, social media accounts, or trademarks incorporating the Council’s name, branding, or insignia without prior authorisation from the Council.

10.2.2 Links from the Council’s official website or digital platforms to external websites must not be created without prior approval from the Clerk. External links may create reputational, legal, or security risks and must therefore be appropriately assessed before publication.

10.2.3 The processing of personal data via online systems or platforms must comply with the Council’s Data Protection Policy and applicable legislation, including the UK General Data Protection Regulation and the Data Protection Act 2018. Special category data must be handled in accordance with enhanced security and confidentiality requirements.

10.3 Accuracy and Reliability of Online Information

10.3.1 The internet provides access to a wide range of information sources. However, not all online content is accurate, reliable, or up to date. Councillors, staff, and other authorised users must exercise professional judgement when relying on information obtained from the internet for Council purposes.

10.3.2 Where online information is used to inform Council decisions, reports, publications, or public statements, reasonable steps should be taken to verify its accuracy and reliability using reputable sources.

11. Social Media, Messaging, and AI Tools

11.1 Scope and definitions

11.1.1 Social media includes blogs; user-generated content sites (e.g., YouTube); social networking sites (Facebook, LinkedIn, X, Instagram, TikTok, etc.); virtual worlds (Second Life); instant messaging apps (WhatsApp, Teams, Signal); text messaging; and more traditional media (TV, newspapers). Care should be taken when using social media or messaging tools at any time, whether using council systems or personal devices.

11.1.2 Personal use of social media during working hours is not permitted for staff. Councillors and staff should use social media responsibly outside of working hours or in their own time, ensuring personal activity does not interfere with council business, compromise council systems, or breach this policy.

11.1.3 Councillors, staff, and other authorised users may use social media, messaging apps, or AI tools in the course of their official duties to support council communications, engagement, or administration. Such use must comply with this policy, relevant data protection legislation (GDPR/Data Protection Act 2018), and copyright laws.

11.1.4 Any use of AI tools (e.g., ChatGPT, Bard, Bing AI) for council business must:

- Only involve council-approved data (no sensitive personal data unless appropriately anonymised).
- Be reviewed for accuracy before use in communications or decision-making.
- Be consistent with professional, lawful, and ethical standards.

11.2 Responsible use

11.2.1 Councillors, staff, and other authorised users must not post or share material that could:

- Compromise confidentiality or personal data.
- Defame or misrepresent the council, colleagues, or partners.
- Breach copyright or intellectual property rights.
- Constitute bullying, harassment, discrimination, or create a hostile environment.

11.2.2 Staff and councillors may use messaging apps (WhatsApp, Teams, Signal, etc.) to communicate council business without seeking prior approval, provided they follow the principles in this policy (confidentiality, security, professional conduct). Messages must be retained or archived in council-approved systems where they relate to council business.

11.2.3 Councillors, staff, and other authorised users must ensure that official council communications:

- Use council-provided accounts where available.
- Are not forwarded to personal email accounts or devices, unless specifically approved for secure storage or access in line with Sections 4.2, 8, and 9.
- Include disclaimers when expressing personal opinions online (e.g., “The views expressed here are my own and do not represent the council”).

11.2.4 Any blog, social media, or AI-generated content that references the council, councillors, staff, partners, or local stakeholders must be reviewed or authorised by the Clerk where it is publicly shared. Routine messaging or internal operational use does not require prior approval.

11.2.5 Council-issued social media accounts, group messaging tools, or AI tools remain council property. Login credentials must be shared with the council for continuity, and accounts must be updated or deactivated when a councillor leaves office or a staff member ceases employment.

11.3 Confidentiality and data protection

11.3.1 All council-related information, including stakeholder contact details and messages, remains the property of the council and must not be transferred to personal devices or accounts without prior approval.

11.3.2 Councillors, staff, and other authorised users must comply with data protection and privacy requirements when posting or sharing information online or via messaging/AI platforms. Special category data or sensitive council information must never be shared on unapproved platforms.

11.3.3 All social media or messaging activity may be subject to monitoring under Section 7. Users should assume that public or council-related content may be retained or reviewed for compliance, security, or legal purposes.

11.4 Professional conduct and accountability

11.4.1 Councillors must observe the Members' Code of Conduct and Nolan Principles. Staff must follow council disciplinary and professional standards.

11.4.2 Users are personally responsible for the content they post or share online, including comments, images, or AI-generated material. Misuse may result in disciplinary action, legal liability, or reputational harm.

11.4.3 Media inquiries regarding council business should be referred to the Clerk.

11.4.4 Councillors, staff, and other authorised users leaving the council must delete all council-related data from personal devices, remove themselves from council-related online accounts, and ensure that AI or social media content complies with confidentiality requirements.

11.5 Misuse

Misuse of council IT systems, devices, email, social media, messaging apps, or AI tools is not in line with the council's standards of conduct and will be treated seriously. Any inappropriate or unauthorised use may result in formal action, including disciplinary proceedings, termination of engagement, or, in serious cases, dismissal.

Reviewed at Governance and Finance Committee 17th March 2026

Ratified at Full Council 25th March 2026

Due for review March 2027



Fakenham Town Council

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Scheme of Delegation and Standing Committees Terms of Reference

1. Introduction
2. Proper Officer and Responsible Financial Officer - Duties and Powers
3. Full Council
4. Standing Committees
5. Governance & Finance Committee
6. Facilities & Amenities Committee

1. Introduction

This Scheme of Delegation and Standing Committees Terms of Reference authorises the Proper Officer, the Responsible Financial Officer and Standing Committees of the Council to act with delegated authority in the specific circumstances detailed.

2. Proper Officer and Responsible Financial Officer - Duties and Powers

2.1 The Town Clerk shall be the Proper Officer of the Council and as such is specifically authorised to: (**bold** sections are statutory requirements)

- Receive declarations of acceptance of office.
- Receive and retain plans and documents.
- Sign Notices or other documents on behalf of the Council.
- Receive copies of By-laws made by the Unitary Council.
- Certify copies of By-laws made by the Council.
- Sign and issue summonses to attend meetings of the Council.
- Sign binding contracts on behalf of the Council in accordance with the Standing Orders.
- **Give public notice of the time, place and agenda at least three clear days before a meeting of the Council (provided that the public notice with agenda of an extraordinary meeting of the Council convened by Councillors is signed by them)**
- **Convene a meeting of the Council for the election of a new Chairman of the Council, occasioned by a casual vacancy in that office.**

2.2 In addition, the Town Clerk has the delegated authority to undertake the following matters on behalf of the Council:

- The day-to-day administration of services, together with routine inspection and control.
- Day to day supervision and control of all staff employed by the Council.
- Authorisation of routine expenditure within the agreed budget.
- Authorise the procurement of services and enter into contracts for the execution of works or supply of equipment as authorised by Council or its committees in line with Councils financial Regulations
- Expenditure up to £1,000 excluding VAT within of the agreed budget as per the Councils Financial Regulations to be reported to the next Full council meeting.

- Expenditure up to £2,000 excluding VAT within of the agreed budget as per the Councils Financial Regulations in consultation with the Chair and or Chair of the appropriate committee
- Emergency expenditure up to £5,000 excluding VAT whether or not there is any budget for such expenditure as per the Councils Financial Regulations.
- Take any proceedings or other steps as may be necessary to enforce and recover any debt owing or any other obligation due to the Council.
- To decide arrangements for the closure of the council offices in the interest of Public, Officers and Councillors safety.
- To respond to Freedom of Information requests in accordance with current legislation and guidance.
- To respond to all planning applications after seeking comment from all councillors and receiving a response from a minimum of 5 councillors either by email or by full council meeting.
- As Councils Health & Safety named representative take such action as is necessary to ensure the safety and security of council's properties and those who use them and
- To take such action as is necessary to fulfil their duties, as governed by Council standing orders.

2.3 Responsible Financial Officer

The Responsible Financial Officer to the Council shall be responsible for the Town Councils accounting procedures in accordance with the Accounts and Audit Regulations in force at any given time and shall;

- Undertake the Annual Accounting Governance & statement process with the internal & external auditor and council.
- To manage, monitor and review the Council's Internal control procedures
- To manage, monitor and review the Council's Financial Risk Assessment
- To operate the Council's Banking arrangements
- To make all necessary arrangements for the provision of an internal and external audit service for the council.
- To negotiate settlements in connection with claims made by and against the council in consultation with the council's insurers where appropriate.
- To compile, approve or vary lists of approved contractors subject to the requirements of the Councils Financial regulations.
- To carry out virement of sums between cost centres in accordance with the Councils Financial regulations
- To maintain a register of assets and inventory of equipment
- To determine the council's insurance requirements.

2.4 Delegated actions of the Town Clerk and Responsible Financial Officer shall be in accordance with Standing Orders, Financial Regulations and this Scheme of Delegation and with directions given by the Council from time to time.

2.5 In the absence of the Town Clerk these duties shall be delegated to the Deputy Town Clerk.

3. Full Council

3.1 The following matters are reserved to the Full Council for decision, notwithstanding that the appropriate Committee(s) may make recommendations thereon for the Council's consideration.

- Setting the annual budget and Precept
- Borrowing money

- Making, amending or revoking Standing Orders, Financial Regulations or this Scheme of Delegation.
- Making, amending or revoking By-laws
- Making of Orders under any Statutory powers
- ~~Matters of principle or policy.~~
- Nomination and appointment of representatives of the Council to any other authority, organisation or body (excepting approved Conferences or meetings).
- Co-option of new councillors onto the Council following any uncontested vacancies
- Appoint committees and members of the committees
- Agree annually, a meetings calendar of the council and its committees for the year
- Any proposed new undertakings.
- Prosecution or defense in a court of law.
- Nomination or appointment of representatives of the Council at any inquiry on matters affecting the Parish, excluding those matters specific to a committee.
- Approving the annual return.
- Confirming eligibility to exercise the General Power of Competence.
- Consider expenditure requests from all committees where costs / estimated costs exceed agreed total annual budget line by more than 10 percent.
- Consider all grant or donation applications
- Authorise the disposal of surplus items of plant, furniture, equipment and land or interests in land acquisition / disposal as recommended by the Governance and Finance committee or when this committee is not able to meet.
- Any other matters not delegated to a committee, subcommittee or Officer or when a committee or subcommittee is suspended.

4. Standing Committees

4.1 The specific responsibilities of each Committee are confirmed by Terms of Reference detailed below and confirms membership and number of seats, frequency of meetings, remit, reporting structure, and delegated authority.

4.2 The Town Mayor and Deputy Town Mayor are ex-officio members of all Committees as per Council's Standing Orders and as such have voting rights and are included as part of the quorum requirement for all committees.

4.3 All Committees are subject to the following principles:

- All meetings of Town Council committees will be convened in accordance with the Town Council's Standing Orders.
- delegated powers are exercised in accordance with any policy or direction given by Full Council and subsequent decisions / acts are legally permissible.
- delegated powers are subject to the Council's Standing Orders, Financial Regulations and Code of Conduct
- any unresolved differences between Committees shall be referred to Full Council for determination
- Committees will refer to Council any matters being pursued by other local authority/statutory/voluntary or other bodies which have a beneficial or detrimental effect on the area

- To act and spend monies in accordance with that agreed in the annual budget and within the terms of reference of the Committee.
- To refer budget overspends over 10% to Full Council
- To undertake work as directed by Full Council including projects identified in Council's Strategic Plan
- To annually review and submit for Council's consideration committees Terms of References
- election of Chairman and Vice Chairman for each civic year by the committee at its first meeting after the Annual Town Meeting or agreed at a subsequent full council meeting. Until a new chairman is elected the chairman from the previous year retains that office provided they remain a councillor.
- any matters of an urgent nature requiring settlement before the next meeting of the Committee will be referred to Full Council if time permits or may be dealt with by the Town Clerk after consultation but must be submitted for approval or otherwise to the next meeting of the Committee / Council (whichever is first).
- All councillors will receive an agenda – committee members for summons and non-committee members for information.
- Minutes will be circulated to all council members and will be presented at a relevant meeting for approval. Agreement is given to acknowledge that the decisions have been reached within the powers delegated to that committee
- Committees may create sub-committees. Sub- committees may make such decisions as have been delegated to them but these decisions must be reported to the responsible committee.
- The committee may appoint working groups for a specified purpose with the approval of council. Such groups will be task and finish groups and will operate under terms of reference agreed by the committee.
- The press and public may be excluded from committee meetings if their presence is prejudicial to the public interest by reason of the confidential nature of the business to be transacted or for other special reasons. The public's exclusion shall be by a resolution which shall give reasons for that exclusion

Governance & Finance Committee

1 Objectives

To implement, monitor and review FTC policies, strategies, procedures and regulations to ensure efficient use of property and effective management of staff welfare.

2. Composition

- 2.1 Membership will consist of The Council chair and Vice chair as well as 5 to 7 councillors appointed at the Annual Council meeting with priority being given to those with relevant financial experience.
- 2.2 Appointed councillors will be a member of only one committee
- 2.3 The Committee will elect a chair from its members at its first meeting each year following the Annual Council Meeting.
- 2.4 Only councillors who are members of the committee will have a vote.
- 2.5 The quorum for a meeting will be a minimum of 3 councillors appointed to the committee.
- 2.6 The Governance & Finance Committee will meet Monthly.

3. Responsibilities

- 3.1 To monitor and manage the approved budget.
- 3.2 To produce estimates of proposed expenditure for the next financial year for submission to FTC for approval no later than the council's meeting in November of the current year.
- 3.3 Administration of the Council's finances and oversees:
 - monitoring of income & expenditure,
 - internal & external audit of accounts and implementation & monitoring of action(s)
 - necessitated by auditors' recommendations,
 - income and expenditure
 - BACS & direct debit payments authorised by the Council
 - staff salaries, overtime, pension & discretionary payments
- 3.4 The Governance & Finance Committee shall be delegated to make decisions on behalf of the Council in the following matters subject to the following limitations:
 - extent of the committee's budget.
 - amount of expenditure on any single transaction as per spending limits.

Effective management of welfare & performance as follows:

- Governance of Council Policies
- hiring of staff with the approval of full council
- staff & Councillor training
- management of staff performance
- reviewing of job descriptions
- ensuring effective implementation of employment regulations
- ensuring effective implementation of health & safety regulations

- ensuring availability of suitable equipment & accessories for the use of staff
- ensuring effective use of the equipment & accessories

Delegated Budget lines

Code	Title	2026-2027 Agreed Budget
TBC	Communications- Services	1,500.00
TBC	Communications - Equipment	1,500.00
4115	IT Equipment & Software	10,500.00
4120	IT Support/Maintenance	5,500.00
4122	Website Provision	1,000.00
4193	Accountancy Fees	3,000.00
4195	Audit	2,000.00
4205	Training - Members	500.00
4210	Travel - Members	100.00
4222	Meeting Expenses	2,550.00
TBC	Local Government Reform	500.00
4265	Electricity - Street Lights	15,000.00
4270	Lighting Repairs & Renewals	93,000.00

3.5 The following matters are reserved to the Council for decision, but the Committee may make recommendations:

- Setting the Budget and Precept

3.6 The Committee may refer specific matters to the Council for a final decision where Full council approval is more appropriate.

3.7 The HR Subcommittee will report to the Governance & Finance Committee.

Facilities & Amenities Committee

1 Objectives

To implement, monitor and review FTC policies, strategies, procedures and regulations to ensure efficient proficient provision and maintenance of FTC facilities & amenities.

2. Composition

- 2.1 Membership will consist of The Council chair and Vice chair as well as 5 to 7 councillors appointed at the Annual Council meeting.
- 2.2 Appointed Councillors will be members of only one committee.
- 2.3 The Committee will elect a chair from its members at its first meeting each year following the Annual Council Meeting.
- 2.4 All councillors ~~unless sanctions imposed~~ will be able to attend Facilities and Amenities to debate and have full involvement including voting rights on all matters.
- 2.5 The quorum for a meeting will be a minimum of 3 councillors appointed to the committee.

3. Responsibilities

- 3.1 To monitor and manage the approved budget.
- 3.2 To produce estimates of proposed expenditure for the next financial year for submission to FTC for approval no later than the council's meeting in November of the current year.
- 3.3 The Facilities & Amenities Committee shall be delegated to make decisions on behalf of the Council in the following matters subject to the following limitations:
 - extent of the committee's budget.
 - amount of expenditure on any single transaction as per spending limits of up to £7500 provided the budget line has sufficient funding.

The management of council facilities, amenities, assets, services as follows;

- Maintenance and upkeep of all vehicles and equipment used for grounds maintenance purposes
- all aspects of Creak Road Cemetery & Queens Road Cemetery
- all aspects of Rudham Stile Lane, Greenway Lane & Grove Lane Allotments
- all aspects of Whitelands, Hayes Lane, Goggs Mill, Trap Lane playing field
- all aspects of the Thursday Charter Market – except Market Tolls Grants which will be heard at Full Council.
- All council run or affiliated events
- ~~All aspects of Aldiss Park & Millennium Park in conjunction with FRGC.~~
- All aspects of any other designated facility or amenity.
- Community safety including CCTV

Delegated Budget lines

Code	Title	2025-2026 Agreed Budget
4230	Event Expenses	1,000.00
4262	Grass Verges	12,600.00
4275	CCTV – System & Monitoring	15,000.00
4280	CCTV - Electricity	1,500.00
TBC	Grass - Creake Rd Cemetery EXT	1,080.00
TBC	Grass - Creake Rd Cemetery	6,300.00
TBC	Grass - St Peter's Parish Church	1,580.00
TBC	Grass - Gogg's Mill	820.00
TBC	Grass - Aldiss Park Field	1,640.00
TBC	Grass - Trap Lane Playing Field	1,750.00
TBC	Grass - Hayes Lane Playing Field	1,100.00
TBC	Grass - Whitelands Play Area	625.00
TBC	Grass - Millennium Park	2,730.00
TBC	Hedges - Trap Lane N&W Boundary	870.00
TBC	Hedges - Hayes Lane N&W Boundary	390.00
TBC	Minor Project Contracts	5,000.00
TBC	Parking Enforcement	2,000.00
4331	Vehicle Costs	2,100.00
4335	Repair Machinery & Equipment	2,500.00
4340	New Machinery & Equipment	30,000.00
4345	Management & Prof. Fees	5,500.00
4350	Misc. Estate Expenditure	500.00
4476	Library Triangle (Direct Exp)	500.00
4400	Trap Lane	42,500.00
4405	Creake Rd Cemetery	25,000.00
4410	Playing Fields	20,000.00
4415	Allotments	12,500.00
4420	Queens Road Cemetery	5,000.00
4430	St Peter's Gardens	4,000.00
4435	Goggs's Mill Picnic Area	1,000.00
4440	Railway Cutting	500.00
TBC	Wayfinding Project	6,500.00
4445	War Memorial	5,000.00
4450	Bus Shelters	1,000.00
4465	Public Spaces	5,000.00
4461	Cinema Triangle	250.00
4462	Tree Management	7,500.00
4463	Tunn Street	2,500.00
4464	Refurbishment Programme	1,000.00

3.6 The following matters are reserved to the Council for decision, but the Committee may make recommendations:

- Setting the Budget and Precept
- All matters relating to the FLASH project
- All matters relating to the purchase/sale/leasing of land/property

3.7 The Committee may refer specific matters to the Council for a final decision where Full council

approval is more appropriate.

3.8 The Allotments Subcommittee will report to the Facility & Amenities Committee.

Reviewed at G&F 17th March 2026

Ratified at Full Council 25th March 2026. Due for review 2027

Supporting Paper – Approval of Reserves 2026/27

This paper sets out the Council’s reserves position for the 2026/27 financial year, reflecting the reserves structure included within the approved 2026/27 budget.

The purpose of this paper is to provide clarity on the Council’s earmarked reserves and general reserves and to ensure that the Council formally approves the reserves structure as part of its financial governance arrangements.

Maintaining appropriate reserves supports the Council in managing financial risk, funding future asset replacement, and meeting potential unforeseen expenditure.

Earmarked Reserves

Earmarked reserves are held for specific purposes or anticipated future expenditure.

Reserve	Balance (£)	Notes
PAYE & NI Reserve	0	Reserve no longer required
Staffing Contingencies	10,000	Provision for staffing pressures including incremental increase and provision equivalent to approximately six months part-time Groundsman cover
Insurance Excess Reserve	2,500	Provision to meet potential insurance excess costs
Event Expenses Reserve	1,500	Incremental increase to support Council events
Street Light Replacement Reserve	6,000	Incremental increase to support future street lighting replacement
Vehicle Reserve	5,000	Incremental increase towards future vehicle replacement
Machinery Reserve	10,000	Includes provision for machinery replacement and potential roll-forward of budget underspend at end of FY 2025/26
Depot / Welfare Unit Reserve	20,000	Provision towards depot or welfare facilities and potential roll-forward of budget underspend at end of FY 2025/26
Replacements Reserve	2,000	Incremental increase for minor asset replacement
Local Government Reform	20,000	Provision to support potential costs associated with local government reform
Office Space Provision	10,000	Provision equivalent to approximately six months accommodation rental if required

Reserve	Balance (£)	Notes
Contingency Builder	20,000	Reserve to support strengthening the General Reserve above minimum levels
CCTV – System & Monitoring	0	Potential roll forward of budget balance at end of FY 2025/26
War Memorial	0	Potential roll forward of budget balance at end of FY 2025/26
Capital Reserve	90,005	Existing capital reserve provision (Restricted)

General Reserve

The Council's planned **General Reserve / Contingency Reserve** for 2026/27 is **£215,465.67**.

This level reflects the Council's intention to comply with the **Smaller Authorities Proper Practices Panel (SAPPP) guidance**, which recommends that councils maintain a minimum level of reserves equivalent to approximately **three months of net revenue expenditure**.

The planned reserve level is dependent on two factors:

1. The General Reserve being restored to the recommended minimum level at the end of the **2025/26 financial year**; and
2. The Council successfully delivering the **2026/27 budget**, which includes a planned contribution to reserves of **£73,545.67**.

This amount has been included within the **2026/27 precept and budget framework**. However, it represents funding intended to support the strengthening of the General Reserve and therefore assumes that this provision is **not utilised to support overspends in other budget areas** during the financial year.

As a result, the full reserve level will only be reflected in the Council's balance sheet **at the end of the 2026/27 financial year**, subject to successful budget management.

Total Reserves Position

The **projected total reserves position for 2026/27** is **£412,470.67**.

This figure includes both the Council's **earmarked reserves** and the **General Reserve**, together with the existing **Capital Reserve**. The total should therefore be viewed as a **planned reserves position**, which will be confirmed through the Council's 2026/27 year-end accounts.

The figure may also **increase depending on any balances that are rolled forward from the 2025/26 financial year**, where this has been indicated in the reserves schedule.

Recommendation

Councillors are asked to:

Approve the Council's reserves structure for the 2026/27 financial year as set out in this paper and reflected in the approved 2026/27 budget.

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Fakenham Town Council
Fakenham Connect
Oak Street
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Re: Grant Report NCLS

24th February 2026

To the Chairman of Fakenham Town Council,

Thank you for the grant of £1,000 from the Town Council awarded to us in January 2025. We are writing to let you know about the work that your funding has supported.

Demand continues to grow for our services, and in 2024/25 we supported 4,645 across the county, a 42% increase since 2021/22. Without us, many people would be left to navigate complex legal systems alone. Drastic government cuts in 2013 mean that most people are no longer eligible for Legal Aid, and even where someone in theory meets the criteria, there are now very few providers. Norfolk has been described as a 'legal aid desert' due to the lack of provision locally.

Paying for legal advice is simply not an option for millions of people who have been hard hit by the cost-of-living crisis, low wages, zero hours contracts and welfare benefit cuts.

Your support means more people in Fakenham have been able to seek expert, free legal advice to help them navigate their issues. Over the year, we supported 55 clients from Fakenham with 66 different issues.

Outreach

Your grant contributed to the cost of holding 18 Outreach sessions, with appointments at Fakenham Library every month and monthly drop-ins at Salvation Army's coffee mornings for six months. The latter stopped after the summer, as these proved less effective at reaching people than our library sessions. However, by building the relationship with Salvation Army helpers, they were confident to direct people to our library sessions when needed.

We also had a strong partnership with the local Citizens Advice, who would often signpost clients to our Outreach sessions. We were concerned to see the closure of the CAB office at the end of the year, but thankfully this does not seem to have reduced the number of people we have seen.

Free and independent legal advice

Norfolk Community Law Service Ltd (NCLS) is registered in England under Company No. 3524607 Registered Charity No. 1069066
Authorised by the IAA to provide immigration advice and service Reg No. N201200043
Authorised by the Financial Conduct Authority Reg No. 620093



CASE STUDY OUTREACH

Citizens Advice referred Justin to NCLS as his PIP benefit had been stopped following a review. However, Justin has significant enduring physical and mental health problems, so an appeal was submitted. Justin struggles with telephone calls, does not use email and finds paperwork overwhelming. Being able to see an adviser at his local library made it much easier for Justin to manage this process, as he knew he could meet face-to-face to discuss updates and share documentation. When a Tribunal date is finally set, he has asked that the Outreach Officer accompany him to the hearing in addition to the Welfare Rights Caseworker who would be representing, so that he has a familiar person for reassurance.*

**name changed for client's privacy*

Initial Advice

We provided Initial Advice concerning 40 different issues. In this service, clients share their issue with a solicitor who is acting pro bono, and receive legal advice through a 15-minute consultation. The appointment helps clients to understand their options and identify any next steps for dealing with their issue. Where necessary clients are referred to our other services, which offer long-term casework.

Family Law and Domestic Abuse

41% (27 out of 66) of the issues we supported were referred to our Family team. As well as 16 appointments for Initial Advice, we took on four cases in our Domestic Abuse service and six in our Family Court Support service. For those experiencing Domestic Abuse we are able to advise on legal options such as non-molestation and occupation orders. Our Family Court Support Service assists separated parents who are in dispute about child contact arrangements. We can provide help with completing court forms and documents, and provide McKenzie Friend volunteers who accompany clients to their hearings and support them at court.

Welfare Rights

Your support also meant we could provide invaluable advice and representation on six issues around welfare benefits. Our Welfare Rights Service provides advice, casework and representation at Tribunal for clients who wish to appeal against a refusal or loss of benefit, or to challenge the amount they have been awarded. We use a team of law students and other volunteers managed by experienced advisors who make written submissions on the client's behalf e.g. to the Department for Work and Pensions or local authority, and represent the client at Tribunal.

National Tribunal Service statistics show there is a much greater chance of success where the appellant is represented. In 2024-25 we supported 569 Welfare Rights clients across Norfolk, representing at 148 Tribunal hearings. 82% of benefit decisions appealed by NCLS were overturned and this resulted in £2.4 million worth of benefits, previously wrongfully denied, being put into the pockets of the people we supported. In Fakenham, for 2025, this figure was £64,108.

Looking Ahead

Access to justice is so important to society. It is proven to improve people's mental health and well-being, physical health and life chances in general.

Feedback from our clients includes the following:

"I received my letter yesterday morning and I had a little cry, it's such a relief this is all over now. It's been a hard 2 years to get through, but it means the world to me to be recognised as worth the help I need to get by in daily life. Thanks so much for your hard work, I don't think I could have gotten it without you."

"Absolutely first rate - couldn't have asked for more and a huge millstone was removed from around my neck."

As with so many charities both locally and nationally, we face a constant battle to find the funds required to carry out our services, meanwhile the funding landscape has become even tougher to navigate. We currently have a funding gap of approximately £505k for the 2026-27 financial year and we are working hard to continue our services at the same level.

We have seen strong demand for our services in Fakenham and have agreed with the library to extend the appointments in 2026 if necessary, so that more people can access advice. We would like to take this opportunity to ask if the Council would be prepared to make a further grant to help us to continue to improve the lives of the people we help.

I have attached a copy of our Impact Report 2024/25, which provides much more evidence of the difference we make. If you have any questions or would like any more information relating to this then please let us know.

Thank you once again for your kind support.

Warm regards,

David Powles

David Powles
Chief Executive



Impact Report

2024/25

Changing lives
Asserting rights
Eliminating inequality

**NORFOLK
COMMUNITY
LAW
SERVICE**



Thoughts from our CEO



Once again it's been a year to be proud of at Norfolk Community Law Service - with thousands of people across Norfolk benefitting from our expert legal advice and guidance.

Of course, the story behind this remains one of increased need, with far too many people in our county continuing to struggle financially

and finding themselves unable to secure legal representation when they need it.

For the umpteenth year in a row, demand grew in 2024/25. While our team have risen to that challenge admirably, unfortunately it does at times mean people face a wait to access our services or we have to temporarily close some of them to new clients. This is always a last resort - but just goes to show how much a service like ours is needed.

I've been in this role at NCLS for two years and am so honoured to have witnessed first-hand what a staggering impact we have on people's lives. Hopefully this report manages to successfully highlight the difference we make.

2024/25 was also a year to be proud of for several other reasons, including a move to a fantastic new premises, the start of our 40th anniversary celebrations and the announcement of Baroness Shami Chakrabarti as our patron.

As well as successfully helping more people across all our services, we have made great strides in our outreach and partnership work across some of the harder-to-reach parts of the county.

As we look to 2025/26, two things are certain. Demand for our services will remain high. And our dedicated and talented team will continue to rise to the challenges faced by our clients.

David Powles

David Powles
Chief Executive Officer



We change lives by providing access to justice and equality in Norfolk

The right to a fair hearing or trial is something that all are entitled to, but many have to go without. Our support helps give people a voice and enables them to challenge decisions that affect their lives. We help keep people in jobs; safe; in their homes; in this country; out of poverty and destitution; and help them experience improved physical and mental wellbeing.

VISION
We help to satisfy unmet legal need through free, impartial and confidential legal advice, therefore contributing to a just and fair society

MISSION
To empower the people of Norfolk to assert their legal rights, using advice, education and representation

Our services across Norfolk include:

- Weekly Free Legal Advice clinics
- Social welfare solicitor
- Debt and money advice
- Welfare rights advice and representation at appeals
- Legal advice for victims of domestic abuse
- Family Court Support Service
- Outreach service
- Immigration advice
- Rent arrears mediation for Norwich City Council tenants



Our impact



We helped **4,645** clients with **4,971** legal issues across Norfolk

Total clients of all services

2021/22	3,269
2022/23	3,818
2023/24	4,512
2024/25	4,645



Up 42% since 2021/22

Total clients advised across all services

(some may have been advised by more than one service)

Service	2024/25	2023/24	2022/23
Debt	682	734	590
Domestic abuse	174	174	163
Family	486	540	464
Free Legal Advice	1,729	1,810	1,630
Immigration	1,053	812	497
Outreach	257	210	246
Rent mediation	18	21	30
Welfare rights	569	515	303
Other	3	9	15
Total	4,971	4,825	3,938

Clients by Local Authority area

Local Authority area	Total	% of clients
Breckland	508	11%
Broadland	435	9%
Great Yarmouth	356	8%
King's Lynn & West Norfolk	314	7%
North Norfolk	374	8%
Norwich	1971	42%
South Norfolk	428	9%
Other	259	6%
Total	4,645	100%

Age range - new clients

Age range	% of clients
None given	2%
0-16	0%
17-24	6%
25-34	23%
35-49	38%
50-64	23%
65+	8%

24% of our clients suffer from mental ill health

61% of our clients are female

25% of our clients are from an ethnic minority

14% of our clients are not confident using the internet

49% of our clients have a health condition

32 languages spoken by clients, including sign language



2024/25 highlights

- **Moved into new offices** at 4 Duke Street, providing improved services for clients and a better location for staff and volunteers
- **Began celebration year to commemorate 40th anniversary of NCLS**
- **Announced Baroness Shami Chakrabarti** as our new patron
- **Expanded outreach work** to more than 20 venues across the county
- **Our adviser Emily Balsdon qualified at Immigration Advice Authority level 2** standard for advice
- **Our Justice First Fellow (JFF) Simi Bhatthal qualified as a solicitor** and began working in our family team

What our client said:

“ I commend NCLS for helping us that are vulnerable and destitute. I hope you get more support to help those in need. Thank you so much.

- **Received funding from the Legal Education Foundation** to recruit a new trainee solicitor Sian Mason as part of the JFF scheme
- **More than 350 people** attended our Bishop's Garden Family Day, **raising £1,400**
- **Increased our provision** to people in King's Lynn and West Norfolk thanks to support from KLWN Council
- **Chosen to benefit from Aviva Community Fund** for match-funding support
- **Lobbied Parliament** as part of the **#AdviceSaves** campaign
- **Played a key role** in launch of the Norfolk Anti-Poverty Alliance
- **Our Volunteer Co-ordinator Niah Hubbard won Legal Support of the Year** and **Trustee Sally Davenport won Legal Hero Award** at the Norfolk and Norwich Law Society Excellence Awards 2024





Jenny's story

Jenny was referred to NCLS by NIDAS following a recent serious sexual assault by her ex-partner which took place in front of one of their children, as well as ongoing harassment by him.

The client wanted an injunction to protect her and their three children, as the father had also physically assaulted one of them. Our solicitor agreed that a non-molestation order would be advisable, and we arranged for our trainee solicitor to assist Jenny with the application.

The client was nervous and upset about having to recount her experiences, but our trainee was able to give her plenty of time, including breaks when she needed them, and together they completed an application and the necessary supporting statement for a non-molestation order.

The court granted Jenny an interim non-molestation order, but did not include the children. At a follow-up hearing the injunction was granted for 12 months.

The client was relieved to have the protection of the court order for herself, but wanted to know how she could safeguard her children. Our solicitor advised her that if she believes it to be in the best interests of the children she can withhold contact, and Jenny knows that she can come back to NCLS for further advice should the father instigate proceedings with the court.



28% wellbeing improvement

Access to justice is proven to have a positive impact on people's well-being, which in turn makes them less likely to suffer from physical ill health and more likely to play an active role in society.

On the flipside, a lack of access to justice, delays in the court process and being wrongly denied benefits they are entitled to negatively impact people's mental health.

Free Legal Advice (FLA) clients saw a 28% improvement after our support when asked to rate out of 10 how satisfied they were with life.

*Anonymous case study names have been changed.

Inci and Richard

The couple have been married for 27 years and spent their life together in the United States. Inci is a US citizen, while Richard grew up in Norfolk, and they dreamed of moving back to the UK so that Inci could eventually find work here. Over several months, NCLS guided the couple through their immigration options, advising them at each step and managing their application for UK entry clearance. In January 2025, the Home Office granted them clearance to live and work in the UK. Once Inci arrived, NCLS helped her set up her eVisa. After five years in the UK, she will be able to apply for settlement.

Reflecting on their experience, they said:

"NCLS has been absolutely terrific – great follow-ups, everything done really well. We felt comfortable with Des and felt he really cared about our situation. The law is hard to understand sometimes, so organisations like NCLS are so important. Many places have lost that personal contact, but being able to walk in, see an advisor and form a relationship made such a difference. I was happy to contribute towards NCLS afterwards and am indebted to the charity for the work it does."

Now settled in Norfolk, Inci is eager to contribute her skills to a potential employer and begin her new life here.



Client satisfaction survey

We surveyed more than 400 people in 2024/25 about their experience with NCLS.

- 85%** 'very happy' with service
- 96%** said 'people listened' to my problems
- 85%** found service 'friendly'
- 79%** found advice 'very easy' to understand
- 71%** saw their situation improve after our advice
- 91%** 'very likely' to contact us again

From our Chair...



I am so proud to welcome you to our 2024-2025 Impact Report and would like to start by expressing my heartfelt thanks to all our funders, fundraisers, trustees, volunteers and staff for all their

extraordinary contributions to our work, which makes such a difference to thousands of people's lives throughout Norfolk.

Our fantastic staff always go that extra mile and in this report you will read about the real difference we make, on a daily basis, to so many. 2025 sees the 40th anniversary of NCLS, which will be marked by a number of events to celebrate the impact NCLS has had on the not-for-profit sector in Norwich since it was born in a front room off Unthank Road. Those visionaries recognised back then how marginalised some people in society are, and since then we have grown and grown. It is an unfortunate fact that demand for our services increases each year at an alarming rate as there continues to be a dearth of Legal Aid and access to free legal advice set against a backdrop of continuing economic uncertainty and the ongoing cost-of-living crisis.

One of the most exciting events of 2025 and a fitting tribute to our 40th anniversary is moving into new offices on Duke Street. These offices provide a very welcome space for all our staff to work together on a collaborative basis, as well as providing sufficient interview rooms to see our clients and space for our cohort of hard-working University of East Anglia Law students. Digital by default is not a one-size-fits-all solution and many of our clients, particularly those who are vulnerable, welcome the opportunity of face-to-face advice.

2025 promises to be a terrific year for NCLS and I hope that we see some of you at some of the many events we have planned. We have exciting plans for future growth but we will always focus on assisting people to assert their rights and fill the gap of unmet legal need.

Justice delayed is justice denied.

Sarah Blunden
Chair of the Trustees

Our services

Free Legal Advice

Our Free Legal Advice (FLA) service is powered by dozens of volunteer solicitors and barristers who generously give up their time for free to provide initial independent legal advice.

This service covers a wide range of areas including general (civil) law, employment, housing and family matters. In 2024/25 we saw an increase in people coming to us for employment and housing issues.

Impact

- **1,729** cases advised on in 2024/25
- **50%** of cases family-related
- **21%** of cases employment-related
- **8%** of cases domestic-abuse-related
- **62%** of clients are female
- **97%** of FLA clients said adviser 'listened carefully' to their problems



“ I feel very strongly about the need for access to justice, and as a qualified solicitor I am in the privileged position to be able to make a small contribution towards helping those within my local community who are often in desperate need of legal advice but cannot afford it.

Charlie Cornford – FLA Solicitor

Welfare rights

We provide a free, confidential advice and advocacy service for clients who we believe have been wrongly denied their benefits and need help with an appeal and/or tribunal hearing.

Our team is AQS quality-mark-accredited and has decades of experience in representing clients.

The current uncertainty over certain benefits drove an increase in people contacting our welfare rights team in 2024/25.

Impact

- **£18m** secured for clients over past 6 years
- **£2.4m** of welfare benefits awarded and paid to clients
- **82%** success rate at appeal tribunal
- **148** people represented at tribunal hearings
- **93%** of WRARS clients said 'situation improved' after our support
- **1 in 4** new clients appealing a Personal Independence Payment (PIP) review

What our client said:



You are an absolute angel in disguise. It's a weird feeling, like I can breathe again after a long time. You really have helped sort a lot of my stress. I'm lighter, a fresh start. Honestly can't thank you enough.



Debt

Our advisers provide specialist support to help people regain control of their finances. Our advisers are approved intermediaries for Debt Relief Orders (DROs) and often we help those in the most serious levels of debt owed to multiple lenders. The average debt levels of those who come to us continue to rise alarmingly.

Average debt levels of clients

2019/20 – £4,429
2023/24 – £14,169
2024/25 – £21,668

Impact

- **£1.4m** of debt written off or negotiated
- **Average client debt**
Female **£23,424** • Male **£20,370**
- **Areas of highest debt**
Mortgage arrears • Utility bills
Council tax arrears • Rent arrears
- **47%** of clients in social housing
- **86%** of debt clients said NCLS gave them increased confidence with money

Bryn

Bryn, 53, suffers with brain injuries after an accident and has other health conditions. He was living in a council property and has help from Headway charity locally. His debt was all he could focus on, causing a huge amount of stress and worry. NCLS arranged face-to-face appointments local to him to make it easier. Bryn had multiple debts including priority debts, which may have meant his care would be stopped. We were able to help with reducing monthly costs while gathering financial statement details.

Our adviser completed a DRO with Bryn, always making sure he fully understood every step and could ask any questions. We secured a £20k DRO for him, which has allowed him to focus on his priorities and maintain his support.

Our services cont.

Immigration

Our highly qualified and experienced immigration team can offer help and advice in a wide range of areas regarding residency in the UK and help with Home Office applications.

This includes, but is not limited to, family and human rights visas, settlement and citizenship and welfare benefit entitlement.

Impact

- **1,053** immigration clients in 2024/25 – a **23%** increase on 23/24
- **255** successful applications made for clients
- **89%** said we improved their situation
- **10%** of cases domestic-abuse-related
- **42%** of clients had used us before
- **90%** 'very happy' with service received

Family

Our Family Court Support Service assists separated parents who are in dispute about contact with their children. People are often referred to this service after making an initial FLA enquiry. Our experienced family solicitors can provide advice and can help with completing court forms and documents. We also provide 'McKenzie Friend' volunteers who accompany clients to their hearings and support them at court.

Impact

- Supported clients at **331** family court hearings – a **42%** increase on 23/24
- **67%** of Family Court Support Service clients are women
- **83%** of family clients 'very happy' with service
- **92%** of family clients would contact us again



For the past two years NCLS has partnered with Taylor Investigations who have kindly offered their services for free to some of our clients.

The firm has helped nine victims of domestic abuse by serving injunctions on the perpetrators, helping to keep the victims safe, and they have completed 23 person traces, enabling clients such as Toni to access justice.

NCLS is always looking to form innovative partnerships across Norfolk for the benefit of clients.

Toni

Toni had given up hope of ever seeing her children again. They were removed from her care by her ex-partner seven years ago, without her consent, and she didn't even know where they were living.

Toni approached NCLS's Family Court Support Service for help and we were able to use Taylor Investigations to trace her ex-partner's address and subsequently make an application to the family court for her to restart contact with her children. Some months of court investigation, advice, support and statement writing later, the client received the outcome she was hoping for.

Her contact with her children will graduate from letter writing to video calls to meeting each other in person in the coming months. Toni is incredibly grateful to everyone involved. She said the help from NCLS and Taylor Investigations has changed her world.

Domestic abuse

NCLS supports an increasing number of people of all ages who are experiencing domestic abuse. Our solicitors can give advice on injunctions such as non-molestation and occupation orders and can signpost clients to Legal Aid solicitors if appropriate.

We work closely with NIDAS, which provides dedicated support for people experiencing domestic abuse in Norfolk.

Impact

- **15%** of all our family FLA sessions involve domestic abuse
- This figure is **55%** for our Family Court Support Service
- **91%** of domestic abuse victims are women
- **43%** of domestic abuse clients have dependent children
- **96%** of domestic abuse clients found our service friendly and welcoming

What our client said:

“ I can face the future with hope and optimism. I should also say conversations were often filled with laughter as well as tears. Without this organisation in Norfolk many of us would be left without any help at a terrible and frightening time of our lives. NCLS is capable of great things!

Our solicitors

NCLS employs four solicitors to work across our teams and provide advice and guidance to clients with more complex legal problems.

Our **Social Welfare Solicitor** works across all the teams when required but particularly specialises in complicated immigration cases, often involving victims of domestic abuse.

Meanwhile, our **family** team employs three solicitors to help people with issues such as applying for domestic abuse injunctions, and advising and supporting clients to represent themselves in child arrangements cases.

We are also currently in the process of training a solicitor as part of the **Justice First Fellowship (JFF)** scheme, which is funded by the LEF Foundation with the aim of encouraging more people to become social justice lawyers. The scheme is particularly aimed at giving a chance to become a lawyer to those who might not otherwise get it. Our trainee, Sian, is the fourth JFF to have worked for NCLS in just over a decade.

We are incredibly proud to have a team of talented, dedicated and knowledgeable solicitors to call upon, all of whom help us to further enhance the quality of legal support we are able to offer.

Sophie

Sophie approached NCLS extremely distressed because her very abusive ex-partner had forcibly taken their young daughter from nursery 10 minutes after the client had dropped her off.

One of our co-ordinators started an urgent application to the courts for the return of the child and for a prohibited steps order, to prevent him from taking the child again.

One of our family solicitors completed the application, which was checked over by our social welfare solicitor before we gave it to the client to submit. At the hearing the judge ordered the immediate return of the child to our client's care and granted the prohibited steps order.

What our client said:

“ Absolutely amazing service. The solicitor was lovely and very helpful. I acted on her advice and the same day the financial part of the problem was sorted. The relief I feel is immeasurable. I am so grateful.

Ishmael

Ishmael is an EU national who had received an EU Settlement Scheme refusal on the grounds of suitability.

Our social welfare solicitor submitted his arguments to the Home Office and additional evidence that the refusal was in breach of his human rights. Ishmael had been in the UK since 2005, his partner has indefinite leave to remain, and his two children were both born and raised in the UK. The Home Office refuted our claims.

In January 2025 we attended a hearing in London and argued Ishmael had established a family and life, spent a significant time in the UK, had integrated and rehabilitated, and if the refusal were to stand this would breach his Article 8 rights.

Three months later we received the news that the appeal had been allowed. This means Ishmael will be able to remain in the UK to continue to live with his partner and their two children.

Meet our Outreach Officers

Our outreach work is vital to ensuring our services are accessible throughout Norfolk, and in 2024/25 we were delighted to be able to recruit a second Outreach Officer.

Katie and Lizzie work with grassroots organisations throughout Norfolk to spread awareness of what we do, as well as hold regular drop-in sessions where people can be referred to the right team within NCLS. During the last year the number of locations we now hold drop-in sessions at has risen to 32, and they cover every corner of the county.

Katie and Lizzie have also been instrumental in helping to set up specific outreach sessions in Great Yarmouth and King's Lynn for immigration and debt clients who find it hard to receive their advice over the phone and can't make it to our Norwich head office. We work in partnership with organisations in those areas to identify the clients, and then our specialist advisers travel there once a month. While demand for our services is extensive, NCLS believes that it should aim to offer parity of service across Norfolk with the aim that no one misses out. Our Outreach Officers work hard to ensure people in the most remote parts of Norfolk, where poverty can sometimes be high and rural isolation a real issue, can access our services when and how they need them.

If you are interested in finding out more, contact Katie or Lizzie on outreach@ncls.co.uk



Impact

32 outreach locations across Norfolk

New locations added in 2024/25 include:

Caister, Cromer, Dereham, North Walsham, Watton, Wells, Wroxham, Wymondham

- **50%** of clients are on a low income
- **20%** are over 65
- **78%** of clients are women
- **39%** have children
- **14%** of clients are not confident using the internet

Tina

We were introduced to Tina by Dereham Food Cabin. She was struggling with various family issues and unsure where to begin. She was planning to get married soon and needed advice regarding her ex-partner's parental rights, as well as the possibility of her new partner adopting her young daughter.

During the session, we provided initial information and guidance, discussed legal considerations and put together various self-help resources for the client. We then referred her for an appointment with a volunteer solicitor for a Free Legal Advice session and helped her formulate key legal questions to get the most from the appointment.

Feedback from the Food Cabin indicated that the client found the outreach session extremely helpful, feeling comfortable and able to fully explain things. This case was also run past the Family team and received very positive feedback as an example of "excellent and detailed signposting, but [making] sure that the client would get legal advice on her individual situation".

Our 40th anniversary



On December 10, 1985 a meeting was held in the Norwich City Council Chamber, chaired by the President of the Norfolk and Norwich Law Society, to approve the formation of the Norwich and District Legal Services Committee (NDLSC).

Free legal services were provided under this name for 20 years, before the organisation officially became NCLS in 2005.

Over the 40 years we have been in operation, hundreds of thousands of people have benefitted from the advice provided by our paid staff and volunteers.

We are incredibly grateful to those dedicated people who had the foresight to start our service all those years ago, as well as the many, many



people who have given up their time and energy to help those who may otherwise go without vital legal advice.

NCLS is in the process of holding several events during 2025 to celebrate the work of its staff and volunteers, raise some funds and raise awareness of what we do.

This includes the annual law lecture, a Bishop's Garden Family Fun Day, quiz, comedy night, plant sale and so much more.

Our 40th Anniversary Celebration Evening took place on Saturday October 4, but please keep your eyes on our socials for more events in 2025/26.



Baroness Shami Chakrabarti appointed Patron

NCLS was honoured to appoint world-leading human rights campaigner Baroness Shami Chakrabarti as Patron. The appointment came after Baroness Chakrabarti, who was formerly Director of Liberty and Shadow Attorney General for England and Wales, took part in a sold-out law lecture at Jarrold's in Norwich to discuss her new book on human rights. She said: "After spending time in Norfolk and learning all about the work of Norfolk Community Law Service I was instantly struck by how vital a service it is and what a good job they do for people who would otherwise have to go without legal support. I was

honoured therefore to be asked to become the new Patron of the charity and I am delighted to accept the offer.

"NCLS has a fantastic team, dedicated to providing insightful and impactful advice and representation. They are backed by a wonderful community of public-spirited lawyers and volunteers who understand how important it is that everybody has access to advice and representation, especially in the most challenging times."

“ I really look forward to working with the staff and volunteers of the charity to help make sure their vital work continues and thrives for many years to come. ”



The story of our move...

As well as being our 40th year, 2024/5 included another important milestone in NCLS's history as it completed a move into a fantastic new office.

The previous office on Prince Of Wales Road was no longer deemed fit for purpose, following growth of the charity and an increased desire from staff and volunteers to work in an office.

We were also often unable to provide the regular face-to-face appointments to best suit the needs of our clients.

After an extensive search, a suitable location was found in Norwich at 4 Duke Street. The building was previously the HQ for Eastern Electricity and more recently the home of Liftshare.

The team moved into the office in May 2025 and in July an official opening party was held, attended by more than 100 people.

The Lord Lieutenant for Norfolk, Lady Pippa Dannatt, performed the official opening, with speeches from Bill Armstrong, our President and former Chief Coroner for Norfolk, and CEO David Powles.

As well as providing a vastly improved environment for staff and volunteers, the new office has an increased number of meeting rooms for clients, is close to all the major transport hubs and is disability-friendly.

We are thankful to Cannon Clarke Architects and King & Co for their work on the project and Norwich Consolidated Charities, The Hobson Charity and the Morrisons Foundation for helping to cover some of the costs.





186
volunteers



86
solicitors



47
students



42
community
volunteers



11
trustees



I have met so many amazing people, varying from staff to volunteers, that have offered me

such a range of experiences. I believe my success thus far in the pursuit of my career as a solicitor would not have been possible without the incredible support of the team at NCLS.

Eve Sutherland-Hurren - UEA Law student

How to get involved in volunteering

Our team of dedicated volunteers play a vital role in the work NCLS does to support others. We have a wide range of volunteer opportunities available, which includes the following:

- **Pro-bono solicitors** who offer a wide range of free advice
- **McKenzie Friends** who provide support and guidance in the family courts
- **UEA students** who spend time with us as part of their Law degree
- **Community volunteers** who conduct a wide range of important tasks

If you are interested in getting involved contact Volunteer Co-ordinator Niahl Hubbard at niahl@ncls.co.uk



The experience is a rich investment, and the best part is that sincere smile, candid appreciation and relief from the eyes of the clients after court hearings even if it did not go as expected. They feel empowered and confident enough to navigate the complexities of the court system, which potentially leads to a more favourable outcome.

Hajara Hassan - family court supporter



Total 7,568 volunteer hours

857 free legal hours provided by solicitors - **value £214,250***

*Based on an average of £250 an hour - Solicitors' guideline hourly rates - www.gov.uk

6,711 student/community volunteer hours - **value £123,818***

*Based on a value of £18.45 per hour of a comparable paid admin position.

Total social value of all volunteers **£338,068**

How to get involved Our partners and supporters

A massive thank you to the following funders and partners:



Norfolk law firms that help NCLS support clients in need:

Ashtons Legal	Ellisons Solicitors	Haywards	Mills & Reeve	Scott Moncrieff & Associates
BBL Family Law	Family Law Consultancy	Hodge Jones & Allen	New Square Chambers	Spire Solicitors
Birketts	FM Family Law	Kenneth Bush	Octagon Legal	Stenfield
Butcher Andrews	Fosters	Lawsonline.co.uk	LawWorks	UEA Law Clinic
Clapham & Collinge	Hansells	Leathes Prior	Rogers & Norton	
Cozens-Hardy	Hatch Brenner	Longe & Co	Rudlings	

Interested in becoming a supporter of NCLS? Contact David Powles at davidpowles@ncls.co.uk

Norfolk Community Advice Network (NCAN)



Ben Scarlett
Director of NCAN



NCAN is a collaboration of independent accredited specialist social welfare advice agencies working in Norfolk. NCLS is the lead agency and hosts the core team within our workplace.

NCAN manages an online referral system, designed in collaboration with the advice sector, to ensure an efficient 'no wrong door' for clients in need of advice and representation. They also campaign on issues relevant to the advice sector and the Norfolk citizens they represent.

NCAN's mission is to end inequality by ensuring that everyone in Norfolk can access timely, good-quality advice whenever they need it. Partners include Age UK Norfolk; Age UK Norwich; The Bridge Plus+; Citizens Advice Norfolk; Citizens Advice Diss, District and Thetford; Equal Lives; Mancroft Advice Project; and Shelter.



Anti-Poverty Alliance

The Norfolk Anti-Poverty Alliance is a movement of organisations and individuals who want to create a future where all of us can thrive. Launched in 2024 as a continuation of NCAN's cost-of-living emergency work, the alliance aims to identify and address some of the core drivers of poverty in Norfolk, bringing together local charities, statutory agencies and members of the public.

Focuses of the alliance:

- To campaign for benefit payments to be set at a livable level, based on an independent review of the cost of essential items
- To engage with local partners, to understand their targets and plans around tackling hardship
- To ensure the voices of people with lived experience are heard nationally and locally.

Referral system

There are currently **324** active teams/organisations able to send and/or receive referrals on the NCAN system.

NCAN referral system top-five issues 24/25

Issues	Total	% of issues	% of referrals
Welfare benefits	1,388	19.46%	27.13%
Debt	817	11.45%	15.97%
Mental health	706	9.90%	13.80%
Housing	587	7.95%	11.08%
Loneliness & social isolation	555	7.78%	10.85%

Alice

Alice was an entrenched rough sleeper who had been living in a Norfolk park for nine years. In August 2024, Alice's tent and all of her belongings were burned down in a random malicious attack. Within 48 hours, local organisations had replaced everything she had lost (and more!), and a programme was devised to help her away from food poverty, most of it co-ordinated through NCAN. Above all, she was given permanent accommodation. Alice is now working with NCLS to help her get some form of formal contact arrangement with her children.

Chris, Red Cross

(client name changed to protect anonymity)

“ The NCAN referral system has been crucial for The Bridge Plus+ in terms of supporting our clients to access appropriate advice. Signposting doesn't always work for our clients and the 'no wrong door' approach via the referral system really helps to ensure that clients are in receipt of timely, good-quality social welfare advice.

Béatrice Humarau, Executive Co-ordinator – The Bridge Plus+

Financial overview

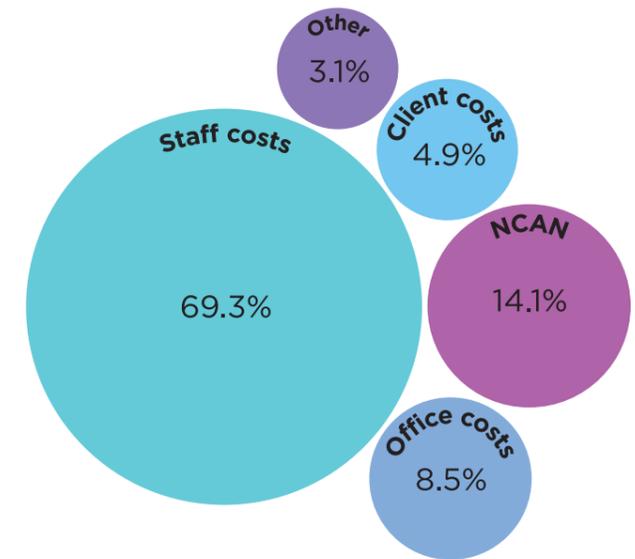
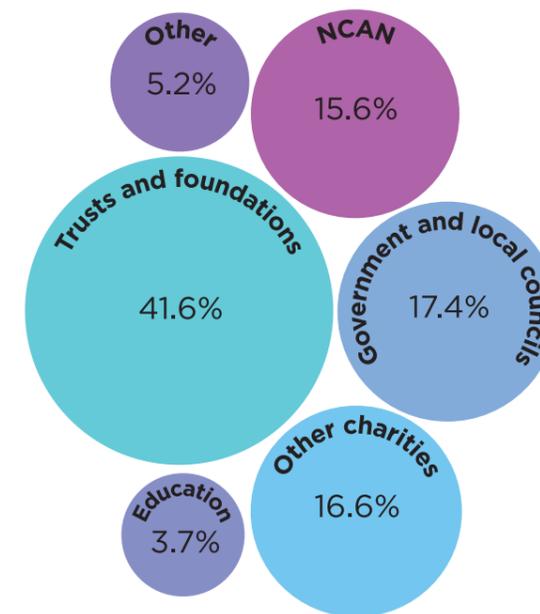
2024-25 was another successful year for NCLS Advice Services, with income increasing by 19% from 2023-24 to £1.15m. Income continued to come from a range of different sources – the largest being 42% from different trusts and foundations.

Income £1,365,562

Trusts and foundations	£567,810	41.6%
Government and local councils	£237,784	17.4%
Other charities	£226,375	16.6%
NCAN	£213,169	15.6%
Other	£70,424	5.2%
Education	£50,000	3.7%
Total	£1,365,562	

Expenditure £1,372,498

Staff costs	£951,391	69.3%
NCAN	£193,742	14.1%
Office costs	£116,959	8.5%
Client costs	£67,446	4.9%
Other	£42,960	3.1%
Total	£1,372,498	



Staffing levels increased within services and staff costs rose by 23% from 2023-24. Overall expenditure, excluding NCAN, increased by 27% from 2023-24 to £1.18m, with some of this being attributed to the office move.

Although restricted income for 2024-25 for NCAN dropped by 47% to £213k from 2023-24, this was sufficient to cover the 2024-25 annual expenditure - £194k.

The reserves requirements were met at the year end as follows:

NCLS Advice Services – £372k revenue reserves – 3.7 months of budgeted expenditure.

NCAN – £403k revenue reserves – 22.4 months of budgeted expenditure.

* These figures are yet to be audited so may be subject to change.



If you wish to donate to support our efforts please visit our website ncls.co.uk, scan the QR code opposite or email our CEO David Powles at davidpowles@ncls.co.uk



Get in touch with us

01603 496623

Immigration advice	Option 1	immigration@ncls.co.uk
Debt advice	Option 2	debt@ncls.co.uk
Domestic abuse	Option 3	family@ncls.co.uk
Family	Option 3	family@ncls.co.uk
Welfare benefits advice	Option 4	wrars@ncls.co.uk
Free Legal Advice	Option 5	info@ncls.co.uk

(For advice about discrimination and employment issues, as well as general advice, contact the Free Legal Advice service (option 5))



Changing lives - Asserting rights - Eliminating inequality

Norfolk Community Law Service 4 Duke Street, Norwich, NR3 3AJ

ncls.co.uk



NorfolkCLS



Norfolk Community Law Service Ltd



GRANT APPLICATION FORM

Complete all sections.

Please attach a copy of the most recent accounts and latest bank statement to your application

Name of Organisation

Norfolk Community Law Service (NCLS)

Main Contact Name

David Powles

Contact e-mail Address

davidpowles@ncls.co.uk

Contact Phone Number

07889 524687

Contact Address

4 Duke Street, Norwich,
NR3 3AJ

How long has your group been operating?

40 years

Do you have a formal constitution?

Yes

Is your group a registered Charity?

1069066

How many members does your group have?

N/A we don't have any members

Do you have an equal opportunities policy/statement
or have you undertaken relevant training?

Yes we have a policy on Equality, Diversity and
Inclusion and staff have undertaken training.

Do you have an annual record of accounts?

Yes our most recent accounts are attached

Please describe your group's main activities:

Norfolk Community Law Service exists to ensure access to justice and equality. We provide free legal advice covering areas of social welfare law including debt, domestic abuse, employment, family, general, immigration and welfare benefits appeals. We also work with partner agencies to identify gaps in provision and develop advice services to meet that need.

What is the Grant For?

We are seeking funding of £2,000 to help continue our work providing free legal advice services to residents in Fakenham. This would build on the success of our Outreach work in 2025, kindly supported by the Town Council.

Our Outreach Officers act as a first port of call to understand issues and identify next steps. Typically they refer clients on, either to an NCLS specialist service, an external agency, or a legal aid provider, depending on the nature of the issue and eligibility of the client.

This funding would support us to hold monthly Outreach Sessions for Fakenham residents, to triage issues and refer

people to specialist advisers. From this work we would expect to see more referrals for our services, particularly to our family team, but also for immigration, debt, welfare benefits and general civil legal advice.

With the Town Council's support, we established our presence in Fakenham throughout 2025, holding 18 outreach sessions. We have seen strong demand for our services and have worked with partners including the library, Citizens Advice and Salvation Army to reach people who need our advice. We were concerned by the closure of the Citizens Advice office at the end of 2025; thankfully, the evidence so far is that people who need our services are still able to find us. We have seen strong demand for our services in the town and hope to support even more people in the town in 2026.

Who will benefit from the grant if approved?

Through this project, an estimated 48-60 Fakenham residents will be able to access expert advice, face-to-face, on next steps regarding issues they are facing.

How will Fakenham benefit from the monies if the grant is awarded?

Our specialist advice addresses clients' immediate problems and provides knock-on benefits, such as reducing stress and financial exclusion, avoiding homelessness, reducing crime, reducing family breakdown and improving mental and physical health.

How much are you applying for?

£2,000

How many people will benefit from the monies?

48-60

Have any other bodies been approached for grant funding in relation to this application / Project? If yes please provide details.

NCLS has received grant funding from the National Lottery to use towards the cost of outreach sessions across Norfolk. To maximise the reach in such a large geographical area, we are applying for a contribution towards the cost from local councils. The National Lottery grant will then be used to fund any deficit in each area a contribution has been made.

What will you do if you get less funding than you have asked for? Will all or part of the project still go ahead? Please tell us what could be achieved if you only receive part funding?

We have a small group of staff who dedicate part of their time to fundraising. We rely on a mix of service level agreements, grants and charitable donations, and our strategy is to ensure we do not become dependent on a few large funders. We will continue to seek new sources of funding, to enable us to keep expanding our Outreach services and plug gaps in access to justice across the county.

Please provide a full breakdown of the project costs and how they will be funded:

FAKENHAM		12 MONTHS	REQUEST TOWARDS OUTREACH SESSIONS
Outreach Officer	1 day PM	1,823	1,319
Advisers	2 day PM	3,647	-
Casework Assistants	.5 day PM	746	-
Management & Other Staff Costs	Management, Admin & Finance salary costs	182	132
Other Staff Costs	Payroll, Training, Recruitment	192	119
NCLS is a Living Wage Employer			
Total Staff Costs		6,591	1,570
Direct project costs	Interpreters, Staff & Volunteer expenses	1,423	220
IT Costs	Support, Licences, Advice Pro	297	71
Rent, Rates & Utilities	Accommodation costs	198	47
Office Costs	Bank Charges, Insurance, Internet, Postage, Printing	264	63
Governance Costs	Contribution towards AQS Audit, Accountancy, AGM costs	59	14
Capital Costs	Contribution towards IT equipment	66	16
Overheads are calculated as a % of staff hours utilised on the project		Total	8,896
			2,000

Terms and Conditions

By signing this Grant Application, you are agreeing to the following:

- You are an official representative of your group and are authorised to apply for funding on their behalf.
- Your details can be held with Fakenham Town Council in accordance with the Data Protection Act to administer the grants process.
- The information provided in this application is a fair and accurate description of your group and the project for which you are seeking funding. Misleading or inaccurate information may result in your application being rejected. Late application or failure to complete any section of the application form may result in your application being delayed or rejected.
- Information about your group and your project may be made available as part of Fakenham Town Councils decision making system. Personal contact details and bank details will not be made public.
- You have given due regard to health and safety considerations and have controls in place to eliminate or reduce risk exposure.
- You will provide Fakenham Town Council with any information they request to enable them to assess your application. This may include (but is not restricted to) a copy of your constitution, accounts or bank statements, equal opportunities policy, insurance and relevant health & safety policies.
- You will provide Fakenham Town Council with any evidence or monitoring information they request to ensure that any grant awarded has been spent in accordance with this application and any other terms and conditions.
- Grant funding may be subject to additional terms and conditions, which will be made available to you if your application is successful

I confirm that the information given in this application is a fair and accurate description of our group and our proposed project.

I am authorised to apply for funding on behalf of the group and agree to abide by the terms and conditions of the grants process.

Name

David Powles

Position in Organisation

CEO

Signature

David Powles

Date

02/03/2026

This completed application forms, copy of your financial accounts, bank statement and any other supporting documents should be returned to:

Fakenham Town Council, Fakenham Connect, Oak Street, Fakenham, Norfolk, NR21 9DY

Charity registration number 1069066
Company registration number 03524607 (England and Wales)

NORFOLK COMMUNITY LAW SERVICE LTD
ANNUAL REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025



NORFOLK COMMUNITY LAW SERVICE LTD**CONTENTS**

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NORFOLK COMMUNITY LAW SERVICE LTD**LEGAL AND ADMINISTRATIVE INFORMATION**

Trustees	Mr Laurence Harris - Chair	Appointed	
		Trustee	31/07/2024
		Chair	07/10/2025
	Ms Sarah Blunden - Chair	Resigned	07/10/2025
	Mr David Butler - Vice-Chair and Hon Treasurer		
	Ms Lisa Dade	Resigned	19/03/2025
	Ms Sally Davenport		
	Ms Rachel Higgs		
	Ms Naomi Newell		
	Dr Janka Rodziewicz		
	Mr Paul Steward	Resigned	07/10/2025
	Mr Robert Tiffen	Resigned	30/06/2025
	Ms Helen Toussaint-Jackson		
Ms Aqmar Zakaria			

Secretary Mr David Butler

Charity number 1069066

Company number 03524607

Registered office 4 Duke Street
Norwich
Norfolk
NR3 3AJ

Auditors Cunninghams
61 Alexandra Road
Lowestoft
Suffolk
NR32 1PL

Bankers Lloyds Bank plc
Gentleman's Walk
Norwich
Norfolk
NR2 1LZ

NORFOLK COMMUNITY LAW SERVICE LTD

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 MARCH 2025

The trustees who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31 March 2025.

The trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard Applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

OBJECTIVES AND ACTIVITIES

Objectives and aims

The remit of Norfolk Community Law Service Ltd (NCLS) is to increase access to justice for the people of Norwich and Norfolk by providing free advice, assistance and representation in various areas of social welfare law. These services are provided by employed staff and trained volunteers, both lay and professional. We are entirely dependent upon grants, donations and monies arising from service agreements for our continued existence.

The principal objects for which the charity is established are to:

- Identify problems of access for needy people to legal services.
- Provide advice, assistance and representation to needy persons resident or working in the county of Norfolk.
- Advance the education of the public by the improvement and diffusion of knowledge of the law, its practice and the administration of justice, having regard especially to those areas of law which are of particular concern to poor people or which are directed to the relief of poverty, distress or sickness.
- Promote such other charitable purposes as are for the benefit of the community in the area of benefit.
- Provide free legal advice and representation in all areas of illegal discrimination, such as age, disability, gender, race, sexual orientation or religious belief.

The long term aim of NCLS is to develop services as funding becomes available to provide free legal advice, casework and representation to individuals and groups which meet gaps in existing provision in all areas of social welfare law including debt, employment, family, domestic abuse, immigration, welfare benefits and discrimination in all areas.

Public benefit

The directors have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the charitable company's objectives and aims and in planning future activities. In particular, the directors consider how planned activities are consistent with and will further the stated aims and objectives.

Volunteers

The operations of NCLS are supported by the essential work of many volunteers who give their time free in assisting us with the provision of our services and the administration of our operations.

The trustees have paid due regard to guidance issued by the Charity Commission in deciding what activities the charity should undertake.

NORFOLK COMMUNITY LAW SERVICE LTD

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 MARCH 2025

ACHIEVEMENTS AND PERFORMANCE

Charitable activities

Demand for NCLS' services continues to show no sign of abating. NCLS helped 4,645 clients with 4,971 legal issues during the 2024/25 financial year. This represents an increase of 42% since 2021/22 and of these 3,160 were new clients. As such, 2024/25 saw NCLS move to a bigger office in the city so that we can better service the needs of our clients, staff and volunteers.

This increase is largely driven by a 'triple whammy' effect. The problems we help people with are increasing, people's ability to pay for legal support is diminishing and other support services available are reducing in numbers. Many of our clients are still struggling in poverty, unable to afford basics such as food, clothes and energy supply.

NCLS continues to provide free legal advice clinics with the assistance of local solicitors, who provide their services on a pro bono basis. We currently have 85 solicitors on our pro-bono rota and in 2024/25 they provided 857 hours of free advice.

Our specialist Debt Service, delivered by a team of experienced paid advisers, continued to provide advice on budgeting, income maximisation e.g. benefit entitlement, identifying priority debts and negotiating with creditors on the client's behalf. Most clients have multiple debts, worth many thousands of pounds, so negotiating with creditors can be very time-consuming. Clients are assisted to implement their chosen debt remedy e.g. debt relief order, bankruptcy or pro-rata payments. We try to ensure that a client's debt issues are resolved to ensure they can make a fresh start unencumbered by debt. In 2024/25 we helped 682 clients and successfully ensured £1.4m of debt was written off or renegotiated.

We continue to pursue a more proactive outreach approach to debt advice. We partner with homeless charity St Martins, in a project aiming to break the cycle of debt, homelessness and criminal activity by offering highly-specialist debt advice to a vulnerable group of people, as well as hosting specific outreach sessions in Great Yarmouth and King's Lynn.

We continued to operate a Rent Arrears Mediation Service for Norwich City Council housing tenants, which is partially funded by Norwich City Council.

Our Family Court Support Service assisted the increasing numbers of litigants in person in the family courts to navigate their case and represent themselves as effectively as possible. We offer free advice from our family solicitors, support with form filling, statements etc, and volunteer McKenzie Friends to support clients at court hearings. This service mainly deals with child contact matters and supported 486 people through 2024/25. We also continued to run specialist domestic abuse clinics to support victims of abuse who are applying for protective injunctions who may not be eligible for legal aid. 174 people were helped in 2024/25 through this service and in this time we also added a qualified solicitor to the team to further increase the level of support we can offer.

Our specialist Welfare Benefits Service provided advice, casework and representation at Tribunal for clients appealing against a refusal or loss of benefit or to challenge the amount they have been awarded. We use a team of law students and other volunteers managed by experienced paid advisers who make written submissions on the client's behalf e.g. to the Department of Work and Pensions (DWP) or local authority and represent the client at Tribunal. National Tribunal Service statistics show there is a much greater

NORFOLK COMMUNITY LAW SERVICE LTD

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 MARCH 2025

chance of success where the appellant is represented and in 2024/25 we ensured that £2.4m of welfare benefits was awarded and paid back to clients.

We continued to provide specialist Immigration Advice for migrant workers, asylum seekers and refugees around issues of residency status and entitlement to public services as well as representation for welfare benefit appeals, challenging DWP and Home Office decisions on behalf of clients and representing them at Tribunal. Many of the DWP decisions we challenge are overturned without going to Tribunal. We supported clients who had 'No Recourse to Public Funds' e.g. migrant victims of domestic abuse who lose their residency status when they leave an abusive partner, to access welfare benefits and other public services. Demand for this service is also growing and 1,053 people were helped in 2024/25.

Our outreach service was extended during 2024/25 and now employs two Mobile Legal Advisers with the dual aim of hosting triage sessions in our harder-to-reach communities and raising awareness of the work we do. We now hold outreach sessions at 32 locations, an almost 50 percent increase on the year before.

All our services are delivered with the support of around 50 volunteer UEA law students in accordance with a partnership agreement with the University of East Anglia. This provides valuable experience to the students as they look to gain their first roles in within the legal sector.

NCLS is also the lead agency for the Norfolk Community Advice Network (NCAN), a network of voluntary agencies (e.g. Citizens Advice, Shelter, Age UK) and statutory authorities working together to promote access to social welfare advice in Norfolk. NCAN operates an electronic client referral system ensuring there is 'No Wrong Door,' i.e. no matter where clients enquire, they can be referred direct to the most appropriate agency to advise them.

FINANCIAL REVIEW

Principal funding sources

We rely on a mix of service level agreements and grants as well as charitable donations to meet our costs. Our strategy for fundraising is to ensure we are not dependent on a few large funders. In recent years we have been successful in securing more multi-year funding, but the majority of grants are awarded on an annual basis.

Reserves policy

The directors have examined the charity's requirements for reserves in the light of the main risks to the organisation. The directors have established a policy that the charity's revenue reserves, which have not been committed or invested in tangible fixed assets, should represent three to four months of estimated total annual expenditure. The reserves are needed to meet the charity's working capital requirements and the directors believe that maintaining reserves at the target level would provide for the financing of a controlled reduction in the scope of the charity's operations in the event of a significant drop in funding.

Budgeted expenditure for NCLS (excluding NCAN) for 2025/26 is £1,214,924 and therefore the target for revenue reserves is between £303,731 and £404,975. As at 31 March 2025, revenue reserves amounted to £372,001 (Net current assets) and so the reserves policy was satisfied at that date.

The budgeted expenditure for NCAN for 2025/26 is £215,678 and therefore the target for revenue reserves

NORFOLK COMMUNITY LAW SERVICE LTD

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 MARCH 2025

is between £53,919 and £71,893. As at 31 March 2025, revenue reserves amounted to £403,329 (Net current assets) and so the reserves policy was satisfied at that date.

Reserves are sufficient to fund continuing operations in the short term, but the directors continually monitor both the ongoing financial viability of the charity and endeavor to raise additional funding.

Plans for future periods

NCLS continues to work towards its key objectives set out in its Strategic Plan 2024-27; providing high quality legal case work, accessible services, identifying legal gaps, campaigning for our clients' rights, creating a positive and diverse work environment and prioritising our long-term sustainability.

NCLS plans to continue to offer services on a hybrid basis to suit the individual needs of clients, but also ensuring everyone in Norfolk can access our services, should they be required. As such we continue to put increased importance on our outreach work and making sure that those living in isolated parts of Norfolk can access us.

Whilst demand is such that we will likely continue to grow our provision across Norfolk, it is vital we do so without impacting the quality of provision we offer to clients. It is unlikely that demand for free legal advice will diminish with an increasing number of people being made vulnerable by society and alternative options such as legal aid becoming increasingly harder to access.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

Norfolk Community Law Service Ltd is a registered charity and a company limited by guarantee, not having a share capital and not being run for profit. It is governed by its Articles of Association, which were most recently updated in November 2023. On 30 March 2005 the name of the company was changed from NDLS Ltd to Norfolk Community Law Service Ltd. The organisation originally took over the assets of Norwich & District Legal Services Committee on 1 April 1998, having operated in similar guises since 1985.

Recruitment and appointment of new directors

Directors are appointed by members of the company and remain in office until retirement, resignation or removal by the members of the company. New directors are elected at the Annual General Meeting by those eligible to vote or may be co-opted during the year, pending election at the next Annual General Meeting.

The number of directors shall not be fewer than six but is not subject to any maximum.

Organisational structure

The directors are responsible for managing the charity and supervising its operations in accordance with its stated charitable objectives. The Chief Executive Officer is responsible to the directors for both the day to day operations of the charity and its future development. With the increasing size and complexity of the charity's operations, the management systems and delegated powers are subject to ongoing review.

Induction and training of new directors

New directors are informed about their legal obligations under charity and company law, the contents of the Articles of Association, decision making processes, the strategic development plan, and the recent

NORFOLK COMMUNITY LAW SERVICE LTD**REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2025**

financial performance of the charity. One-third of directors will retire by rotation each year and may put themselves up for re-election by the members of the company at the Annual General Meeting.

Risk management

The directors have a duty to identify and review the risks to which the charity is exposed and to ensure appropriate controls are in place to provide reasonable assurance against fraud and error. Over the course of time, the directors have conducted reviews of the major risks to which the charity is exposed and systems have been put in place to mitigate those risks. These are updated periodically to ensure they meet the needs of the charity.

The trustees who served during the year and up to the date of signature of the financial statements are disclosed within the Legal and Administrative Information section of the financial statements.

The trustees' report was approved by the board of trustees.



Mr D Butler
Trustee

Date: 21st October 2025

NORFOLK COMMUNITY LAW SERVICE LTD**STATEMENT OF TRUSTEES' RESPONSIBILITIES
FOR THE YEAR ENDED 31 MARCH 2025**

The trustees, who are also the directors of Norfolk Community Law Service Ltd for the purpose of company law, are responsible for preparing the trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102: The Financial Reporting standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the charity and of the income and expenditure of the charity for that period. In preparing those financial statements the trustees are required to:

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in the applicable Charities SORP;
- Make judgements and accounting estimates that are reasonable and prudent;
- State whether applicable accounting standards and statements of recommended practice have been followed, subject to any material departures disclosed and explained in the financial statements; and
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charity and which enable them to ensure that the financial statements comply with the Companies Act 2006. The trustees are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

NORFOLK COMMUNITY LAW SERVICE LTD

INDEPENDENT AUDITOR'S REPORT FOR THE YEAR ENDED 31 MARCH 2025

Opinion

We have audited the financial statements of Norfolk Community Law Service Ltd (the 'charitable company') for the year ended 31 March 2025 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2025 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The trustees are responsible for the other information. The other information comprises the information included in the Annual Report, other than the financial statements and our Report of the Independent Auditors thereon.

Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial

NORFOLK COMMUNITY LAW SERVICE LTD

INDEPENDENT AUDITOR'S REPORT FOR THE YEAR ENDED 31 MARCH 2025

statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Report of the trustees for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Report of the trustees has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Report of the trustees.

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to take advantage of the small companies exemption from the requirement to prepare a Strategic Report or in preparing the Report of the trustees.

Responsibilities of trustees

As explained more fully in the Statement of trustees' Responsibilities, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Our responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue a Report of the Independent Auditors that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

NORFOLK COMMUNITY LAW SERVICE LTD

INDEPENDENT AUDITOR'S REPORT FOR THE YEAR ENDED 31 MARCH 2025

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud.

The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

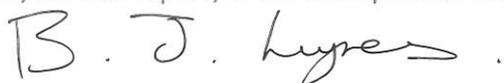
- Enquiry of management around actual and potential litigation and claims and review of correspondence with legal advisors;
- Reviewing minutes of meetings of trustees;
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations.
- Performing audit work over the risk of management override of controls, including testing of journal entries and other adjustments for appropriateness and reviewing accounting estimates for bias.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our Report of the Independent Auditors.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Benjamin Lynes (Senior Statutory Auditor)
for and on behalf of Cunninghams Statutory Auditors
Number Sixty One
61 Alexandra Road
Lowestoft
Suffolk
NR32 1PL

Date: 5th November 2025

NORFOLK COMMUNITY LAW SERVICE LTD

**STATEMENT OF FINANCIAL ACTIVITIES
INCLUDING INCOME AND EXPENDITURE ACCOUNT
FOR THE YEAR ENDED 31 MARCH 2025**

	Notes	Unrestricted funds 2025 £	Restricted funds 2025 £	Total funds 2025 £	Unrestricted funds 2024 £	Restricted funds 2024 £	Total funds 2024 £
Income from:							
Donations and legacies	3	148,115	1,184,196	1,332,311	148,828	1,208,580	1,357,408
Charitable activities	4	-	2,240	2,240	-	720	720
Investment income	5	31,011	-	31,011	9,108	-	9,108
Total Income		179,126	1,186,436	1,365,562	157,936	1,209,300	1,367,236
Expenditure on:							
Raising funds	6	36,834	2,500	39,334	17,558	-	17,558
Charitable activities	7	85,705	1,247,459	1,333,164	99,026	952,600	1,051,626
Total expenditure		122,539	1,249,959	1,372,498	116,584	952,600	1,069,184
Net movement in Funds		56,587	(63,523)	(6,936)	41,352	256,700	298,052
Fund balances at 1 April 2024		314,281	469,774	784,055	272,929	213,074	486,003
Fund balances at 31 March 2025		370,868	406,251	777,119	314,281	469,774	784,055

The statement of financial activities includes all gains and losses recognised in the year.

All income and expenditure derive from continuing activities.

The statement of financial activities also complies with the requirements for an income and expenditure account under the Companies Act 2006.

NORFOLK COMMUNITY LAW SERVICE LTD

**BALANCE SHEET
AS AT 31 MARCH 2025**

	Notes	2025		2024	
		£	£	£	£
Fixed assets					
Tangible assets	11		1,789		32,549
Current Assets					
Debtors	12	239,676		13,248	
Cash at bank and in hand		808,590		929,195	
		<u>1,048,266</u>		<u>942,443</u>	
Creditors: amounts falling due within one year	13	<u>(251,895)</u>		<u>(190,937)</u>	
Net current assets			<u>796,371</u>		<u>751,506</u>
Total assets less current liabilities			798,159		784,055
Provisions for liabilities	16		<u>(21,040)</u>		<u>-</u>
Net assets			777,119		784,055
0					
Income Funds					
Restricted funds	17		406,251		469,775
Unrestricted funds			370,868		314,281
			<u>777,119</u>		<u>784,055</u>

These financial statements have been prepared in accordance with the provisions applicable to charitable companies subject to the small companies regime.

The financial statements were approved by the Board of Directors on ^{5th} 21 October 2025 and were signed on its behalf by:



Mr David Butler - Trustee
Company registration number 03524607

NORFOLK COMMUNITY LAW SERVICE LTD

**STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 MARCH 2025**

	Notes	2025		2024	
		£	£	£	£
Cash flows from operating activities					
Cash generated from operations	21		(148,038)		301,529
Investing activities					
Purchase of tangible fixed assets		(3,577)		(6,326)	
Interest received		31,011		9,108	
Net cash used in investing activities			27,433		2,782
Net cash used in financing activities			-		-
Net increase in cash and cash equivalents			(120,605)		304,311
Cash and cash equivalents at the beginning of the year			929,195		624,884
Cash and cash equivalents at the end of the year			808,590		929,195

NORFOLK COMMUNITY LAW SERVICE LTD

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025

1. Accounting policies

Charity information

Norfolk Community Law Service Ltd is a private company limited by guarantee incorporated in England and Wales. The registered office is 4 Duke Street, Norwich.

1.1 Accounting convention

The financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006.

The financial statements are prepared in sterling, which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest £. The financial statements have been prepared under the historical cost convention.

1.2 Going concern

At the time of approving the financial statements, the trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. Thus the trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

1.3 Charitable funds

Unrestricted funds are available for use at the discretion of the trustees in furtherance of their charitable objectives.

Restricted funds are subject to specific conditions by donors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the financial statements.

Endowment funds are subject to specific conditions by donors that the capital must be maintained by the charity.

1.4 Income

Income is recognised when the charity is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

Cash donations are recognised on receipt. Other donations are recognised once the charity has been notified of the donation unless performance conditions require deferral of the amount. Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

Legacies are recognised on receipt or otherwise if the charity has been notified of an impending distribution, the amount is known, and receipt is expected. If the amount is not known, the legacy is treated as a contingent asset.

NORFOLK COMMUNITY LAW SERVICE LTD

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

Gifts in kind donated for distribution are included at valuation and recognised as income when they are distributed to the projects. Gifts donated for resale are included as income when they are sold. Donated facilities are included at the value to the charitable company where this can be quantified and a third party is bearing the cost. No amounts are included in the financial statements for services donated by volunteers.

Grant income for costs shared with joint partner agencies is recognised as income to the extent that the grant has been spent at the end of the financial year. Unspent grants for shared costs are included within creditors.

1.5 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement, and the amount of the obligation can be measured reliably. Expenditure on raising funds includes costs which are incurred directly in support of expenditure on the objects of the charitable company.

Expenditure on charitable activities includes governance costs which are incurred in connection with the administration of the charitable company and compliance with constitutional and statutory requirements.

1.6 Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Leasehold improvements	10% on cost
Equipment	50% on cost

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in the statement of financial activities.

1.7 Impairment of fixed assets

At each reporting end date, the charity reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

1.8 Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of six months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

NORFOLK COMMUNITY LAW SERVICE LTD

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

1.9 Financial instruments

The charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the charity's balance sheet when the charity becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

Basic financial assets

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

Basic financial liabilities

Basic financial liabilities, including creditors and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised. Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

Derecognition of financial liabilities

Financial liabilities are derecognised when the charity's contractual obligations expire or are discharged or cancelled.

1.10 Taxation

The charity is exempt from corporation tax on its charitable activities.

1.11 Employee benefits

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

NORFOLK COMMUNITY LAW SERVICE LTD

**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2025**

1.12 Retirement benefits

Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

2. Critical accounting estimates and judgements

In the application of the charity's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

3. Donations and Legacies

	Unrestricted funds 2025 £	Restricted funds 2025 £	Total funds 2025 £	Unrestricted funds 2024 £	Restricted funds 2024 £	Total funds 2024 £
Donations and gifts	19,615	7,285	26,900	19,685	1,468	21,153
Grants - government	5,000	450,191	455,191	10,000	488,085	498,085
Grants - other	123,500	726,720	850,220	119,143	719,027	838,170
	<u>148,115</u>	<u>1,184,196</u>	<u>1,332,311</u>	<u>148,828</u>	<u>1,208,580</u>	<u>1,357,408</u>

NORFOLK COMMUNITY LAW SERVICE LTD

**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2025**

Grants receivable for core activities

	Unrestricted funds 2025 £	Restricted funds 2025 £	Total funds 2025 £	Unrestricted funds 2024 £	Restricted funds 2024 £	Total funds 2024 £
Norfolk County Council	-	275,318	275,318	-	328,258	328,258
Access To Justice Foundation	-	211,043	211,043	-	108,181	108,181
The Legal Education Foundation	-	136,199	136,199	-	72,773	72,773
Money Advice and Pensions Service	-	78,375	78,375	-	55,860	55,860
Henry Smith Charity	-	60,000	60,000	-	60,000	60,000
Septagon Charity	50,000	-	50,000	50,000	-	50,000
University of East Anglia	-	50,000	50,000	-	50,000	50,000
OPCC Norfolk	-	46,865	46,865	-	46,865	46,865
Public Health England	-	36,951	36,951	-	36,951	36,951
Tudor Trust	36,000	857	36,857	34,143	12,575	46,718
Norwich City Council - Consortium	-	36,390	36,390	-	37,208	37,208
Norfolk Community Foundation	-	33,807	33,807	-	23,077	23,077
National Lottery	-	30,000	30,000	-	54,380	54,380
Norwich Consolidated Charities	-	30,000	30,000	-	15,590	15,590
Paul Bassham Trust	5,000	25,000	30,000	-	-	-
A B Charitable Trust	25,000	-	25,000	20,000	-	20,000
Probation Service	-	21,353	21,353	-	-	-
Hopstead Charity	-	15,000	15,000	-	10,000	10,000
Home Office	-	12,776	12,776	-	5,520	5,520
Peoples Postcode Trust	-	10,451	10,451	-	14,549	14,549
Adrian Flux	-	10,000	10,000	-	-	-
Alan Boswell Foundation	-	10,000	10,000	-	-	-
Eastern Legal Support Trust	-	8,617	8,617	-	-	-
DWP	-	5,788	5,788	-	-	-
Kings Lynn & West Norfolk Council	-	5,470	5,470	-	-	-
Broadland Council	5,000	-	5,000	10,000	-	10,000
Allen & Overy Foundation	-	5,000	5,000	-	-	-
Norwich City Council - Mediation	-	5,000	5,000	-	5,000	5,000
29th May 1961 Charitable Trust	5,000	-	5,000	5,000	-	5,000
Hobson Charity	-	5,000	5,000	-	-	-
Other	2,500	11,652	14,152	10,000	270,326	280,326
	128,500	1,176,911	1,305,411	129,143	1,207,112	1,336,255

NORFOLK COMMUNITY LAW SERVICE LTD

**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2025**

4. Charitable activities

	2025	2024
	£	£
Other Income - Analysis by Fund		
Unrestricted funds	-	-
Restricted funds	2,240	720
	<u>2,240</u>	<u>720</u>

5. Investments

	2025	2024
	£	£
Investment income	<u>31,011</u>	<u>9,108</u>

6. Expenditure on raising funds

	2025	2024
	£	£
Fundraising and project development	5,145	2,883
Staff costs	32,929	14,600
Other Staff costs	1,260	75
	<u>39,334</u>	<u>17,558</u>

NORFOLK COMMUNITY LAW SERVICE LTD

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2025

7. Expenditure on charitable activities	2025	2024
	£	£
Staff Costs		
Staff salaries & NI	1,020,064	842,257
Pensions costs	42,029	33,072
	1,062,093	875,329
Other Staff Costs		
Payroll costs	3,279	2,928
Recruitment costs	75	675
Staff training	6,473	9,721
Travel & other staff expenses	7,946	6,934
	17,773	20,258
Other Direct Service Costs		
Client disbursements	22,240	11,310
Advertising & marketing	13,496	3,622
Interpreters	13,658	11,420
Journals & books	952	675
NCAN referral system & other costs	8,264	6,024
Subscriptions	4,741	5,905
Travel & other volunteer expenses	3,047	2,223
Other direct service costs	5,474	4,285
	71,873	45,463
IT Costs		
Case management system	8,864	8,864
IT software, support & consumables	29,117	27,459
	37,981	36,323
Rent Rates & Utilities		
Cleaning	3,229	2,879
Rent & rates	23,159	23,384
Repairs & renewals	590	434
Utilities	8,075	4,522
	35,054	31,219
Office Costs		
Bank charges	263	179
Files storage and waste disposal	2,620	1,909
Insurance	5,170	3,516
Postage, freight & courier	2,116	2,112
Printing & stationery	2,701	2,481
Relocation costs	32,508	-
Small office equipment	4,097	2,750
Sundry expenses	1,150	980
Telephone & internet	11,941	9,881
	62,565	23,808
Governance Costs		
AGM/annual report	2,071	1,909
Audit & accountancy fees	9,225	6,690
Trustee training & development	157	-
Statutory fees	34	48
	11,487	8,647
Capital Costs		
Depreciation costs	34,338	10,578
	34,338	10,578
	1,333,164	1,051,626

NORFOLK COMMUNITY LAW SERVICE LTD

**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2025**

7. Expenditure on charitable activities – analysis by fund

	2025	2024
	£	£
Unrestricted funds	69,681	99,026
Restricted funds	1,242,442	952,600
	<u>1,312,123</u>	<u>1,051,626</u>

8. Trustees

Remuneration and benefits

There were no trustees' remuneration or other benefits for the year ended 31 March 2025 nor for the year ended 31 March 2024.

Expenses

Any payments to trustees are only in respect of reimbursements for purchases made on behalf of the charity. There were no trustees' expenses paid for the year ended 31 March 2025 nor for the year 31 March 2024.

9. Employees

The average monthly number of employees during the year was: **37**

	2025	2024
Support services	9	8
Employed on projects	28	24
	<u>37</u>	<u>32</u>

Employment Costs	Note	2025	2024
		£	£
Staff salaries		968,531	790,730
Employer's national insurance		83,398	65,567
Employer's pensions costs	15	43,094	33,632
		<u>1,095,023</u>	<u>889,928</u>

NORFOLK COMMUNITY LAW SERVICE LTD

**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2025**

The number of staff with annual remuneration more than £60,000 was: 1

10. Taxation

The charity is exempt from tax on income and gains falling within section 505 of the Taxes Act 1988 or section 252 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects.

11. Tangible fixed assets

	Leasehold Improvements	Equipment	Total
	£	£	£
Cost			
At 1st April 2024	46,649	104,771	151,420
Additions	-	3,577	3,577
At 31st March 2025	<u>46,649</u>	<u>108,348</u>	<u>154,997</u>
Depreciation			
At 1st April 2024	17,263	101,608	118,871
Charge for the year	29,386	4,952	34,338
At 31st March 2025	<u>46,649</u>	<u>106,560</u>	<u>153,209</u>
Net book value			
At 31st March 2024	<u>29,386</u>	<u>3,163</u>	<u>32,549</u>
At 31st March 2025	<u>-</u>	<u>1,789</u>	<u>1,789</u>

12. Debtors

Amounts falling due within one year:	2025	2024
	£	£
Trade debtors	212,898	3,613
Prepayments	26,778	9,635
	<u>239,676</u>	<u>13,248</u>

Trade debtors are invoiced values with payment terms dated after the year-end.

NORFOLK COMMUNITY LAW SERVICE LTD

**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2025**

13. Creditors

Amounts falling due within one year:	Note	2025 £	2024 £
Other taxation and social security		20,590	17,520
Deferred income	14	200,855	157,405
Trade creditors		16,313	9,607
Other creditors		3,190	-
Accruals		10,948	6,405
		<u>251,895</u>	<u>190,937</u>

14. Deferred income

Restricted income is deferred where funding has been received in advance of entitlement or where income and grants are subject to performance-related conditions and received in advance of delivering the services.

	2025 £	2024 £
Arising from Government grants	-	-
Other deferred income	200,855	157,405
	<u>200,855</u>	<u>157,405</u>

Deferred income is included in the financial statements as follows:

	2025 £	2024 £
Deferred income included within: Current liabilities	200,855	157,405
Movements in the year:		
Deferred income at 1 April	157,405	327,391
Released from previous periods	(157,405)	(327,391)
Resources deferred in year	200,855	157,405
Deferred income at 31 March	<u>200,855</u>	<u>157,405</u>

NORFOLK COMMUNITY LAW SERVICE LTD

**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2025**

15. Retirement benefit schemes

Defined contribution schemes

The charity operates a defined contribution pension scheme for all qualifying employees. The assets of the scheme are held separately from those of the charity in an independently administered fund.

The charge to profit or loss in respect of defined contribution schemes was £43,094 (2024 - £33,632).

The charitable company offers to its employees membership of a defined contribution pension scheme managed by The Pensions Trust. The scheme was set up with effect from 1 November 2006. For each employee who elects to join the scheme or has a Self-Invested Pension Plan (SIPP), the charitable company (at its sole discretion) currently pays in 5% of the employee's gross pay to the scheme or SIPP.

16. Provisions for liabilities

During 2024/25 the charity exercised the break clause within the property lease at 14 Prince of Wales Road. The charity is required under the terms of the lease to reinstate the premises to their original condition at the end of the lease. A provision of £21,040 has been recognised as at 31 March 2025 for the estimated cost of dilapidation works. The works are expected to be carried out during the following financial year.

Movements on provisions were as follows:

	2025	2024
	£	£
Balance at 1 April	-	-
Provision made in year	21,040	-
Provision utilised in year	-	-
Balance at 31 March	<u>21,040</u>	<u>-</u>

NORFOLK COMMUNITY LAW SERVICE LTD

**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2025**

18. Analysis of net assets between funds

	Unrestricted funds 2025 £	Restricted funds 2025 £	Total funds 2025 £	Unrestricted funds 2024 £	Restricted funds 2024 £	Total funds 2024 £
Fund balances at 31 March represented by:						
Tangible assets	1,275	514	1,789	-	32,549	32,549
Provisions for Liabilities	(16,023)	(5,017)	(21,040)	-	-	-
Net current assets	385,616	410,755	796,371	314,281	437,225	751,506
	370,868	406,251	777,119	314,281	469,774	784,055

Unrestricted funds

Unrestricted funds represent the free funds of the charity which have not been designated for a particular purpose. Unrestricted funding was received during 2024/25 from A B Charitable Trust, 29th May 1961 Charity, Broadland Council, Paul Bassham Charitable Trust, R C Snelling Charitable Trust, Septagon Trust and Tudor Trust. Unrestricted funding is used to cover the costs of services that are only partially funded.

The Access to Justice Foundation also provided funding as part of the Improving Lives Through Advice (ILTA), a five-year funding programme designed to support the delivery of free legal advice to marginalised people and communities across England. Core funding was awarded to meet increasing demand for services amid a picture of mounting social and economic need. This has also been allocated to services partially funded during the year.

Restricted funds

Restricted funds comprise the following:

- Debt Service

This service, which provides debt advice for clients made vulnerable by society e.g. offenders, ex-offenders, people with mental health issues or learning difficulties, was funded by Money and Pensions Service, The Henry Smith Charity, Norwich Consolidated Charities, Advice UK, the Probation Service, Hopstead, the Charity of Lilian Armitage and the Anne French Memorial Trust. The Money and Pensions Service also provided funding as part of the Debt Modernisation project, enabling more Debt outreach work and the start of digital improvements. All resources were expended in the year ending 2024/25.

- Debt Advice Support

Funds are raised to cover the cost of clients applying for Debt Relief Orders or Bankruptcy Orders and similar disbursements. £1,133 remains unspent and has been carried forward to 2025/26.

NORFOLK COMMUNITY LAW SERVICE LTD

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

- Housing Mediation

This service is partially funded by Norwich City Council to provide a housing mediation service for Norwich City Council housing tenants. All resources were expended in the year ending 2024/25.

- Family/ Domestic Abuse Service

The Family Court Support and Domestic Abuse service was funded by Access to Justice Foundation, Norfolk County Council, Lady Hind Trust, Office of the Police and Crime Commissioner for Norfolk and The Legal Education Foundation.

The Justice First Fellowship Scheme enabled us to provide training and work experience, with the individual successfully qualifying as a Family Law Solicitor at the end of the training period. The solicitor has been employed by NCLS for the 2025/26 financial year.

£514 capital costs funded by the service are carried forward to 2025/26.

- Free Legal Advice and Volunteers

This service is partially funded by the University of East Anglia to organise, manage and train the student volunteers who assist in the delivery of all NCLS services, including the Free Legal Advice service which is provided by volunteer legal professionals. Funding was also received from Cromer Town Council and Norfolk County Council. The Allen & Overy Foundation contributed towards the cost of a Legal Intern over the summer period.

- Immigration

This service was partially funded by Norwich City Council, Norfolk County Council, Norfolk Community Foundation, The Henry Smith Charity, Adrian Flux, Alan Boswell Charitable Trust and the East of England Legal Support Trust to provide advice on residency status and entitlements. The service is also funded by the Home Office as part of the EVisa Scheme, to help vulnerable individuals with their EVisa registrations. Kings Lynn and West Norfolk Council have funded Immigration outreach sessions throughout the year.

- Social Welfare

The Social Welfare Solicitor and Mobile Legal Adviser posts were partly funded by Access to Justice Foundation, National Lottery Community Fund, Norfolk County Council and Norfolk Community Foundation. We were able to employ an additional Mobile Legal Adviser to increase the number of outreach sessions and cover a larger geographical area with funding from the Paul Bassham Trust, Dereham Town Council, Fakenham Town Council, Sheringham Town Council and Thetford Town Council. £489 capital costs funded by the service are carried forward to 2025/26.

- Welfare Benefits

The Welfare Benefits Service is partially funded by Access to Justice Foundation, Anne French Memorial Trust, DWP, Norfolk County Council, Norwich City Council, Norwich Consolidated Charities, The Henry Smith Charity, Lilian Armitage Charity, Lady Hind Trust, Hopstead and Peoples Postcode Trust.

- Hardship Support Vouchers

We distributed £20,000 of Hardship Support Vouchers to clients across all services. These were funded through Norfolk Community Foundation.

NORFOLK COMMUNITY LAW SERVICE LTD

**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2025**

- Fundraising

£2,500 consultancy costs were exhausted in 2024/25 as part of the Legal Contract Application.

- Norfolk Community Advice Network

This service is fully funded by Norfolk County Council and Norwich City Council. £406,554 revenue reserves are carried forward into 2025/26.

19. Other financial commitments

A new 10 year lease was signed at 4 Duke Street on 09 April 2025. The agreed rent on the property is £45,000 per annum in years 1 & 2, £50,000 in year 3, £55,000 in year 4 and £60,000 in year 5 after which the rental amount is subject to review. The company has the option to terminate the lease on 12 March 2028, 2030 or 2032, subject to six months written notice being given.

20. Related party disclosures

All related party relationships and interests are required to be disclosed and documented at every Board meeting.

There were no related party transactions for the years ended 31 March 2025 or 31 March 2024.

21. Cash generated from operations

	2025	2024
	£	£
Surplus for the year	(6,936)	298,052
Adjustments for:		
Investment income recognised in statement of financial activities	(31,011)	(9,108)
Depreciation and impairment of tangible fixed assets	34,338	10,578
Movements in working capital:		
Decrease/(increase) in debtors	(226,428)	305,607
(Decrease)/increase in creditors	17,509	(133,613)
(Decrease)/increase in deferred income	43,450	(169,987)
(Decrease)/increase in provisions for liabilities	21,040	-
Cash generated from operations	(148,038)	301,529

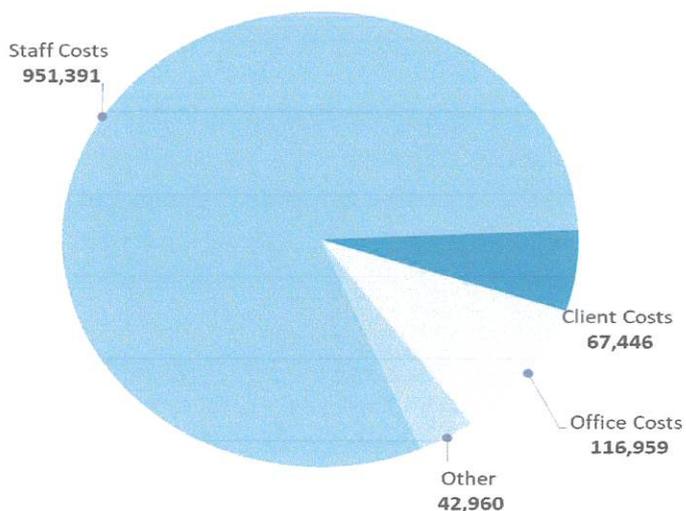
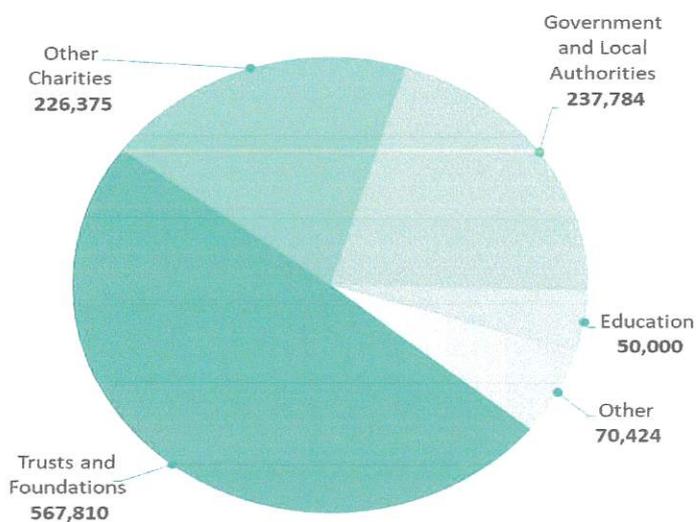
NORFOLK COMMUNITY LAW SERVICE

NCLS ADVICE SERVICES

	2025 £			2024 £		
	Unrestricted Funds	Restricted Funds	Total Funds	Unrestricted Funds	Restricted Funds	Total Funds
Income	179,127	973,267	1,152,393	157,936	808,946	966,882
Expenditure	122,539	1,056,216	1,178,756	116,584	795,578	912,161
Surplus/ (Deficit)	56,587	(82,950)	(26,362)	41,353	13,368	54,720
Fund balances at 1 April	314,282	85,871	400,153	272,929	72,503	345,432
Fund balances at 31 March	370,869	2,922	373,790	314,281	85,871	400,152

INCOME NCLS ADVICE SERVICES 2024-25

TOTAL
£1,152,393



EXPENDITURE NCLS ADVICE SERVICES 2024-25

TOTAL
£1,178,756

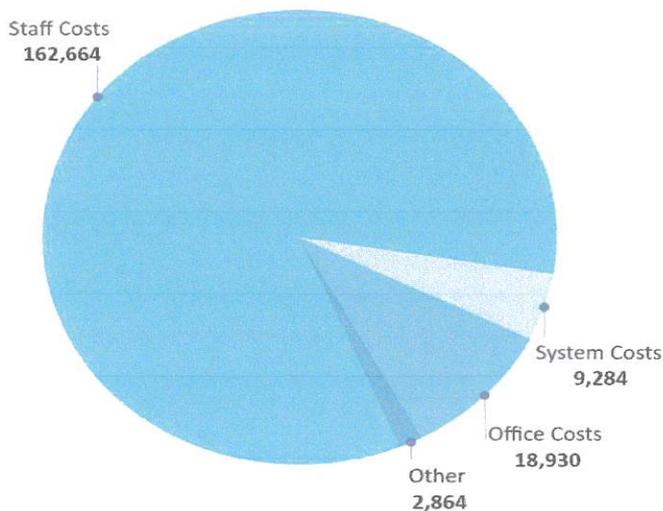
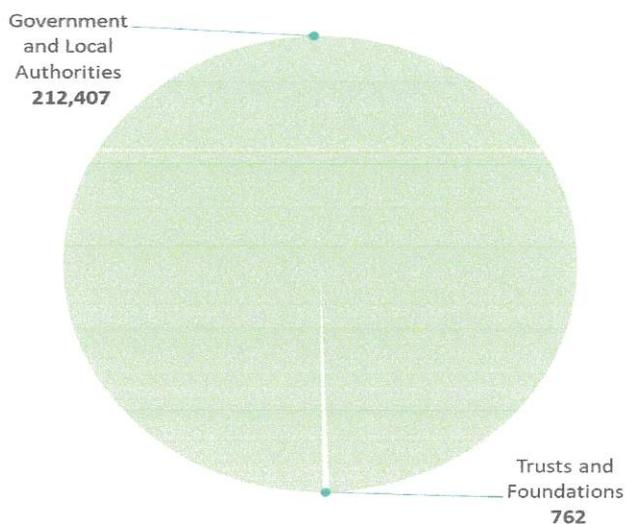


NORFOLK COMMUNITY ADVICE NETWORK

	2025 £		2024 £	
	Restricted Funds	Total Funds	Restricted Funds	Total Funds
Income	213,169	213,169	400,355	400,355
Expenditure	193,742	193,742	157,023	157,023
Surplus/ (Deficit)	19,427	19,427	243,332	243,332
Fund balances at 1 April	383,902	383,902	140,571	140,571
Fund balances at 31 March	403,329	403,329	383,903	383,903

INCOME NORFOLK COMMUNITY ADVICE NETWORK 2024-25

TOTAL
£213,169



EXPENDITURE NORFOLK COMMUNITY ADVICE NETWORK 2024-25

TOTAL
£193,742

Fakenham Town Council
Re. Fakenham Market Place

Ref: 607110/1

We are Proud of our reputation for the excellent service we provide to our customers and look forward to being able to provide the same service to you.

Never knowingly under quoted.....

*At Kings & Barnhams we have an enviable history of 70 years quality of service to our customers. With today's global supply of varying qualities of materials from all parts of the world, it is difficult for you, the customer to quantify the quality of materials used on quotations from other Companies. Kings & Barnhams traditionally quote for the supply and installation of **first class materials** from leading manufacturers, sometimes this makes our quotations seem slightly more expensive. If you wish us to match what appears to be a more competitive quotation on a like for like basis with lesser quality materials, please contact us on **01328 862080** with the details, and we will do our utmost to match that figure.*



This quotation is valid for orders & acceptance placed within 7 days of the date overleaf



Kings & Barnhams

*"Over 70 years of
Professional
service"*

3 George Edwards Road, Fakenham, Norfolk. NR21 8NL. 01328 862080

Our Ref: JW/NA/1120
Monday 16th March 2026

Fakenham Town Council
Fakenham Connect
Oak Street
Fakenham
Norfolk
NR21 9DY

Dear Lesley

Quotation No: 607110/1
Re: Christmas Light Installation for Christmas 2026

Thank you for your recent enquiry regarding electrical works at the above address, please receive our quotation, as requested.

To test, install and remove the Christmas decorations in Fakenham Town Centre as necessary.

1) Thain Wildbur

As per last year, no new decorations

For the sum of £575.00 excluding VAT

2) Barclays

As per last year, no new decorations

For the sum of £575.00 excluding VAT

3) Nationwide

As per last year, no new decorations

For the sum of £413.00 excluding VAT

4) Poundland (Former Woolworths)

As per last year, no new decorations

For the sum of £413.00 excluding VAT

5) Boots

As per last year, no new decorations

For the sum of £495.00 excluding VAT



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6) Gallery Bistro

As per last year, no new decorations

For the sum of £395.00 excluding VAT

7) HSBC

As per last year, no new decorations

For the sum of £415.00 excluding VAT

8) Cinema

As per last year, no new decorations

For the sum of £995.00 excluding VAT

9) 4M Christmas Tree

As per last year, no new decorations

For the sum of £460.00 excluding VAT

10) 6M Christmas Tree

As per last year, no new decorations

For the sum of £523.00 excluding VAT

11) 4 Footpath Trees

As per last year, no new decorations

For the sum of £523.00 excluding VAT

12) Bridge Street

As per last year, no new decorations

For the sum of £1,271.00 excluding VAT

13) Norwich Street

As per last year, no new decorations

For the sum of £1,271.00 excluding VAT



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14) Betfred to Metcalfs

As per last year, no new decorations

For the sum of £670.00 excluding VAT

Please note the below sum is based upon 3x advertisement signs being put up in the town centre while the Christmas lights are up.

We currently have the Xmas lighting stock in storage and this is at a cost of £25.00 Ex VAT per week. please note if K&B are not selected to carry out the installation a charge for storage will be forwarded to Fakenham Town Council starting from January 5th 2026.

For the total sum of £8,994.00 excluding VAT

To accept this quotation, simply sign the terms and conditions and return. In the meantime if there are any points that require further explanation, please do not hesitate to contact me.

Yours faithfully

Jason West
Electrical Manager



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Kings & Barnhams

"Over 70 years of
Professional
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CONDITIONS OF TRADING

1. General

Acceptance of the tender includes acceptance of the following Terms and Conditions

2. Period of Tender

The Tender remains open for 7 days unless previously withdrawn. Thereafter, the Tender is subject to confirmation or adjustment by the contractor.

3. Basis of Tender

(a) All increases or decreases in labour and/or Material cost arising after the date of tender may be recovered from or allowed to the customer unless the tender expressly excludes this Condition.

(b) The Tender is based on the work being effected during normal working hours, Monday to Friday.

(c) Variations or additional work shall be charged on a time and material basis unless subject of a separate quotation accepted by the customer.

(d) The laying of cables and conduits runs is by shortest practicable routes.

(e) Work by other Trades, any Statutory fees, or Local Authority is not included.

(f) Whilst reasonable care will be taken, the tender does not include for incidental redecoration or other works consequent upon the proper execution of the work.

4. Terms of Payment

(a) Payment in full shall be due on completion of the work and shall be made within 14/28 days of the date of a written application/invoice submitted by the contractor.

(b) Where the Contract Period is in excess of 4 weeks, written applications/invoices may be submitted monthly for the total value of work executed – less previous payments – the net amount due to be paid by the Customer within 14/28 days.

(c) Failure by the Customer to make any payment as 'aforesaid' shall entitle the Contractor to suspend work and/or charge interest on the amount outstanding at 4% above base rate of the Contractor's bank from time to time in force.

5. Completion

The Contractor shall endeavour to carry out the work within the period stipulated or, if no period is stipulated, within a reasonable time, but shall not be held responsible for any loss or damage arising out of delay due to any cause beyond the Contractor's control.

6. Consequential Loss or Damage

Without prejudice to the Customer's statutory rights the Contractor will pass to the customer the benefit of any guarantees the Contractor has received in respect of materials, supplied by the Contractor and undertakes to repair or, if necessary, replace free of charge any materials or work found to be defective if the defect is due to faulty workmanship by the Contractor, his servants or agents and is brought to his attention within 12 months of the completion of the work, provided nevertheless that:

(a) The Contractor accepts no responsibility for any drawing, design or specification not prepared by him.

(b) The Contractor's responsibility to the Customer is limited to the fulfilment of the contract in a proper and workmanlike manner and the Contractor shall not be liable for any consequential loss or damage arising out of the execution of the Contract, unless due to the negligence of the Contractor, his servants, or agents.

(c) The Contractor's shall not be liable for any wear and tear, loss or damage, direct or in direct, nor for any extra work entailed due to apparatus being put into operation by the Customer or by the Contractor, his servants, or agents at the Customer's request before it is handed-over for beneficial use.

(d) The repair or replacement of any faulty work or material shall only be carried out by the Contractor, his servants or agents: otherwise the Contractor's warranties as to repair or replacement shall not apply.

(e) The Contractor will take reasonable care but accept no liability for damage to furniture or other fixtures and fittings, which have to be moved, by the Contractor or his workman in order to carry out the Contract Works. Without prejudice to this the Contractor will maintain adequate Public Liability Insurance cover for at least the duration of the Contract.

7. Guarantees

Without prejudice to the above terms the Customer may have the benefit of the Performance Guarantee Schemes of the Electrical Contractors' Association (of which the Contractor is a member) subject to the terms of each Scheme, copies of which may be obtained on request from the Association at 32-34 Palace Court, London W2 4HY.

SIGNED by or on behalf of the Installing Company

SIGNED by or on behalf of the Customer



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HALLER BUILDERS

ROSH PINNA , LYNN ROAD, SCULTHORPE, FAKENHAM, NORFOLK, NR21 9NE
TELEPHONE 01328 855802 FAX 01328 853544

Our Ref GH.2918

16th March 2026

Fakenham Town Council
Fakenham Connect
Oak Street
Fakenham
NR21 9DY

Dear Madam,

We thank you for your recent kind enquiry and have pleasure in estimating as follows:

58 METRES OF PATH – (BOARDWALK ALDISS PARK)

To supply all necessary labour and materials

OP 1 – Take up 58 metres of boardwalk and dispose of. Relay new boardwalk using 75 x 225 timbers laid on 200 x 100 bearers staked to the ground and install mesh on top.

Will cost the sum of £7,600.00 plus vat at standard rate

OP 2 – Take up 58 metres of boardwalk and dispose of. Lay terram matting lay 200mm of reject stone and 100mm of Type 1 Granite, 1.5m wide. Supply additional material to regrade ramp from road down to path.

Will cost the sum of £7,990.00 plus VAT at standard rate

OP 3 – Remove old boardwalk, Remove concrete pipe and fence off using timber post and rail.

Will cost the sum of £1,675.00 plus VAT at standard rate

OP 4 – Remove old timber boardwalk and level ground. Lay hardcore over concrete pipe to avoid trip hazard, leave path open.

Will cost the sum of £1,230.00 plus VAT at standard rate

We trust that you find the foregoing all in order and look forward to receiving your further instructions which will have our prompt and careful attention.

Yours Faithfully
Haller Builders

S. Woods

.....
S. Woods (Mrs)

FAKENHAM TOWN COUNCIL 2025-26 - LIST OF COMMITTEES

GOVERNANCE & FINANCE

Mayor Cllr Angela Glynn

Deputy Mayor Cllr Viv Joslin

1. Cllr Martin Dutton (Chair)
2. Cllr Lucy Harrison (Deputy Chair)
3. Cllr Penelope Bucknell
4. Cllr David Hunter
5. Cllr Jim Rockett
6. Cllr **Vacant**
7. Cllr **Vacant**

FACILITIES & AMENITIES

Mayor Cllr Angela Glynn

Deputy Mayor Viv Joslin (Chair)

1. Cllr Carl Fairbrother (Deputy Chair)
2. Cllr Mark Campbell
3. Cllr Tim Duffy
4. Cllr Gary Thorpe
5. Cllr **Vacant**
6. Cllr **Vacant**
7. Cllr **Vacant**

HUMAN RESOURCES

Mayor Cllr Angela Glynn

Deputy Mayor Viv Joslin

1. Cllr Penelope Bucknell
2. Cllr Carl Fairbrother
3. Cllr Lucy Harrison

ALLOTMENT SUB-COMMITEE

1. Cllr Martin Dutton (Chair)
2. Mayor Cllr Angela Glynn
3. Cllr David Hunter

Reps

Rudham Stile Lane: **Vacant**

Greenway Lane: Mr N Combrink, Mr R Appleton

Grove Lane: **Vacant**

REPRESENTATIVES TO OUTSIDE BODIES FOR 2025/26

Fakenham-Olivet Twinning Club

Fakenham Museum of Gas & Local History

Fakenham Police (SNAPS)

Fakenham Charities (4-Year Term)

Active Fakenham Steering Group

Norfolk Association Local Councils

Cllr Penelope Bucknell

Cllr **Vacant**

Cllr Angela Glynn

Cllr Angela Glynn

Cllr Penelope Bucknell

Cllr Martin Dutton

INTERNAL CONTROL OFFICER

Cllr G Thorpe



Fakenham Town Council

Agreement for Use of Road Closure Barriers and Signage

1. Parties

This Agreement is made between:
 Fakenham Town Council (“the Council”)
 and
 Shop Fakenham (“the Organiser”).

2. Purpose

This Agreement sets out the terms under which the Organiser may use barriers and road closure signage owned by or under the control of the Council and located within the town centre to facilitate temporary road closures required for the monthly food market.

3. Compliance with Legislation and Guidance

The Organiser must ensure that all road closures and traffic management arrangements comply with all relevant legislation and guidance, including where applicable:

- Road Traffic Regulation legislation
- Health and Safety at Work legislation
- Local authority or county council requirements
- If using Fakenham Town Council equipment the Organiser shall:
- Prepare and operate in accordance with a suitable and sufficient Risk Assessment and Method Statement for the event and associated road closures.
- The Organiser is responsible for obtaining any permission, notices, or approvals.

4. Competent Personnel

The Organiser understands that:

- Road closures should be installed, supervised, and removed by competent and appropriately qualified volunteers or personnel.
- Volunteers responsible for traffic management should
- have the appropriate training and understand the legal and safety requirements associated with road closures.

5. Adequate Traffic Management Equipment

The Organiser acknowledges and agrees that:

- In the view of the Council the equipment currently stored within the town centre is not sufficient on its own to safely implement the required road closures.
- It is the sole responsibility of the Organiser to ensure sufficient suitable barriers, signage, and traffic management measures are in place for each event and they shall source any additional equipment required.
- The Council provides the equipment listed in Appendix A without accepting responsibility for how it is deployed but the equipment must only be used in connection with the monthly food market or other events agreed in writing by the Council.
- Equipment provided by the Council is used entirely at the Organiser’s own risk.

6. Traffic Management Responsibility

The Organiser accepts full responsibility for the planning and implementation of traffic management associated with the event, including:

- Correct positioning of signage and barriers
- Monitoring closures during the event
- Safe removal following the event

7. Insurance

The Organiser shall maintain Public Liability Insurance with a minimum indemnity limit of £5,000,000 (five million pounds) for any one occurrence (or such higher amount as reasonably required by the Council).

The insurance must:

- Cover public events and traffic management activities
- Remain valid for the duration of this Agreement
- Be provided to the Council upon request.

8. Liability and Indemnity

The Organiser accepts full responsibility for the use of the barriers and signage.

The Organiser agrees to indemnify and hold harmless the Council, its members, employees, and representatives against any:

- claims
- liabilities
- damages
- losses
- costs or expenses

arising from or connected with the road closures, the event or the use of the equipment except where caused by proven negligence of the Council to the extent of the insurance taken out by the Organisers.

9. Damage, Loss, or Replacement of Equipment

The Organiser agrees that if any equipment belonging to the Council becomes:

- damaged
- lost
- stolen

The Organiser will pay the reasonable cost of replacement, or provide an equivalent replacement agreed with the Council.

10. Storage and Care

The Organiser shall:

- Return equipment to the agreed storage locations following each event.
- Use the equipment solely for its intended purpose.
- Take reasonable care when handling and transporting equipment.
- Ensure all equipment is securely stored away when not in use.

11. Access & Security

- Access codes and/or keys to the barriers will be issued to the organiser only.

- Access codes or keys must not be shared with any other individuals or any other third parties

12. Event Notification

Where possible, the Organiser should notify the Council of the planned event dates in advance and inform the Council of any significant changes affecting road closures or traffic management.

13. Term of Agreement

This Agreement will commence on the signing date and remain in effect until terminated by either party by giving written notice.

The Council may terminate the Agreement immediately if:

- Safety concerns arise
- Insurance requirements are not met
- The terms of the Agreement are breached.

14. Review

The Council reserves the right to review this Agreement periodically to ensure it remains appropriate.

Signatures

For and on behalf of Fakenham Town Council

Name: Lesley Meanley

Position: Town Clerk

Signature: _____

Date: _____

For and on behalf of Shop Fakenham

Name: _____

Position: _____

Signature: _____

Date: _____

Appendix A – Equipment currently stored within the town centre and available for use.

Cinema Triangle – Oak Street

Item	Quantity	Condition
Road Closure Barrier	0	N/A
Road Closed Sign	3	Good

Behind Sew Sweet – Tunn Street

Item	Quantity	Condition
Road Closure Barrier	2	Good
Road Closed Sign	1	Good

Behind W Parker & Son 37 Norwich Street

Item	Quantity	Condition
Road Closure Barrier	3	Good
Road Closed Sign	1	Good