



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 |
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| Finance and General Purposes | | | | | |
| Training and development | <p>Book training where needed and prepare a training and skills audit spreadsheet.</p> <p>Update Councillor and staff Handbook.</p> | <p>To have councillors and clerk who are up to date on all relevant legislation.</p> <p>To continue good governance by making it mandatory for new councillors to attend New Councillor training and other training as required.</p> <p>To support staff in attending training courses and conferences.</p> | <p>Budget:</p> <p>Staff: £1000</p> <p>Councillors: £1000</p> | Ongoing | <p>The Town Council elections were held in May 2023 and all elected Councillors will be provided whole council training. The members that were unable to attend, have been offered alternate training.</p> <p>The Administration Assistant completed the ILCA course in December 2023.</p> <p>Staff members continue to attend training relevant to roles.</p> |

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| Local Council Award Scheme | <p>Work towards the Quality award. Aspire to high standards and best practice and continue to work for higher levels of award.</p> <p>Amendment for 2024: Work towards the Quality award.</p> | Demonstrates that the council meets the minimum requirements for operating lawfully and according to standard practice. | £200 | 2023 and work towards higher levels to be completed by 2025/2026. | <p>The Town Council was awarded the Foundation (now named Bronze) level in February 2024 and agreed to apply for the next award (Silver) and the Clerk has started work on the application.</p> <p>January 2025 Update: The application has now been submitted.</p> |
| Communication with local groups and organisations | Liaise with and engage, as appropriate, in partnership or support arrangements with Leeds City Council, other local councils, government departments, statutory and public bodies, churches, local schools and voluntary bodies or agencies. | <p>Provide community services and improve the environment to benefit the people of Horsforth.</p> <p>Engage with community groups, organisations and individuals to help shape the Town Council's plans for the parish</p> | No cost | Ongoing | The Town Council held a resident drop-in session on 14 th December 2023 for to give an update about the No.3 The Green project and receive feedback from residents. A meeting was held in February 2024 to hear from local community groups. |
| 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. |

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| Statutory duties: | <p>Continue to undertake statutory duties to:</p> <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 comply with the law and ensure safety | <p>To continue to be open and transparent about the way it manages its finances and its procedures.</p> <p>To be accountable to the public.</p> <p>The policies and procedures govern how the Town Council works.</p> <p>To ensure the councillors and the clerk work to current legislation and best practice</p> <p>To ensure that the Council meets the Health and Safety requirements for its staff. Councillors, and public at events and activities</p> | No cost. | Ongoing | <p>The AGAR was completed by the statutory dates and approved by the external auditor in 2024.</p> <p>All policies are reviewed annually.</p> |
| Community Infrastructure Levy (CIL) | Funds to be used towards 3&5 The Green and additional projects | Improved community facilities and assets | £75573 | May 2025 | <p>November 2024 Update:</p> <p>The TC agreed to use the funds towards the No.3 refurbishment and projects in Hall Park and the works have now been completed and paid for.</p> <p>A small amount is still available to spend, and the CIL WG has</p> |

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| | | | | | <p>met to consider options proposed by the community.</p> <p>January 2025 Update: The F&GP Committee has approved a quote to pin the tarmac near the bandstand.</p> |
| 3&5 The Green | <p>Renovate 3 &5 The Green and The Stables. Work with the Museum. Work with local community groups.</p> | <p>Improve community facilities and town council office. Provide ongoing income for the Town Council. Improve communication with public and groups/organisations.</p> | £230,000 | March 2025 | <p>November 2024 Update: LCC has granted planning permission and the draft license of alterations has been prepared.</p> |
| | <p>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.</p> | <p>Ensures the Town Council is carrying out the required procedures.</p> <p>To ensure the councillors and the clerk work to current legislation and best practice</p> <p>To ensure the Town council is meeting its obligations as an employer and owner of public building in relation to health and safety.</p> | No cost | Ongoing | <p>Relevant policies have been adopted by the Town Council and more will be reviewed once No.3 opens.</p> <p>Clerk still investigating additional funding options for Phase 1 and 2 but they are very limited.</p> <p>January 2025 Update: The Clerk is working with relevant parties to obtain a license of</p> |

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| | | | | | alterations to start the works. |
| Community and Environment | | | | | |
| Amendment for 2024 Council of Sanctuary | Start the process of being recognised as a Council of Sanctuary. Adopt a separate Action Plan with detailed actions for this. Work closely with the local Town of Sanctuary support group to achieve this. Consider budget for 2025/2026 | 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 Action Plan has been drafted and considered by the WG. January 2025 Update: The WG continue to meet and are working with Horsforth Town of Sanctuary |
| Amendment for 2024 Litter issues | Organise a litter pick in each ward in October Work with Horsforth Litter Pickers Work with Horsforth School | Raise awareness about the issues surrounding litter and provide support with taking practical action to tackle the problem. | No cost | October 2024 | November 2024 Update: Litter picks were carried out in October 2024. The C&E Committee is arranging a meeting with Horsforth School & Horsforth Litter Pickers to discuss ways they can work together to raise awareness. |

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| Awards | To award a Heart of Horsforth Award. | Recognises the contribution that individuals and group do for Horsforth. | £200 | December 2024 | <p>The Clerk proposed a new scheme that was adopted called The Heart of Horsforth Awards Scheme.</p> <p>November 2024 Update: The C&E Committee have now agreed the winners and they will be announced at the Christmas light switch on event.</p> <p>January 2025 Update: The awards were presented at the January Full Council meeting due to the Christmas Event being cancelled.</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</p> | Enhance the area and ensure that the TC maintains the upkeep | £5600 plus watering costs | Ongoing | LCC are no longer able to water the floral displays, and the TC agreed a quote with a new contractor. This is to be reviewed in a year. |

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| | grants and local businesses/organisations. Ongoing support from Horsforth in Bloom | | | | The cost for floral displays is within budget this year. January 2025 Update: The C&E Committee are considering ways to lower the cost of floral displays for 2025. |
| Annual Report | Provide information about the Councils activities in the last year. Prepare a poster and report to be published on the website and on noticeboards. Publish in Village magazine. | 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 2024 | The Clerk published the Annual Report in June 2024. |
| Emergency Plan | Prepare an emergency plan Work with Leeds City Council and other relevant organisations. Attend training | Help residents in event of an emergency. Provide useful contact details for residents. Ensures the Town Council is prepared for unprecedented circumstances. | 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. |
| Promote communication and dialogue between HTC and the wider village community | 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 | Improves communication and is compliant with the Accessibility Regulations Ensures that vulnerable residents have support available and know who to contact | No cost – Clerk prepared with free website provider | Ongoing | All communication has improved and the Editorial WG has met regularly to prepare Horsforth Matters newsletter with the Admin Assistant. |

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| | <p>Consider utilising social networking and digital media to widen participation and improve access for all.</p> <p>Improve Annual Town Meeting with the aim of increasing participation</p> <p>Inform residents of, and support, local groups that are able to help lonely and isolated people of all ages.</p> <p>Attend external events</p> <p>Attend the Farmers Market bi-monthly</p> <p>Open Town Council office regularly</p> <p>Drop-in sessions are held before every Full Council meeting at 6.30pm</p> <p>Attend Horsforth Gala</p> | <p>Improves communication face to face.</p> <p>Allows the public an opportunity to meet the Clerk and Councillors to discuss concerns.</p> <p>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>The Annual Town Meeting was advertised in advance of the meeting.</p> <p>Cllrs continue to attend the Farmers Market and also, attended the Breeze event and Climate action event.</p> |
| Christmas | To provide Christmas Lights and Christmas Trees. | <p>Help local businesses</p> <p>Enhance the appearance and encourage events in the area at Christmas.</p> | £17000 | December 2024 | <p>Provided and chose the lights in April 2024.</p> <p>The cost is within budget.</p> <p>Clerk applied for a LCC grant but this was not approved in August 2024 as LCC said there was no funding available.</p> |
| Events | Continue to work with other organisations for annual events, Christmas and Remembrance Service. | Benefit to local residents and organisations | £7000 | Ongoing | The Annual Event WG organised two events this year. A D-Day 80 th |

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| | Work towards improving the Christmas event for 2024 To provide three Summer Band Concerts in Horsforth Hall Park. | | | | anniversary event and had a stall at the Walk of Art. January 2025 Update: The full Christmas Event had to be cancelled due to the weather but the TC still ensured some aspects continued on the day. The TC agreed to sponsor the band concerts for 2025 at a cost of £1080. |
| 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 C&E Committee awarded £1500 in September 2024. Details can be found on the website. |
| 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 | The C&E Committee agreed to carry out inspections of the footpaths and these will be carried when litter picks are done in October 2024. |
| Planning, Traffic and Licensing Committee | | | | | |
| Planning and new developments | To meet each month to consider planning and licensing applications. | Ensure appropriate and sensitive development. | No cost | Ongoing | The PL&T Committee continue to consider |

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| | <p>Participate and give guidance during consultation exercises for any major developments. 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>Influence the allocation and investment of any funding streams from development within and around the village. To ensure that responses to Planning applications are transparent and consistent.</p> | | | <p>planning applications and meet monthly.</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> | To enable safer journeys for residents. | £500 | Ongoing | <p>Admin Assistant obtained quotes to move the SID to a different location. (Aug 24)</p> |
| Neighbourhood Plan | <p>To review the Neighborhood Plan. The Planning Committee ensures that all planning applications adhere to the policies in the Neighbourhood Plan. January 2025 Update: 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 2024/2025 | <p>Agreed that the TC will review the plan after the 2023 elections. The Working Group have started to review the plan in March/April 2024 and agreed to attend relevant training. November 2024 Update: The working group has carried out training about the NDP.</p> |

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| | outside agencies. (See the community actions listed below.) | | | | January 2025 Update: The NDP includes some community actions listed below that the TC have started to review and action where possible. |
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| Community Actions listed in Neighbourhood Plan | | |
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| 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) | |
| 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 | |
| Broadgate area | Enhance large areas of grass with appropriate tree planting, subject to consultation with local residents | |
| Cragg Hill/Woodside | Improve management of woodlands and green spaces | |
| Cragg Wood entrance | Tackle litter and fly tipping | |
| 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 | |
| Whetstone Plantation | Manage overgrown woodland | |

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| All areas | Encourage more recycling, including the idea of a new local recycling facility (e.g. Bottle bank). | |
| 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; | |
| Broadgate Lane shopping parade | Enhance forecourt with planters and hanging baskets | |
| 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 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 | |

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| | 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. | |
| 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 | | |
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| 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. | |
| Traffic/transport | | |
| Town Street / New Street Car Parks | Significant enhancements, including erection of stone wall fronting Town Street; | |
| Broadway / Fink Hill | Improve pedestrian crossing facilities to / from Hall Park | |
| Station Road area | Review on-street parking and on-pavement parking problems; | |
| 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; | |
| New Road Side | Review traffic management controls to improve shopping area car parking; | |

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| 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 | |
| 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; | |
| 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; | |
| All areas | Investigate possible actions to address on-road resident and non-resident parking | |

Adopted: 18th May 2023

Reviewed: 30th May 2024. Updated 12th September 2024, 20th November 2024, January 2025

Review date: May 2025

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