



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 | 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 | |

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| | 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. |
| 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 | All policies are reviewed annually. |
| Community Infrastructure Levy (CIL) | Funds to be used towards 3&5 The Green and additional projects | Improved community facilities and assets | £56290 | May 2025 | £40,000 has been allocated to No.3 The Green |

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| | | | | | £6750 has been allocated to pin the kerb around the bandstand. |
| 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 in April 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. 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 working group continue to work on this. |

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| 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 2025 | |
| 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 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 | Improves communication and is compliant with the Accessibility Regulations Ensures that vulnerable residents have support available and know who to contact Improves communication face to face. 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 | No cost – Clerk prepared with free website provider | Ongoing | |

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| | 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 | community's contributions and give them consideration. Continue to improve the facilities for both young and elderly residents Engage with community groups, organisations and individuals to help shape the Parish Council's plans for the parish | | | |
| Christmas | To provide Christmas Lights and Christmas Trees. | Help local businesses Enhance the appearance and encourage events in the area at Christmas. | £18000 | December 2025 | |
| Events | 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. Amendment for 2025: Consider how the TC will provide band concerts in 2026 due to recent communication from LCC | Benefit to local residents and organisations | £8200 | Ongoing | |
| 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 | |

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| 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. 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. | Ensure appropriate and sensitive development. 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. | No cost | Ongoing | |
| Road Safety | 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. Amendment for 2025: Borrow portable SID from LCC to conduct speed monitoring across various locations in Horsforth | To enable safer journeys for residents. | £500 | Ongoing | |
| Neighbourhood Plan | To review the Neighborhood Plan. The Planning Committee ensures that all planning applications adhere to | Protect green spaces and community assets | £3243 | Council year 2025-2027 | |

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

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| 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 | |
| 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; | |

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| 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 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 | |

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| | 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. | |
| Traffic/transport | | |

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| 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; | |
| 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: 29th May 2025

Review date: May 2026

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