



Action Plan

This Action Plan is a statement of our vision and sets out the Council's purpose, objectives and key priorities. This is a key tool for communicating the Council's plans to residents and provides a clear understanding of how the Council works and the aims the Council wishes to achieve.

The plan is reviewed regularly to ensure that the plan is carefully monitored and that it aligns with the aspirations of the Council.

Objective	Action	Outcome	Cost	Completion by	Update
Finance and General Purposes					
Training and development	Book training where needed and prepare a training and skills audit spreadsheet. Update Councillor and staff Handbook.	To have councillors and clerk who are up to date on all relevant legislation. To continue good governance by making it mandatory for new councillors to attend New Councillor training and other training as required. To support staff in attending training courses and conferences.	Budget: Staff: £1000 Councillors: £1000	Ongoing	
Local Council Award Scheme	Work towards the Silver award. Aspire to high standards and best practice and continue to work for higher levels of award. Amendment for 2025: Work towards the Gold award to apply in 2026.	Demonstrates that the council meets the minimum requirements for operating lawfully and according to standard practice.	£200	Received the silver award in March 2025	
Communication with local groups and organisations	Liaise with and engage, as appropriate, in partnership or support arrangements with Leeds City Council, other local councils,	Provide community services and improve the environment to benefit the people of Horsforth.	No cost	Ongoing	

	government departments, statutory and public bodies, churches, local schools and voluntary bodies or agencies.	Engage with community groups, organisations and individuals to help shape the Town Council's plans for the parish			
Internal Committees and working groups	Committees and Working Groups to be elected each year and meet regularly to carry out specific work.	To operate an effective and efficient Committee and Working Party system to deal with specific areas of interest such as Finance, HR, Transport, Flooding and Public Rights of Way.	No cost	Ongoing	All Committees and Working groups have worked effectively and followed the procedures to carry out specific work. An additional working group for the Local Plan was established.
Statutory duties:	Continue to undertake statutory duties to: <ul style="list-style-type: none"> • Manage finances in compliance with the Financial Regulations. • Manage meetings and administer Council's business in compliance with the Standing Orders. • Undertake external and internal audits. • Maintain internal controls. • Carry out, update and review Risk Assessments for all activities. • Adopt, update and review Policies and Procedures. • Employ and manage staff in compliance with Employment Legislation. 	To continue to be open and transparent about the way it manages its finances and its procedures. To be accountable to the public. The policies and procedures govern how the Town Council works. To ensure the councillors and the clerk work to current legislation and best practice To ensure that the Council meets the Health and Safety requirements for its staff. Councillors, and public at events and activities	No cost.	Ongoing	All policies reviewed were reviewed in May. An additionally statutory IT Policy is to be adopted in September. The External Audit for 2024/2025 has been signed off by PKF Littlejohn with no queries.

	<ul style="list-style-type: none"> To comply with the law and ensure safety 				
Community Infrastructure Levy (CIL)	Funds to be used towards 3&5 The Green and additional projects	Improved community facilities and assets	£56427.99	May 2025	£6750 has been allocated to pin the kerb around the bandstand and the rest to No.3 The Green.
3&5 The Green	Renovate 3 &5 The Green and The Stables. Work with the Museum. Work with local community groups.	Improve community facilities and town council office. Provide ongoing income for the Town Council. Improve communication with public and groups/organisations.	£230,000	Dec 2026	Work on Phase 1 commenced April 2025 and due to finish end of September 2025.
	Begin preparing the required policies and procedures including maintenance, services, building checks, obtain quotes for the above. Investigate procedures such as letting agreements, book procedures, hire costs and relevant third-party policies. Investigate contracts such as cleaning, Wi-Fi, etc.	Ensures the Town Council is carrying out the required procedures. To ensure the councillors and the clerk work to current legislation and best practice To ensure the Town council is meeting its obligations as an employer and owner of public building in relation to health and safety.	No cost	Ongoing	The Clerk is working with the Premises Working Group to prepare for when the community space opens.
Community and Environment					
Council of Sanctuary	Start the process of being recognised as a Council of Sanctuary. Adopt a separate Action Plan with detailed actions for this.	To create a culture of inclusivity and welcome in Horsforth for refugees and people seeking asylum in the town and surrounding area.	N/A – A budget will be agreed for 2025/2026	2025/2026	The working group continue to work on this and have been working with the Events WG.

	<p>Work closely with the local Town of Sanctuary support group to achieve this.</p> <p>Consider budget for 2025/2026</p>				<p>The accounts of lived experience by men seeking asylum and updates from Horsforth Town of Sanctuary will be published shortly.</p> <p>CLlr Gillinder has been working HToS and the community garden.</p> <p>A representative from HToS will be attending the Full Council meeting in September.</p>
Litter issues	<p>Organise a litter pick in each ward in October</p> <p>Work with Horsforth Litter Pickers</p> <p>Work with Horsforth School</p>	<p>Raise awareness about the issues surrounding litter and provide support with taking practical action to tackle the problem.</p>	No cost	<p>Completed in 2024 and will complete again in October 2025</p>	<p>Arrangements are being made for the litter picks being held throughout October 2025 and the TC will be working with Cygnet and Horsforth Litter Pickers.</p>
Awards	<p>To award a Heart of Horsforth Award.</p>	<p>Recognises the contribution that individuals and group do for Horsforth.</p>	£200	<p>Completed in 2024 and will complete again December 2025</p>	<p>All nominations have now been reviewed and winners agreed upon. The results will be revealed at the Christmas Event</p>

Floral displays	<p>To provide and Maintain Hanging Baskets, Jubilee Garden and other floral contributions in the town.</p> <p>Ongoing local volunteer support from residents and businesses</p> <p>Identify new community areas requiring rejuvenation</p> <p>Ongoing financial support from HTC and investigate funding options via grants and local businesses/organisations.</p> <p>Ongoing support from Horsforth in Bloom</p> <p>Amendment for 2025:</p> <p>Review floral displays to ensure they align with the Biodiversity Policy and help reduce maintenance costs</p>	Enhance the area and ensure that the TC maintains the upkeep	£5600 plus watering costs	Ongoing	<p>CLlr Bromley and CLlr Gains are working with HIB, HCA and HTT to review the floral displays.</p> <p>March 2026</p>
Annual Report	<p>Provide information about the Councils activities in the last year.</p> <p>Prepare a poster and report to be published on the website and on noticeboards.</p> <p>Publish in Village magazine.</p>	An annual report will give residents a brief outline of actions in it has taken, future plans and allows the council to be transparent	No cost	June 2025	The Annual Report was published in June.
Emergency Plan	<p>Prepare an emergency plan</p> <p>Work with Leeds City Council and other relevant organisations.</p> <p>Attend training</p>	<p>Help residents in event of an emergency.</p> <p>Provide useful contact details for residents.</p> <p>Ensures the Town Council is prepared for unprecedented circumstances.</p>	No cost required. This can be provided via the website and paper copies in key locations	2025/2026	The Clerk has started this but due to workload it is not ready for review.

<p>Promote communication and dialogue between HTC and the wider village community</p>	<p>Continue to improve the new website and Facebook page. Investigate making a monthly E-newsletter available and prepare a mailing list Provide a copy of Horsforth Matters annually and print a number of copies for key local amenities Consider utilising social networking and digital media to widen participation and improve access for all. Improve Annual Town Meeting with the aim of increasing participation Inform residents of, and support, local groups that are able to help lonely and isolated people of all ages. Attend external events Attend the Farmers Market bi-monthly Open Town Council office regularly Drop-in sessions are held before every Full Council meeting at 6.30pm Attend Horsforth Gala</p>	<p>Improves communication and is compliant with the Accessibility Regulations</p> <p>Ensures that vulnerable residents have support available and know who to contact</p> <p>Improves communication face to face.</p> <p>Allows the public an opportunity to meet the Clerk and Councillors to discuss concerns. To encourage and facilitate community engagement ensuring those members of the community with the smallest voice are heard and to value the community's contributions and give them consideration.</p> <p>Continue to improve the facilities for both young and elderly residents</p> <p>Engage with community groups, organisations and individuals to help shape the Parish Council's plans for the parish</p>	<p>No cost – Clerk prepared with free website provider</p>	<p>Ongoing</p>	<p>The TC attends the Farmers Market alternate months.</p> <p>Horsforth Matters is done quarterly and published online and available in paper copies at key locations.</p>
<p>Christmas</p>	<p>To provide Christmas Lights and Christmas Trees.</p>	<p>Help local businesses Enhance the appearance and encourage events in the area at Christmas.</p>	<p>£18000</p>	<p>December 2025</p>	<p>The WG is currently organising the event.</p>

Events	<p>Continue to work with other organisations for annual events, Christmas and Remembrance Service. Work towards improving the Christmas event for 2025 To provide three Summer Band Concerts in Horsforth Hall Park.</p> <p>Amendment for 2025: Consider how the TC will provide band concerts in 2026 due to recent communication from LCC</p>	Benefit to local residents and organisations	£8200	Ongoing	<p>The TC held an event for the 80th anniversary of VE Day.</p> <p>The TC had a stall at the Breeze Event in August.</p> <p>Two band concerts were held in the summer.</p> <p>The TC had a stall at the Green Festival Event held on 21st September 2025.</p>
Grants scheme	To provide Grants and Sponsorship to local organisations.	Supports local groups financially. Provides funding for local groups to enhance their facilities and activities which will benefit local residents.	£4000	Ongoing	The TC has awarded £500 to The Grove Methodist Church towards a new roof and £500 to Walk of Art towards a community event.
Footpaths and PROW	Keeping 27 Public Rights of Way clear in the Town.	Enhance the area and protects the local footpaths. Enhance welfare of residents.	N/A	Ongoing	
Planning, Traffic and Licensing Committee					
Planning and new developments	To meet each month to consider planning and licensing applications. Participate and give guidance during consultation exercises for any major developments.	Ensure appropriate and sensitive development. Influence the allocation and investment of any funding streams	No cost	Ongoing	The TC considered and commented on the recent Local Plan consultation.

	<p>Consult with the residents, developers, and Leeds City Council. Ensure communication continues throughout the process of a large development. Promote community engagement in planning and represent residents Monitoring Leeds City Council's proposed site allocations.</p>	<p>from development within and around the village.</p> <p>To ensure that responses to Planning applications are transparent and consistent.</p>			
Road Safety	<p>To provide a SID for use in Horsforth and review the locations regularly. To work with the West Yorkshire Police (including the PCSOs) and LCC.</p> <p>Amendment for 2025: Borrow portable SID from LCC to conduct speed monitoring across various locations in Horsforth</p>	To enable safer journeys for residents.	£500	Ongoing	The PL&T Committee has agreed to hire the temporary SID from LCC.
Neighbourhood Plan	<p>To review the Neighborhood Plan. The Planning Committee ensures that all planning applications adhere to the policies in the Neighbourhood Plan.</p> <p>To consider, review and monitor the complementary actions and aspirations that have been identified in the Neighbourhood Plan that are to be pursued either locally or via</p>	Protect green spaces and community assets	£3243	Council year 2025-2027	<p>The Neighbourhood Plan WG has set actions with targets dates for the review. Some of the milestones have now been met.</p> <p>The community actions shown below are being monitored by the PL&T and C&E Committee.</p>

	outside agencies. (See the community actions listed below.)				
	Amendment for 2025: Review and monitor community actions throughout the year				

Community Actions listed in Neighbourhood Plan		
Green Environment		
Location	Details	Comments
Local Green Infrastructure	Enhance features in co-operation with interested parties and utilising local volunteers	
Hall Park	Formal programme of tree planting and general hard (e.g. Paths) and soft landscape maintenance, including war memorial, cricket pavilion, park gates and more litter bins (e.g. Lee Lane West near tennis courts)	CIL funds used to improve the bandstand area including tarmacking path, planting, new benches and also provided grants to Horsforth Community Garden
Broadway (Fink Hill to Wood Lane) and other grass-verged streets in Broadgate area	Additional tree planting to create attractive 'boulevard' appearance existing elsewhere in this area	This has been achieved as work was done via the Fink Hill highway improvements
Broadgate area	Enhance large areas of grass with appropriate tree planting, subject to consultation with local residents	Wide spread planting of saplings
Cragg Hill/Woodside	Improve management of woodlands and green spaces	Worked with Cragghill and Woodside residents Association to discuss the woodland plan and various infrastructure projects to improve area and management of woodside green
Cragg Wood entrance	Tackle litter and fly tipping	Annual litter picks carried out and use of CIL funds to improve access from along cragghill
Stanhope Drive garage block (NB at ring road end)	Improve / screen in keeping with the stone wall fronting Broadway	

King George Playing Fields	Introduce children's play facilities	Grant provided to Cricket Club for nets
Whetstone Plantation	Manage overgrown woodland	
All areas	Encourage more recycling, including the idea of a new local recycling facility (e.g. Bottle bank).	Promoted recycling information provided by LCC
Built environment		
Conservation Areas	Seek reviews and monitor the situation along with Horsforth Civic Society, Newlay Conservation Society, Cragg Hill and Woodside Residents Group and Rawdon Cragg Wood Conservation Group;	
Town Street	Carry out a street sign audit and develop an overall streetscape design scheme, including a coherent palette of materials for surface treatments, street furniture, planters, shop frontages and essential signage	
Low Lane car sales premises	Encourage sympathetic signage and displays, together with planting to soften the impact on the street scene;	
Low Lane	Improve boundary treatment of commercial premises, including walls, shrub and tree planting and permeable hard surfacing materials	
Railway Station Bridge	Clearly define as a 'gateway' to Horsforth	
Station Road shopping centre	Improve streetscape, including screening of service yards;	C&E funds for the floral hanging baskets and some planters, Horsforth in Bloom maintains the area near the station
Broadgate Lane shopping parade	Enhance forecourt with planters and hanging baskets	There is a planted area on the island
Horsforth Allotment Society Building, Featherbank Lane	Upgrade poor condition building and / or improve area with new planting	
New Road Side	Carry out a street sign audit to inform de-cluttering (i.e. Street furniture, signs etc.). Introduce a coherent approach to street	HCA did an audit about the street scene, Cllr Gains looking into this and liaising with relevant persons

	furniture and surface materials. Carry out tree planting of the wide pavements;	
Shop Front Design Guidance	When it is possible to do so, the production of shop front design guidance specific to conservation areas would help to ensure that shop fronts will be more in keeping with the area. This will help avoid many of the inappropriate designs and signs (such as internally illuminated signs and upvc signs);	
Stanhope Drive Lime Tree Avenue	Tree maintenance, including replacement work as required.	Trees on Cragg Avenue have been pollarded
Museum / Former Housing Offices	Pursue listing with Historic England following proposed conversion works	
New Conservation Areas	Lobby LCC regarding potential new conservation areas at North Road / Scotland Lane and The Brownberries	
Housing		
Houses in Multiple Occupation (HMOs)	The Town Council intends to request Leeds City Council (LCC) to review the current extent of the existing Article 4 Direction boundary, with a view to extending it across further areas of Horsforth. Hmos are a characteristic of areas around universities, but too many can cause imbalances in the local population, which can have a negative effect on communities. For this reason, LCC has already introduced an Article 4 Direction to require planning permission for the conversion of Class C3 dwelling houses into Class C4 houses in multiple occupation in certain areas, including parts of Horsforth. Core Strategy Policy H6 sets out how HMO proposals in these areas will be determined. The area covered by the Article 4 Direction does not extend as far as is	

	desirable to prevent harm to the current profile of the community. Nps do not have the powers to extend Article 4 Directions - only local planning authorities can do this.	
Employment and shopping		
All areas	Investigate possible non-planning actions to restrict the volume of charity shops, betting shops and hairdressers - the general support for retail sector growth was qualified by specific community concerns regarding the volume of fast food takeaways, hairdressers, charity and betting shops and calls to restrict these particular uses;	
All areas	Work to encourage new local businesses and jobs, notably in the office, retail and light industrial sectors, including supporting increased activity at Leeds Bradford International Airport (beyond the Horsforth boundary).	
Community facilities and services		
All areas	Lobby relevant authorities regarding meeting local children's school-place needs	
All areas	Seek provision of new assets catering particularly for young and elderly people and their recreational / leisure needs.	Considerable input to developing youth provision - Emmie and Becky Cousins working on it. Attended Breeze event
Traffic/transport		
Town Street / New Street Car Parks	Significant enhancements, including erection of stone wall fronting Town Street;	TC has previously contacted owners of Crabtree land
Broadway / Fink Hill	Improve pedestrian crossing facilities to / from Hall Park	
Station Road area	Review on-street parking and on-pavement parking problems;	Permit parking at bottom of Station Road

Wood Lane / Regent Avenue Car Park (adjacent to Cragg Wood Recreation Ground)	Resurface and mark out parking bays, to encourage proper use and reduce on-road car parking;	Currently investigating who owns the land with Craggwood Ass.
New Road Side	Review traffic management controls to improve shopping area car parking;	
Hall Lane (adjacent Park Gate Close and Emmanuel Baptist Church) and West End Lane	Review parking controls currently used for on-street residential and visitor parking to improve traffic flow	
Green Belt areas –	Maintain paths and tracks, particularly to facilitate disabled access	Francesca and Aiden worked with Cragghill and Woodside residents Association to maintain footpath 26 and 27. Emmie has worked liaised with relevant people about the Hunger Hills footpath.
Scotland Beck / Old Mill Beck / Oil Mill Beck –	Footpath extensions to create greater route continuity;	
Public rights of way	Update route / waymark signage. Waymark a 'horsforth circular walk', links joining the Leeds country way to Kirkstall along the river aire and links with the west Leeds country park and green gateways;	Areas of the Vale is now 20mph
All areas	Investigate possible actions to address traffic volumes throughout the Neighbourhood Area - consultation with local businesses indicated that the majority are concerned with the current adequacy of road and transport links. Monitor particular bottlenecks at Brownberrie Lane / Station Road / Old Ball at peak times;	Improvement have been made to Fink Hill and Rodley - Horsforth roundabout.
All areas	Investigate possible actions to address on-road resident and non-resident parking	

Adopted: 18th May 2023

Reviewed: 29th May 2025, 25th September 2025

Review date: May 2026

Clerk updates the document throughout the year when necessary and uploads to the website.