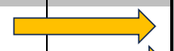
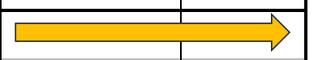
Theme	Objective	Strategy	Actions	Committee responsibility	Priority	Civic year Estimate of costs		2026-2027 Q1	Q2	Q3	Q4	2027-2028 Q1	Q2	Q3
Deliver excellent services which are efficient and effective and meet the needs of the strategic vision.	**Provide an organisational and governance structure which has the capacity to service the administration of the Council.**	Evaluate the roles and responsibilities of all council employees to develop a modern and sustainable organisational structure.	Engaging with our contracted employment specialists, undertake a review of Council's staff and its staffing structure.			COMPLETE								
		Review the governance and operational structure of the Council.	In conjunction with the above action, Schedule a series of Review Committee meetings to undertake this and any other tasks identified by that committee.			COMPLETE								
	Retain a well trained maintenance team to deliver a range of services across the Town Council area.	To continue to provide an excellent grounds and premises maintenance service for the Council and wider community.	Evaluate the activities and outcomes of the team alongside an agreed maintenance plan(s) for land and premises for which the Town Council has responsibility.			COMPLETE								
			Investigate options to provide the Maintenance Team with a dedicated, extended space for welfare, tool, equipment and vehicle storage (etc).	Full Council	RED					→		→		
	Retain a well train officer and administration team to provide a range of services across the Town Council area	To develop and provide an excellent adminstrative, financial, communcations and clerical service to and for the Council and wider community.	Evaluate the activities and outcomes of the team alongside agreed activities for financial reporting, communcations, community events etc for the Town Council and the wider community.	Finance & HR	RED					→		→		
Strengthen environmental protection and sustainability.	**Working towards NET zero carbon emissions in Northam Town Council activities**	Continue to deliver the Climate Emergency Action Plan.	1. Reduce carbon emissions at the Council's building(s) to include but not limited to extending the solar array on Northam Hall, review the heating system, improve insulation.	FC	Red	£ 25,000	Quotataions not sought for expended solar array, further battery storage and lower-carbon heating system.			→		→		
			2. Reduce carbon emissions from Maintenance activities. Increase the use of electric and rechargeable battery powered equipment is sourced to replace worn out petrol powered units. Consideration given to EV trucks when Council vehicles need to be replaced.	E&M, FC		All tools and vehicles replaced with electric aleternatives/equivalents. Lower-carbon alternatives/equivalents explored as new/replacement equipment is needed.	COMPLETE							
		Strive to influence the community to achieve Carbon Neutrality.	1. Sharing of home carbon footprint calculator, encouraging the community to consider and reduce the areas combined carbon footprint.	FC		Shared on NTC website	COMPLETE							
			2. Engage with community organisations such as schools, housing associations and the private sector.	E&M, FC		Organisations approached. Working closely with one of the parish's schools on its local environment.								
			3. Engage with the wider community, to arrange a showing of a Community Resilience film offered by the National Emergency Briefing. https://www.nebriefing.org/the-film	FC	RED	Work with Cllr Sawyer to arrange a showing.				→		→		
	Increase and improve biodiversity	Continue to implement a landscape and biodiversity management plan for the Council's land and properties.	1. Ensure the planting of a wide range of plants, including trees and **edible species** to increase the attractiveness of our open spaces and to encourage birds, insects and other wildlife.	E&M, P&R		Wildflower areas being created throughout the parish, feedback has been positive. Mechanical weeding methods being used, spraying limited to specific surfaces.								
			2. Plant drought resistant varieties and species where possible.	E&M, P&R		day to day work								
			3. Seek location(s) for a community orchard.	FE&M, FC										
Improve connectivity and mobility – both physical and technological.	**Improved public transport services**	Working with Devon County Council, Torridge District Council and service providers to increase the effectiveness of current routes.		Planning		Night bus agreed for Westward Ho!, costs being sought for similar service to Appledore and to provide equitable bus services to both legs of the 21/21A journey through the evenings.	Town Clerk and DCCllr have met with DCC officers to exploree options.							
		Working with Devon County Council, Torridge District Council and service providers to identify new routes to support new and recent housing developments.	Seek early involvement in Section 106 and utilise other sources of funding to assist with the provision of these services.	Planning		Worked with DCC member to get a route in place serving the new homes along Bay View Road (DCC funded).	Route 17 operating.							
	Improved pedestrian and cycling routes – Active Travel	Support for the Devon County Council Local Cycling and Walking Infrastructure Plan (LCWIP).	*Cycling:* Northam Town Council approved and provided funding towards the production of the Barnstaple, Bideford and Northam LCWIP. *Encourage through policies contained within the Neighbourhood Plan.*	Planning		LCWIP funduing earmarked. NNP policies encourage active travel where applicable.								

			Public Rights of Way (PROWs): Northam Town Council receives funding from Devon County Council and is provided with rights to maintain local PROWs (other than the South West Coast Path).	E&M		Grant awarded in 2026-27 to improve the surface of footpath 36. Grants sought annually to maintain and footpaths as appropriate.			
			Pavements: Improve accessibility across the community, to include the provision of dropped kerbs as appropriate.	E&M		Locations advised not considered suitable by DCC			
	Improved private transport infrastructure	Improved access to EV charge points and the emerging low-emission vehicle infrastructure.	Promote the installation of suitable private and public charge point infrastructure on new developments through the Section 106 developer contribution process.	Planning (FC for policy)	Red	S106			
		Review of local car parking.	The review is to encompass residential, on-street and in car parks, *to include the installation of EV charge points.*	FC		At TDC	Note: knock-on effect of the change of charging arrangements for Bone Hill and Torridge Pool		
Build a stronger and more resilient community.	**Improve community and road safety.**	Maintain close links with outside bodies that are responsible for community and road safety, including (but not limited to): Devon and Cornwall Police and Crime Commissioner Devon and Cornwall Police Devon County Council, and Torridge District Council.	1. Appoint a Councillor-Police Advocate.				COMPLETE		
			2. Re-establish the Speedwatch initiative locally.	FC	Amber	day to day work			
			3. "20's Plenty" for our schools. (https://www.devon.gov.uk/roads-and-transport/parking/traffic-regulation-orders/20mphschemes/), though a decision experssing general support for such initiatives (https://www.devon.gov.uk/roads-and-transport/parking/traffic-regulation-orders/20mphschemes/)	FC	Amber	unknown (with DCC)	DCC have not included our area in their published tranches of work		
			4. Investigate CCTV or video coverage in and around our community.	E&M, P&R, FC	Amber	c.£2,000 to install CCTV at WWHo! Park	Installed at WWHo! Park. Other locations informally explored with DCP.		
			5. Improve accessibility across the community, to include the provision of dropped kerbs as appropriate.	E&M		£1,000 per kerb kerbs identified not possible - either not public land or too close to a drop kerb already.	Identifed locations not suitable (DCC response) COMPLETE		
			6. Seek to increase the number of and patrols by street wardens, in conjnuction with Devon and Cornwall Police and the principal authority.	FC		Crime statistics do not justify Street Wardens unless funded by this council.	COMPLETE		
	Reduce the impacts of deprivation on our communities.	Respond to the cost of living crisis.	1. Work with local food banks and others to improve access for those needing assistance. Assess viability of providing transport to, or a local space for such centres. Investigate and consider the various models of provision to ensure the best fit for Northam and the wider community.	FC	Red	unknown	Comntact made with local food bank. No response received.		
		In partnership, improve the provision of homes for rent for local families.	1. Review the operation and applicability of Community Land Trusts. https://www.communitylandtrusts.org.uk/about-clts/what-is-a-community-land-trust-clt/	FC	Amber	unknown	The Council does not currently own, or have access to, suitable land. Planning Policy locally is the duty of the District Council.		
			2. Maximise the benefits from early engagement with the allocation of Section 106 developer contributions for our community.	Planning	Red	S106	No large S106 agreements have been negiotiated recently.		
			3. Support, through the Planning Committee and the Northam Neighbourhood Plan, the provision of socially rented and affordable dwellings.	Planning	Red	S106	NNP has been made, following referendum in August 2026 S106 negotiations remain with the Planning Authority and Ward members		
	Improve amenity, recreation and sporting provision across the Northam Town area.	Deliver phased, continual improvements to the facilities. Devise a forward-looking plan for the replacement of equipment and facilities as appropriate.	Complete the Westward Ho! Park project working with Friends of Westward Ho! Park (FOTWHOP), including: the renovation the Pavilion building as a community facility,	P&R, FC	Red	£125,000 est work commenced to price the full rennovation list as drafted by surveyor.	A decision has not been made by Council as to the future of the structure (demolish & replace / demolish / rennovate). A business plan cannot be produced until that future is known.		

Build a stronger and more resilient community (2)			the renovation of a sensory garden,	P&R	Amber	c.£35,000 not yet priced, needs to be aligned with the rennovation of the pavilion building.	Changes may be required to procvide an accessible entrance/exit to the pavilion	
			the completion of the tennis courts and maintain sinking fund			The sinking fund is being added to annually through tennis court receipts.	COMPLETE	
			the completion of a changing place facility,				COMPLETE	
			Provision of parking at the CPT	P&R	Amber	Area would need to be identified and suitably surfaced. Bollard would need to be installed to restrict access.		
			the provision of a hard-surface play / recreational sport area.	P&R	Green	c.£80,000 (successful S106 application for £58,949 plus £14,000 maintenance funds)	MUGA contractor instructed.	
			Lords Meadow - Zip-Wire replacement				COMPLETE	
			Lords Meadow wooden play equipment. Full replacement with community consultation	P&R	Amber	£ 250,000		
			Lords Meadow - Hedge laying	P&R	Amber			
			Forward-looking plan for Anchor Park play equipment and surface replacement. Each piece could be replaced in turn.	P&R	Amber	£ 128,000		
			Wren Close - re-surface the play area.				COMPLETE	
			Wren Close play area - devise a forward-looking plan for the replacement of the equipment.	P&R	Green	£ 25,000		
			Lords Meadow wooden play equipment. Full replacement with community consultation	P&R	Amber	£ 250,000		
			Repair football fence and relocate posts.				COMPLETE	
			Churchfields Skate Park - refresh and repair	P&R	Green	£ 18,000		
			Churchfields Skate Park - painting the new panels	P&R	Red	Replaced panels painted in a plain colour	COMPLETE	
			Appletree gardens play area	P&R	Amber	S106 to be available for refurbishment in due course.		
			Ridgeway Drive play area equipment replacement	P&R	Amber	£ 55,000		
			Burrough Farm - hedging	P&R, E&M			COMPLETE	
			Burrough Farm - football goals	P&R			COMPLETE	
			Burrough Farm planting scheme	P&R	Green	Expand planting scheme to include edible trees/fruit and shrubs		
			Burrough Farm - public consultation and feasibility study for the installation of a Pump Track	P&R	Red			
			'Tadworthy' amenity and allotment space on Golf Links Rd. Maintenace schedule to be followed. A commuted sum of £23,609 to be collected at 75% occupation. Land to be transferred at 85% occupation.	P&R, E&M	Green	additional day to day work		
	Maintain a comprehensive register of the community's assets (including buildings, structures, play equipment and street furniture)	Manage Northam Hall in a sustainable way.	Review the forward-looking plan for the replacement of the Hall roof, to include the increased coverage of Solar PV and roof-space insulation.	FC		Roof space insulated. Solar PV on action plan below.	COMPLETE	
			Northam Hall	FC		Insulate and replace lighting with LED	COMPLETE	
			Strip, sand and revarnish floor	FC	Red	£ 1,500	COMPLETE	
			Undertake the work required following Fire Risk Assessment	FC		Various works required, including lowering of ceiling	COMPLETE	

			Research replacement of gas boiler with electric boiler or heat pump at the appropriate time.	FC				
		Maintenance facilities premises.	Upgrade facilities to prvide hand driers and push-button taps for hand wash basins.	Delegated authority	Green			
			Review the accommodation needs of the Council's Maintenance Team. (Alongside Northam Hall). Seek S106 future fundimng?	FC	Green	unknown		
		Bus Shelters and street furniture.	1. With partners, maintain and improve the stock and provision of bus shelters, to include green-roofed as appropriate.	E&M, FC		NTC responsible for wooden bus shelter opposite Northam War Memorial and the stone shelter by the Pool. All others with Fernbank or another Authority.	COMPLETE	
			2. Maintain the provided benches, bins and recycling, dog bins.	E&M, P&R, FC	Amber	day to day work		
		Allotments.	Review the provision, with reference to the guidance to provide twenty 250m^2 allotments per 1,000 people. Northan had a 2021 census voting population of 12,356, so requires 3,089m2 of allotments (the size of Windmill Lane site). NTC has a waiting list S106 for £17,469 (1/0880/2021/FULM) to provide allotments in the Parish.	P&R	Amber	Tadworthy as part of S106. 'California' (Marshford) waiting list now administered by NTC.	Windmill Lane = 3,286m2 Burrough Farm = 6,365m2 'Californa' = 9,379m2	
		Burial grounds and cemeteries.	Work in partnership with others, including the burial authority and diocese to review the need and identify areas that could be used for cemetery space.	P&R	Green	No areas identified by Burial Authority, diocese or NTC. Diocese has space at St Mary's, Appledore.		
		Lettable spaces	Investigate extension of lettable spaces (Drawing commissioned)	FC	Green	£ 50,000		
	Initiate projects to promote inclusion and inclusivity across our community	Working with partners and other agencies to reach the 'hard to reach' members of our community.	1. Initiate Youth projects, building on current activity with local schools across all ages. Budget of £10,000 identified.	FC	Green	£ 10,000		
			2. Engaging with schools and colleges encouraging youth participation in community issues.	FC	Green	£ -	Work with local councils to establish a programme	
			3. Initiate contact with existing volunteer and active organisations.	FC	Green	£ -	New Methodist Church Community group attended by Cllrs and Officers	
			4. Engaging with established providers, promote projects to reach older members of the community.	FC	Green	£ -		
Build a stronger and more resilient community (3)		Promote local shopping and services.	Aspire to at least maintain the library provision within the parish.	FC	Green	£40,000	Earmark funds within General Reserve	
			Explore, with relevant partners (working Job Centre Plus, Petroc, TDC and DCC, for example), the use of the Town Hall and Northam Hall to promote community activities, including opportunities for retraining, skills and digital technology development.	FC	Green	£ 10,000	Community activites promoted.	
		Promote local and community events.	1. Host an annual event to celebrate the work of the entire community, their achievements, and contributions. - The Grants Evening / AEM to be expanded and further explored.	FC	Red	£ -	Grants evening	
			2. Continue to celebrate and promote the cultural and historical heritage of our area.	FC	Amber	£ -	Grants and Honorary Freemen	
			3. Awards for Community Champions.			Community Champion scheme in abayance.	COMPLETE	
	In consultation with the community, strengthen the role of the Council and community in the planning process	Deliver the Northam Neighbourhood Plan in accordance with national and local guidance and with reference to advice received.	1. Complete the final stages of the process to Make the Northam Neighbourhood Plan, following a successful pre-submission consultation.	Planning	Red		COMPLETE	