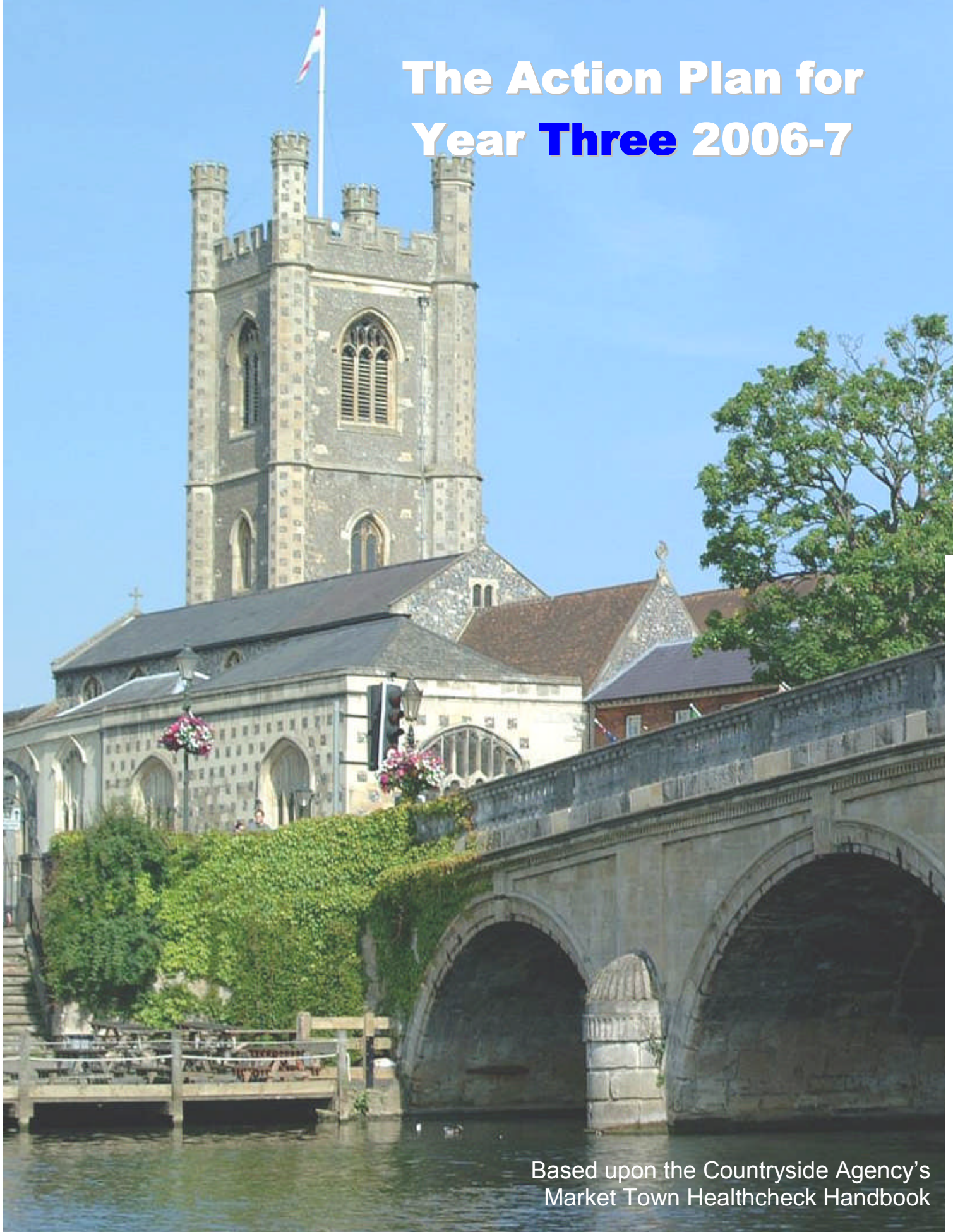


Henley-on-Thames

The Action Plan for Year **Three** 2006-7



Based upon the Countryside Agency's
Market Town Healthcheck Handbook

The background of the entire page is a faded, light blue-tinted photograph. It depicts a large, historic stone church tower with multiple crenellated battlements and arched windows. A tall flagpole stands in front of the tower, flying a flag. In the foreground, a stone bridge with several large arches spans a body of water. Lush green trees and foliage are visible behind the church and along the riverbank.

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INTRODUCTION

Henley-on-Thames is an attractive market town set on the River Thames in the Chilterns Area of Outstanding Natural Beauty. With river trade dating back to the 12th century and over 300 buildings designated 'of special architectural or historical interest', it is one of the oldest settlements in Oxfordshire. Although known worldwide for its rowing tradition and for hosting the Henley Royal Regatta, the town has much more to offer its visitors, businesses and 10,600 residents throughout the year.

That is not to say that the town, like any small market town, is without its challenges. These include traffic and public transport issues, shortage of funding and lack of affordable housing.

This Action Plan aims to address some of these issues and to make Henley a better place to work, live in and visit. To achieve this, all parts of the community need to work together – local authorities, residents, the business community and local organisations. Above all, the Plan demonstrates the need for effective partnership.



THE ACTION PLAN

The Henley Action Plan sets out to provide a strategy for improving the town such as maintaining its retail competitiveness, and increasing its community spirit, through various economic, environmental, transport, and social initiatives. The following vision achieved through consultation for the first action plan (2004-5) is still felt to be valid:

“An environment in which people are pleased to live and work, where commercial and leisure opportunities flourish, which visitors find attractive, and whose historic character is enhanced.”

The original Action Plan was based on the Countryside’s Agency’s Market Town Healthcheck Handbook, which enabled its performance to be evaluated against others across the country. A market town healthcheck not only identifies the economic, environmental, and social strengths and weaknesses of a town, but also the impact of changing local circumstances.

The Henley Action Plan covers four themes:

- Economy (including tourism and marketing)
- Environment
- Social and community (including housing), and
- Transport and accessibility

Further details regarding the process of the Healthcheck and the SWOT Analysis, which analyses the strengths, weaknesses, opportunities, and threats facing the town, are contained within the first version of the Action Plan. Listed in the appendix are the current year’s Action Plan projects. Projects that have funding provisions allocated are labelled ‘short-term’. Those that haven’t funding or resources assigned for that particular financial year, which we hope can be progressed in the future, are labelled Potential and either capital (macro) or smaller-scale (micro) projects and cover medium to long-term timescale.

CONSULTATION ON PROJECTS

Year on year, it is hoped that consultations will take place to decide the priority projects to take forward each year. The first year's consultation and resulting SWOT analyses, which helped outline the issues and projects for year one, are still considered a useful evidence base for new projects. The partnership team, which consists of Henley Town Council, South Oxfordshire District Council, Henley Partnership Groups, local volunteers, and businesses, all discuss new project ideas yearly. These are then prioritised into short and long term projects, with the short term ones having funding assigned to them where appropriate.

Following on from consultations held to create the original action plan it was decided that wider consultation is required, year on year, to gain a good cross section of opinions to inform the project choosing process.



HOW TO GET INVOLVED

- Join the Henley Partnership as an individual, a company or a local organisation. Your membership fee will contribute towards projects in the Action Plan which will help make Henley a better place to work, live and visit.
- Sponsor an event or project. In return, we will publicise your involvement to raise your profile
- Volunteer some of your time
 - we need help with organisation and administration. Commitment of skills and time is as valuable as money.

Let us have your views and, as importantly, your support, to realise the goals set out within the Action Plan.

Partners in Henley

The Henley Partnership is a self-supporting enterprise for the town, made up of businesses, community groups and individual members. It is working with **South Oxfordshire District Council, Oxfordshire**

County Council, and Henley Town Council to implement the Action Plan.

For further information contact:

Henley Town Council

Town Hall

Henley-on-Thames, RG9 2AQ

Telephone: 01491 576982

Fax: 01491 571660

enquiries@henleytowncouncil.gov.uk

www.henleytowncouncil.gov.uk

Neil Blake, **Henley Partnership**

One Stop Shop, Town Hall

Henley-on-Thames, RG9 2AQ

balfourblake@northbarnewelme.freemove.co.uk

www.henley-on-thames.org/

www.henley-on-thames.info

Helen Ryan

Economic Development

South Oxfordshire District Council

Benson Lane, Crowmarsh Gifford

Wallingford, Oxon, OX10 8DB

Telephone: 01491 823313

Fax: 01491 823015

helen.ryan@southoxon.gov.uk

www.southoxon.gov.uk

SUMMARY OF YEAR TWO (Apr 2005- Mar 2006)

Following on from the success of year one, year two has also achieved the majority of short term projects. Twenty four short term projects were completed which is again a great achievement. Each year projects get bigger and better and more people become involved helping push more ideas forward. Another seven projects are still ongoing and only nine were not achieved in 2005-6 due to there being a lack of resources to carry the project forward. Key achievements during year two included:

- The Christmas event was better than ever, with extra lights & trees around the town
- Extra markets were held i.e. French & Continental
- Henley began the process to become a fair trade town
- Henley Business Watch was launched
- Henley Area Crime & Safety Group pushed forward several initiatives
- A review of District led tourism has meant a new Destination management System is underway
- Henley has been promoted as a destination at various trade shows
- Regular updates are provided on the Henley-on-thames.info website in relation to the Action Plan
- Launch of the Henley schools environmental science prize
- Improved cleanliness in the town centre
- Made progress in making improvements at the recreation grounds i.e. provided a youth shelter at Freemans Meadow
- Won Silver in Britain in Bloom competition
- Henley Festival Extra was held during the winter months
- Regular newsletters
- Henley Integrated Transport Study is positively progressing
- A community consultation event was held to gain ideas/support for year three projects

A successful consultation event was held at the River and Rowing Museum in September 2005. More than sixty local people came along to learn more about the Action Plan and find out what people wanted to see being achieved. Presentations were hosted outlining what the Action Plan was about, and then small groups were facilitated to gain and discuss project ideas for year three.

Newsletters are prepared quarterly to promote what has been achieved by the Henley Action Plan, to invite feedback, and encourage more people to become involved in the work that is being achieved for the town. This is delivered to Henley Partnership members, Henley Residents & local businesses (subject to their being funding), and always displayed in areas of public interest (i.e. the library, town hall, TIC, map boards, doctors surgeries). Also at least once a year the newsletter is inserted in the Henley Standard to gain wider distribution to the hinterland.



The background image shows a historic stone building with a prominent square tower featuring crenellations and arched windows. A tall flagpole with a flag stands behind the tower. In the foreground, a stone bridge with multiple arches spans a river. Lush green trees and foliage are visible behind the bridge and building. The scene is captured in a slightly faded, artistic style.

APPENDIX ONE

Strategic Objectives

Strategic Objectives: South Oxfordshire

South Oxfordshire District Council amended its statement of Strategic Intent and Strategic Objectives in 2004. The Action Plan aims to work within these objectives, which are listed below:

Statement of Strategic Intent		
To work in partnership to maintain and improve the quality of life in South Oxfordshire		
Strategic Objective 1: EXCELLENCE		
To be recognised as an excellent Council	Key Aims	<ol style="list-style-type: none"> 1. Keep future increases in Council's Budget requirement at or below inflation (subject to any increases required to meet Government legislation) 2. Achieve external recognition of excellence 3. Improve customer satisfaction with the Council and its services 4. Continuously improve service standards in priority areas 5. Ensure equality of access for all to all of our services
Strategic Objective 2: LEADERSHIP		
To serve and listen to the people of South Oxfordshire as their community leader	Key Aims	<ol style="list-style-type: none"> 1. Take a lead in representing the interests of South Oxfordshire 2. Act on behalf of our community to encourage improvements in services in those areas for which we are not the lead provider 3. Listen to and take into account feedback we receive from our consultation 4. Increase the numbers of people from all groups who participate in decisions about Council services 5. Work with local communities to deliver the council's strategic objectives through targeted grant aid
Strategic Objective 3: CRIME		
To reduce crime and the fear of crime	Key Aims	<ol style="list-style-type: none"> 1. Reduce the amount of recorded crime 2. Reduce the number of people feeling unsafe after dark and in daylight 3. Tackle vandalism, anti-social behaviour and environmental crime 4. Take Community Safety into account across all Council services in accordance with Section 17 Crime & Disorder Act 5. Maximise the opportunities to use deterrents such as Police Community Safety Officers & CCTV
Strategic Objective 4: HOUSING		
To meet people's housing needs	Key Aims	<ol style="list-style-type: none"> 1. Increase the supply of affordable housing including that for key workers 2. Increase the overall supply of housing 3. Improve the speed and accuracy of housing benefit processing 4. Improve access to housing through coordination with housing and related partners 5. Improve our housing advice services, to prevent homelessness and help people with housing difficulties to help themselves 6. Improve housing quality and energy efficiency
Strategic Objective 5: HEALTH AND WELL-BEING		
To improve health and well-being	Key Aims	<ol style="list-style-type: none"> 1. Increase use of our leisure centres 2. Return people to active lifestyles by increasing participation in sport and other physical activity 3. Complete the development of Didcot Arts Centre and Cinema 4. Reduce avoidable ill-health and accidents 5. Promote health and well-being

Strategic Objective 6: ECONOMY		
To maintain and improve the economy	Key Aims	1. Complete the development of Didcot Town Centre
		2. Support and develop tourism in the District
		3. Promote vibrant towns
		4. Tackle deprivation and share the benefits of a competitive economy
Strategic Objective 7: ENVIRONMENT		
To maintain and enhance the environment	Key Aims	1. Improve the management of waste, through reduction, recycling and composting
		2. Act to minimise the risks and impact of flooding
		3. Minimise environmental pollution
		4. Protect and improve the quality of the built environment and streetscape
		5. Protect and improve the quality of the natural environment

Local Strategic Objectives: Henley

The local objectives listed below have been formulated from the findings of the healthcheck of Henley, and the Action Plan aims to work towards these (this is shown in Appendix B).

To improve the vitality of the town centre throughout the year

1. *To continue to improve the sustainability and diversity of the local economy*
2. *To enhance the physical environment of the town*
3. *To provide an integrated approach to promoting the town and improving communication*
4. *To improve transport provision and minimise traffic problems*
5. *To improve and harness relations between all age groups and communities*
6. *To encourage participation in community development*
7. *To ensure that those in housing need have access to housing and the appropriate support*
8. *To reduce the fear of crime in Henley*

The background image shows a large, light-colored stone church tower with multiple crenellated battlements and arched windows. A flag flies from a tall pole in front of the tower. In the foreground, a stone bridge with several large arches spans a body of water. A green hedge runs along the left side of the bridge. The overall scene is bright and clear.

APPENDIX TWO

YEAR THREE ACTION PLAN PROJECT LISTS

Projects are listed as short and longer term

This Appendix outlines current project ideas. The list is based on consultation and is not exhaustive. The purpose of the Action Plan is that it is a rolling document and as more funding is secured many more projects can be initiated. There are two lists, those projects that are short-term and achievable during the current financial year, and those that are considered longer term (if resources and funding are secured these could be achieved sooner). In the tables below project timescales are stated with an estimated date where available. They are either:

- short (S) (within the current financial year);
- medium (M) (within 2-3 years); or
- long term (L).

The following information is also contained within the tables:

- who will be responsible for undertaking the actions;
- an estimated cost;
- how the District Council objectives and Henley Town Objectives will be complied with (the number corresponds to the number of a objective found in Appendix 1);
- a priority rating for each action: 1 being the highest and 3 the lowest;
- a reality check (how realistic it is to achieve this objective): 'A' being the most realistic and 'C' the least.

Key:

Henley Town Council – HTC

Henley Partnership – HP

South Oxfordshire District Council –SODC

Oxfordshire County Council - OCC

SHORT TERM PROJECTS

Action	Strategic Objective SODC	Strategic Objective HTC	Short/medium/long term	Who is responsible for implementing the action?	Estimate Funding Required	When
ECONOMY						
Support the Christmas Festival (late night shopping)	6:3	1	S	HP/HTC	Separate Budget	Dec 06
Continue to hold regular markets with alternative style ones	6:3	1	S	HP/SODC	£250	Monthly?
Henley Food Festival	6:3	3,5,6	S	Tourism Group/HP	Approx £40,000	28/29 th April 2006
Three day continental market	6:3	1	S	HP/HTC	£150	Oct 2006
Encourage music in the marketplace & at the bandstand (need a group to push this forward)	6:3	1,3	S-M	HP/HTC	£500 + (£3,500 HTC Separate Budget)	Ongoing
Gain certification making Henley a Fair Trade Town, once achieved every March there will be a Fairtrade Fortnight held	6:3	1.3	S-M	Society of Friends (Quakers).	£500 Towards print costs	March 06 onwards
Business Watch	3:1-5 6:3	8,5,6	S	Henley Area Crime & Safety Group	Separate Budget (£8,000 HTC)	Year long activities
ECONOMY- TOURISM						
Keep TIC open throughout 2006 (rename VIC)	6:3	5,6	S	HTC	Separate Budget	2006
Host a 'River Sail Past' (Hambleton to Marsh Locks) event for locals to celebrate their river town – try to get all boat owners to put on the show	6:3	5,6	S	HP (Approach Henley Sailing Club?)	£300	August 06
Promote the town's Heritage create heritage walks & promote the River	6:3	5,6	S	HP Tourism	Separate Budget	During 2006
Train concierge/waiting hotel/restaurant staff to represent/promote Henley better, and look at providing an 'Introduction to Henley' document.	6:3	5,6	S	HP Tourism/ River & Rowing Museum	Separate Budget	Ongoing

Henley Action Plan

Action	Strategic Objective SODC	Strategic Objective HTC	Short/medium/long term	Who is responsible for implementing the action?	Estimate Funding Required	When
Raise Town's tourism offer & profile: Includes: Engage a PR company to promote the town & run the TIC (to be renamed VIC). Re-brand the VIC with a logo, colour scheme and new directional signage.	6:3	5,6	S	HP Tourism	Separate Budget	Ongoing
Provide a SODC Touchscreen Tourism information kiosk in the Market Place	6:3	5,6	S	SODC	Separate Budget	By June 2006
Start a 'newspaper' called "What's on in Henley" to cover civic organisations, entertainment centres, exhibition centres, the R&RM, festivals and carnivals etc. It would be available in electronic format on the website, hard copy in the VIC, on information boards, and at attractions	6:3	5,6	S	HTC/PR company	Separate Budget	Ongoing
Trial 'Stop-Me for Information' summer 'bikes on the towpath on Saturdays and Sundays.	6:3	5,6	S	HTC/PR company	Separate Budget	Ongoing
ECONOMY- MARKETING						
Add cycle & walking (inc Heritage Trail walk) information to website	6:3	5,6	S	Project Champion required	£1,000	May 2006
Website Management (Graffixx) – www.henley-on-thames.info & .org	6:3	5,3	S	Graffixx/HTC/HP	£1,000 for the year	Yearly
ENVIRONMENT						
Support the Henley Schools Environmental Science Prize	6:3	1,2,5	S	Env Group/HTC	£1000	2006/7
Improve town centre cleanliness	7:4	2	S	SODC	Separate budget (HTC/SODC)	Ongoing
Provide more public waste bins	7:4	2	S	HTC	Separate budget (HTC)	During 2006
Waterman's Allotments (tidy up the area)	7:4, 7:5	2	S	HTC	Separate budget (HTC)	2006
Enter the Britain in Bloom competition & support Henley In Bloom	6:3	1,3	S	HTC	Separate budget (HTC)	Summer 2006

Henley Action Plan

Action	Strategic Objective SODC	Strategic Objective HTC	Short/medium/long term	Who is responsible for implementing the action?	Estimate Funding Required	When
Research, collect and publicise annual indicators for Henley	6:3	1,3	S	HP Environment Group	Funding for publicising £500	April 2006
Maintain Henley's rich natural environment – i.e. the Chalk Bank	6:3, 7:5	1,3	S-M	Henley Wildlife Group	(Funding not provided through the action plan budget)	Ongoing Management
Celebration of 150 years into Henley by train. Plans for a train shaped planter on station park	7:4	2,6	S	HTC Henley In Bloom committee	-	Summer 2006
SOCIAL & COMMUNITY						
Support a Henley Town & Villages Open Studio Weekend - <i>Held in conjunction with Oxfordshire Arts Weeks 2006, this is an art trail to lead visitors around artists studios in Henley & surrounding area</i>	6:5, 6:3	6	S	Henley Arts & Craft Guild	£1,300 to cover 20,000 leaflets & publicity	May 2006
Support the Come Together Festival	6:3	6	S	HP Community Forum	£3,000	May 06
Support Henley Festival Extra	6:3	3	Short	HTC/HP/SODC/ Henley Festival	£1,000	Oct 2006
Create a Community Website	6:3	5,6	S	HP/PR company	Separate budget	Sept 2006
Provide Action Plan newsletters	6:3	3	Short	HR/HP	£5,000	4 x a year
Support the HAYODS or other groups to put on Plays in the Marketplace/ Bandstand	6:3	1,5,6	S-M	various	£500	Summer 2006
SHOUT project, the Henley Festival's annual schools outreach project	6:3	1,5,6	S-M	Henley Festival	£1000	Summer 2006
Support the Henley Carnival (<i>replacing the Family Fiesta and is a free event incorporating 400 local school children</i>)	36:3	1,5,6	S	Henley Festival	-	9 th July 2006 Sunday lunchtime event
TRANSPORT						
Henley Integrated Transport Study – various projects	6:3	1,5,6	S-M	OCC/HTC	Separate budgets	Ongoing

POTENTIAL PROJECTS (Medium to Longer Term) THAT REQUIRE FUNDING AND/OR RESOURCES

(A) CAPITAL (MACRO) PROJECTS

Action	Strategic Objective SODC	Strategic Objective HTC	Short/medium/long term	Who is responsible for implementing the action?	Estimate Funding Required	Current Issues	When
ECONOMY							
Riverside Heritage Project A keystone project working towards the longer-term health of the town. One element being to link either side of the bridge via a pedestrian-friendly boardwalk. Longer term, there is the opportunity to create a natural, circular walking route linking the riverside to the town centre.	6:2, 7:4	2,4	Med-long	All 3 partners & OCC	Boardwalk – approx £200,000 SEEDA SERTP to be approached	Land ownership issues	-
Improving Town Council's Function in Henley – to provide an enhanced service in a central location. Combine services of TIC and onestopshop into Town Hall. Requires 2 stage project: 1- Design to ascertain space for the changes. Look into utilising 2 rooms next to the onestopshop and make the entrance more welcoming (ideas include glass doors at entrance) 2- Capital Costs – build of project	6:3	1,3	S-M	HTC/SODC	-	Awaiting One stop shop review	2006-2007
Lockwood Initiatives Various large capital schemes proposed	6:3	1,2,4	M-L	HTC/SODC	-	Funding	2006-7
Research development project ideas: <i>Mews Development, Reading Road area</i> <i>Salisbury Club, Burnt out shop – Duke St</i>	6:3	1,2,4	M-L	HTC/SODC	-	Funding & need a Development plan for Henley	-
Grey's Road Car Park – Re-establish the presence of Grey's Rd being a road not just the car park.	6:3	1,2,4	M-L	HTC/SODC	-	Needs a project champion & funding	-

Henley Action Plan

Action	Strategic Objective SODC	Strategic Objective HTC	Short/ medium/ long term	Who is responsible for implementing the action?	Estimate Funding Required	Current Issues	When
Improve Parking in the town – look at possibilities of Underground Parking at Townlands, bringing back private parking into public use, amongst other ideas	6:3	1,2,4	M-L	HTC/SODC	-	Needs a project champion & funding	-
TOURISM							
Promote tourism - Provide physical improvements to link a number of facets of the town, such as the town to the river. This would then enhance the appeal of the River Thames to tourists. e.g's include better information provision which includes the town info display boards/ new town maps, mobile platform for marketplace, circular walks (signage/leaflets), outdoor events arena?	6:2	1,3	S-M	HTC/SODC/H P	Approx £40,000	Need a Tourism Strategy to link ideas & cost them	2006-7
Research to locate a new Public Slipway (possibly Mill Lane), & usage of current one's to encourage more use of the river	6:2	1,3	M-L	HTC	Approx £5,000 for research report	Needs a project champion & funding	2006-7
<u>Journalists/Magazine Writers Fam Visits</u> –look at starting a Henley Star Rating of 'Dinner Plate Restaurants' to provide the 'gastronomic experience'.	6:2	1,3	S-M	HP Tourism	unknown	Needs a project champion & funding	-
ENVIRONMENT							
Research provision of electronic town information display board/screen at town entry points (dual purpose – events (advertising) & carpark spaces advice) – possible location traffic lights at bottom of marketplace. Possibly research a projector style electronic info onto 'canvas'	6:2, 6:3	2,3,4	M-L	HTC Mill Meadows Sub Committee/ HP Tourism Group	-		2006
Create a footbridge link from the Station to Mill Meadows	6:2, 6:3	2,3,4	M-L	HTC/OCC	-	Funding & lack of feasibility study	-
Provide new public toilets	7:4	1,2	M-L	HTC/SODC	-	Funding	-

Henley Action Plan

Action	Strategic Objective SODC	Strategic Objective HTC	Short/ medium/ long term	Who is responsible for implementing the action?	Estimate Funding Required	Current Issues	When
Improve the entrance to Mill Meadows. Initiatives being investigated include the signage, a map from the river to the town, a What's On notice board, and a sign to say 'Park at Station Road if Full'.	6:3	1,2,3,4	M	HTC	-	-	-
SOCIAL & COMMUNITY							
A 'Fair Walk' along the Fair Mile				Roy Atkins, HP	£15,000 required	Related to gaining funding	-
Mobile bandstand	6:3	1,5,6	S-M	HP Arts Group (IG)	£10,000	-	-
Community Arts Centre/ Performance space	6:3	1,5	3	C	-	Funding, Land	-
TRANSPORT							
Support Henley Cycle Strategy – looking to implement in phases through individual 'Henley Cycle Route projects	6:3, 7:4	1,4,5	M-L	Sustrans	£67,300 total funding required	Needs a project champion & funding	-

Henley Action Plan

(B) MICRO POTENTIAL PROJECTS

Action	Strategic Objective SODC	Strategic Objective HTC	Short/ medium/ long term	Who is responsible for implementing the action?	Estimate Funding Required	Current Issues	When
ECONOMY							
Test the uptake/potential of a Henley Gold card.	6:3,6:4	1.3	S-M	Henley Partnership	£2,000 in marketing fees, £2,000 to design and print mock up mailing samples.	Funding	Summer 2006
TOURISM							
Encourage Walking tours of the town & create a Heritage Trail leaflet & associated signs around town. Ideas to include Kenton Theatre, Red Lion Lawn, Friday St, Town Hall & the Barn amongst other locations. Possibly get Historical society involved.	6:2, 6:3	1,3,5	M-L	-	Approx £5,000 for leaflet	Funding & project champion required	-
Create a Heritage Zone Designation area	6:3	1,3	M-L	HTC	-	Funding & project champion required	
Encourage Marketing of Henley at Travel Shows	6:3	1,3	S-M	HP Tourism Group	Separate budget	Need more resources to attend shows	Ongoing
Henley Shopping Guide	6:3	1,3	S-M	HP	Approx £5,000	-	June 06
ENVIRONMENT							
Re-site the Phillimore Fountain after renovation		1,2	L	HTC	-	-	-
Litter Initiative (Civic Price/Henley in Bloom committee's) Need to provide more & larger bins in the town centre & relocate current smaller one's to new area out of town.	7:4	1,2	S-M	HTC/SODC	-	Funding for more bins required	2006
Research the cost of a street sweeper to have a daily clean	7:4	1,2	M-L	HTC	-	-	-

Henley Action Plan

Action	Strategic Objective SODC	Strategic Objective HTC	Short/ medium/ long term	Who is responsible for implementing the action?	Estimate Funding Required	Current Issues	When
Re-utilise the old Skateboard park at Mill Meadows to create a formal barbeque area.	7:4	2,5,6	M-L	HTC	-	-	-
Floodlight the Town Hall, & improve the current floodlighting of the Bridge	7:4	2	M-L	HTC	-	-	-
Mill Lane car park Riverside path- This should be more actively promoted as a route into town) & that it is an access point to the river (through better signage)	7:4	2	M-L	HP Env Group	-	Funding required	2006/7
SOCIAL & COMMUNITY							
Engage more with Sports Clubs – host an annual awards ceremony (Mayor's Award?) recognising the excellence of Henley's sport community	6:3	5,6	M	HTC	Sponsorship & ticket sales	Need to get the Mayor's Award up and running	2006
Set up a youth council/youth forum	2:4	5,6	M	HTC/HP	-	Resource to take initiative forward	-
Create & launch a Henley community news website	6:3	3,6	M	HTC/HP	Approx £4,000	funding	2006
Invest in more flagpoles for the town centre & Riverside	6:3	3,6	M	HTC/HP	£3,000 for 4 new poles	Funding new holes at Riverside	2006
To set up and launch a Brass Band	6:3	1	M	Henley Festival	£500 to advertise for members	Funding & project champion required	Spring 2006
Engage local artists to erect temporary Sculptures for the marketplace – engage Henley Festival or Henley Arts & Crafts Guild	6:3	1	M	HP Arts Group & Henley Arts & Crafts Guild	Depends on structure	Possible security issues	Summer 2006