**Bradley Stoke Town Council**

**STRATEGIC PLANNING MEETING – 11th September 2017**

**Present: Councillors:** Tom Aditya

John Ashe

Roger Avenin

Elaine Hardwick

Paul Hardwick

 Franklin Owusu-Antwi

Ben Randles

 Andy Ward (Chair)

Marion Ward

 **Officers:** Sharon Petela (Town Clerk)

 Rachel Pullen (RFO/Finance Manager)

 John Rendell (Deputy Town Clerk/Premises Manager)

 Graham Baker (Youth Development & Participation Worker)

**WELCOME & INTRODUCTION**

Councillor Andy Ward welcomed everyone to the informal meeting.

 Strategic Planning is Council's process of defining its forward strategy or direction, and making decisions on allocating its resources to pursue this strategy, including its capital and people. This is a process for determining where an organisation is going over the next year or more typically 5 years (long term).

 In order to determine where it is going, council needs to know exactly where it stands, then determine where it wants to go and how it will get there. The results then feed directly into

 1. Future budgets: Council will be establishing the 2018/19 budget from October 2017 for final approval in January 2018.

 2. Forward Plan: Council review the updated Forward Plan in January 2018 for final approval in March 2018 – this includes the 5-year rolling budget.

**1. APOLOGIES**

Apologies have been received from Councillor Keith Cranney.

**2. STRATEGIC PLANNING**

* 1. **CURRENT POSITION**

Councillors reviewed the draft 5 Year Budget Plan as at 08.08.17 (see Appendix A).

**2.2 – 2.4 FUTURE DIRECTION + ACHIEVING OBJECTIVES + BUDGET IMPACT**

**Security of Activity Centre Sites & Public Open Spaces (N/C - Various)**

Following a recent incident where unauthorised vehicles attempted to gain access to the Jubilee Centre site, there is need to review robustness of padlocks, gates and access to all BSTC sites. Concerns have also been expressed about the large expanses of grass verges along Bradley Stoke Way and Brook Way.

***Following discussion, councillors agreed to “RECOMMEND to Full Council” that BSTC obtains quotes and costings for the following:***

* ***Installation of gate and fencing at Jubilee Centre/Stoke Meadows entrance***
* ***Installation of robust tamper-proof padlocks on all gates***
* ***Installation of boulders on far side of Baileys Court Activity Centre***
* ***Installation of soil banks on Bradley Stoke Way & Brook Way***

 **Replacement of BSTC Astra Van (N/C 3023)**

The current Astra van is coming to the end of its useful life and is beginning to need significant amounts of money spent on it in repairs. Rather than replacing like-for-like, it would be more beneficial to purchase another flatbed vehicle (similar to the one BSTC currently has). There is currently £22,000 in the Replacement Vehicle Budget reserve (N/C 3023).

 ***Following discussion, councillors agreed to “RECOMMEND to Full Council” that BSTC purchase a second-hand flatbed vehicle to replace the Astra Van up to a cost of £15,000 from the Replacement Vehicle Budget Reserve (N/C 3023).***

**Installation of a MUGA court at the Jubilee Centre (N/C to be decided)**

It would be beneficial to change one of the existing tennis courts at the Jubilee Centre into a multi-use games area (MUGA) which would provide basketball hoop and football goals. Whilst being available as a “free to access” facility for community use for basketball and football (with an external gated access) it would also continue to be accessible through the existing facility (with an internal gate) and could be exclusively booked for netball and tennis. There would be a need to install an internal dividing fence and gate and an external gate to the court. There may be external grant funding streams available for some of the work.

***Following discussion, councillors agreed to “RECOMMEND to Full Council” that quotes be obtained to carry out the installation of a MUGA court (and associated works) on one of the existing hardcourts at The Jubilee Centre.***

**Replacement of High Safety netting at Baileys Court Activity Centre to protect** **car park and play area from cricket balls (N/C 9032)**

The high safety netting at Baileys Court Activity Centre urgently needs replacing as it is damaged in places. An indicative cost to replace is in the region of £2,000.

 ***Following discussion, councillors agreed to “RECOMMEND to Full Council” that BSTC obtains quotes to replace the existing high safety netting at Baileys Court Activity Centre (Baileys Court Activity Centre equipment budget N/C 9032). BSTC to ask Bradley Stoke Cricket Club if they will offer a contribution towards the cost of the work.***

**Beautification of Bradley Stoke with flowers & planting (N/C - Various)**

There are areas of Bradley Stoke that would benefit from enhanced tree planting and flowers. SGC have indicated that licenses would need to be obtained before areas could be planted.

***Following discussion, councillors agreed to “RECOMMEND to Full Council” that BSTC speak to SGC to ascertain the cost of licenses and any relevant restrictions to work undertaken to plant trees and flowers in Bradley Stoke.***

**Installation of centre line road markings and arrows in Jubilee Centre car park (N/C 6046)**

Due to the ongoing problems with vehicle movements in, out and through the Jubilee Centre car park (plus related scooter/moped issues), it is felt that line markings down the centre of the car park plus arrows will assist in the passage of traffic. Indicative costings are in the region of £500.

***Following discussion, councillors agreed to “RECOMMEND to Full Council” that BSTC install white lines and arrows in the Jubilee Centre car park using the Jubilee Centre Grounds Maintenance budget (N/C 6046).***

**Review of Current Levels of Youth Budgets (N/C 3079+3080+3081+5500) – excluding external Positive Activities Funding**

* Since 2013 BSTC has been very successful in attracting a range of external funding for children and young people focussed community projects and has recently been asked by Central Government office to submit a case study on how the youth provision works in Bradley Stoke.
* External fundraising has included approximately £200,000 of capital monies and approximately £90,000 of revenue and project funding plus further additional significant in-kind and sponsorship support, including volunteering time and donations (e.g. prizes, materials, discounts).
* In addition, due to the above success raising capital monies, there has been a certain staff focus on infrastructure development. This obviously includes the research, development and implementation of our new and highly regarded skatepark. It also involves the further development of the enhanced building at the skatepark, which is currently concluding the planning process and ready for imminent implementation as an important weather proof associational space.
* However, it is important to note that the infrastructure developments have been rooted in a response to expressed needs of young people and implemented with their active involvement.
* The consequence of the above fundraising success and certain focus on infrastructure development has therefore meant, in the short term, less demand on the BSTC core Youth budget and the opportunity to roll underspend into a reserve for future use.
* However, the current and future situation, covered by the five-year plan, has four key elements for consideration:
1. When the additional buildings are installed later this year/ early next year, that will be the end of a phase that has including infrastructure development. BSTC will have created some important associational spaces for future planned project implementation.
2. The next important stage is the recruitment of youth work staff and the need to agree sufficient staffing to fully utilise the facilities and deliver the various aspects of the current 5-year plan.
3. It is important to note that the current budgetary constraints on South Gloucestershire Council grants and other funding bodies, means that it is/will be increasingly difficult to draw drawn significant external funding at the levels we have done in the last few years.
4. Therefore, the projected necessary staffing and project costs will require both the current projected core Youth budget and some potential annual draw down from Youth reserves (see Appendix B), plus whatever external funding we can attract.

***Following discussion, Councillors agreed to “RECOMMEND to Full Council” that the current youth budgets remain as they are and are revisited at Strategic Planning in September 2018.***

**Provision of Activities for Older Members of the Community (N/C 5015)**

There are a number of different activities for older members of the community to take part in, but there is a need to get the message out to community groups that BSTC have funding streams available for different projects – discussion on an advert to be broadcast on Bradley Stoke Radio to publicise this.

It was also discussed about whether there would be any interest in an afternoon tea party/socialising event to be organised to reach groups of older members of the community who may be socially isolated and do not attend the mainstream events/clubs/groups.

 ***Following discussion, councillors agreed to “RECOMMEND to Full Council” that BSTC use local media organisations and other avenues to both publicise the BSTC grant funding streams and also gauge support for an older person’s afternoon tea party/socialising event to be organised next year.***

Other areas discussed, but no recommendations made

* Possible re-introduction of quarterly printed and delivered BSTC newsletters
* Heightening profile of Bradley Stoke
* Rewards for achievements in schools
* Organisation of extra community events

**Bradley Stoke Town Council**

**SUMMARY OF RECOMMENDATIONS TO BE CONSIDERED BY FULL COUNCIL ON 20th SEPTEMBER 2017**

**1. Security of Activity Centre Sites & Public Open Spaces (N/C - Various)**

*Councillors agreed to “RECOMMEND to Full Council” that BSTC obtains quotes and costings for the following:*

* *Installation of gate and fencing at Jubilee Centre/Stoke Meadows entrance*
* *Installation of robust tamper-proof padlocks on all gates*
* *Installation of boulders on far side of Baileys Court Activity Centre*
* *Installation of soil banks on Bradley Stoke Way & Brook Way*

**2. Replacement of BSTC Astra Van (N/C 3023)**

*Councillors agreed to “RECOMMEND to Full Council” that BSTC purchase a second-hand flatbed vehicle to replace the Astra Van up to a cost of £15,000 from the Replacement Vehicle Budget Reserve (N/C 3023).*

**3. Installation of a MUGA court at the Jubilee Centre (N/C to be decided)**

*Councillors agreed to “RECOMMEND to Full Council” that quotes be obtained to carry out the installation of a MUGA court (and associated works) on one of the existing hardcourts at The Jubilee Centre.*

**4. Replacement of High Safety netting at Baileys Court Activity Centre to protect car park and play area from cricket balls (N/C 9032)**

*Councillors agreed to “RECOMMEND to Full Council” that BSTC obtains quotes to replace the existing high safety netting at Baileys Court Activity Centre (Baileys Court Activity Centre equipment budget N/C 9032). BSTC to ask Bradley Stoke Cricket Club if they will offer a contribution towards the cost of the work.*

**5. Beautification of Bradley Stoke with flowers & planting (N/C - Various)**

*Councillors agreed to “RECOMMEND to Full Council” that BSTC speak to SGC to ascertain the cost of licenses and any relevant restrictions to work undertaken to plant trees and flowers in Bradley Stoke.*

**6. Installation of centre line road markings and arrows in Jubilee Centre car park (N/C 6046)**

*Councillors agreed to “RECOMMEND to Full Council” that BSTC install white lines and arrows in the Jubilee Centre car park using the Jubilee Centre Grounds Maintenance budget (N/C 6046).*

**7. Review of Current Levels of Youth Budgets (N/C 3079+3080+3081+5500) – excluding external Positive Activities Funding**

*Councillors agreed to “RECOMMEND to Full Council” that the current youth budgets remain as they are and are revisited at Strategic Planning in September 2018.*

**8. Provision of Activities for Older Members of the Community (N/C 5015)**

*Councillors agreed to “RECOMMEND to Full Council” that BSTC use local media organisations and other avenues to both publicise the BSTC grant funding streams and also gauge support for an older person’s afternoon tea party/socialising event to be organised next year.*

**Appendix A**

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| --- |
| **2017/18 APPROVED BUDGET @ 8/8/17 FORWARD PLAN**  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | **Approved Budget 2015/16** | **% change** | **Projected Budget 2016/17** | **% change** | **Projected Budget 2017/18** | **% change** | **Projected Budget 2018/19** | **% change** | **Projected Budget 2019/20** | **% change** | **Projected Budget 2020/21** | **% change** | **Approved Budget 2021/22** | **% change** |  |
| **INCOME** |  |
| Bank Interest/Investment/Grant Income |   |   | £249,578 | 428% | £18,999 | -92% | £11,760 | -38% | £9,760 | -17% | £3,800 | -61% | £3,850 | 1% | £3,900 | 1% |  |
| Public Works Loan |   |   | £0 | 0% | £0 | 0% | £0 | 0% | £0 | 0% | £0 | 0% | £0 | 0% | £0 | 0% |  |
| Activity Centres Income |   |   | £129,470 | -6% | £130,530 | 1% | £130,000 | 0% | £130,500 | 0% | £131,885 | 1% | £134,093 | 2% | £136,327 | 2% |  |
| Training & Other Income |   |   | £1,716 | -85% | £1,207 | -30% | £1,771 | 47% | £270 | -85% | £270 | 0% | £270 | 0% | £270 | 0% |  |
| **Total Income (exc. precept etc)** |  |  | **£380,764** | **93%** | **£150,735** | **-60%** | **£143,531** | **-5%** | **£140,530** | **-2%** | **£135,955** | **-3%** | **£138,213** | **2%** | **£140,497** | **2%** |  |
| **EXPENDITURE** |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |  |
| Non Activity Centre Costs  |   |   | £550,049 | 3% | £541,805 | -1% | £658,925 | 22% | £653,571 | -1% | £661,621 | 1% | £672,881 | 2% | £691,649 | 3% |  |
| Community/ Firework Events |   |   | £28,979 | 2% | £28,756 | -1% | £32,700 | 14% | £34,700 | 6% | £31,100 | -10% | £31,100 | 0% | £31,100 | 0% |  |
| Grants and Other Funding |   |   | £41,597 | 10% | £40,406 | -3% | £66,627 | 65% | £62,627 | -6% | £66,627 | 6% | £66,627 | 0% | £66,627 | 0% |  |
| **Office Expenditure** |  |   | **£620,625** |   | **£610,967** |   | **£758,252** |   | **£750,898** |   | **£759,348** |   | **£770,608** |   | **£789,376** |   |  |
| Bradley Stoke Jubilee Centre  |   |   | £90,765 | 15% | £72,725 | -20% | £92,487 | 27% | £95,594 | 3% | £96,617 | 1% | £99,657 | 3% | £103,263 | 4% |  |
| Brook Way Activity Centre  |   |   | £34,079 | 6% | £34,854 | 2% | £44,109 | 27% | £45,524 | 3% | £45,966 | 1% | £47,439 | 3% | £49,292 | 4% |  |
| Baileys Court Activity Centre  |   |   | £79,078 | 2% | £74,663 | -6% | £92,053 | 23% | £92,384 | 0% | £94,062 | 2% | £97,155 | 3% | £100,770 | 4% |  |
| **Activity Centres Running Costs** |  |   | **£203,922** |   | **£182,242** |   | **£228,649** |   | **£233,501** |   | **£236,644** |   | **£244,251** |   | **£253,325** |   |  |
| New Assets  |   |   | £12,802 | -62% | £14,634 | 14% | £20,040 | 37% | £18,900 | -6% | £18,900 | 0% | £18,900 | 0% | £18,900 | 0% |  |
| Planned Projects |   |   | £278,880 | 0% | £45,992 | 0% | £305 | 0% | £0 | 0% | £0 | 0% | £0 | 0% | £0 | 0% |  |
| **Total Expenditure as per budget overleaf** |  |  | **£1,116,228** | **31%** | **£853,835** | **-24%** | **£1,007,246** | **18%** | **£1,003,300** | **0%** | **£1,014,892** | **1%** | **£1,033,759** | **2%** | **£1,061,601** | **3%** |  |
| Adjustments to/from Reserves at Year End |   |   | £68,506 |   | £104,270 |  | -£54,556 |  | -£35,500 |  | -£37,000 |  | -£47,500 |  | -£65,500 |   |  |
| **Total budget + reserve adjustment** |  |  | **£1,184,735** | **15%** | **£958,105** | **-19%** | **£952,690** | **-1%** | **£967,800** | **2%** | **£977,892** | **1%** | **£986,259** | **1%** | **£996,101** | **1%** |  |
|  |   |  |   |  |   |   |   |   |  |  |  |  |  |  |   |   |  |
| **SHORTFALL** |  |  | Projected Budget 2015/16 | % change | Projected Budget 2016/17 | % change | Projected Budget 2017/18 | % change | Projected Budget 2018/19 | % change | Projected Budget 2019/20 | % change | Projected Budget 2019/20 | % change | Projected Budget 2020/21 | % change |  |
| Difference Between Income and Expenditure |   |   | £803,971 | -3% | £807,370 | 0% | £809,159 | 0% | £827,270 | 2% | £841,937 | 2% | £848,046 | 1% | £855,604 | 1% |  |
| **LESS/PLUS:** |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |  |
| **Previous confirmed year end C/fwd** |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |  |
| **Confirmed/Estimated Previous Year End Balance C/FWD**  |  |   | **£43,845.34** |  | **£53,557.35** |   | **£60,256.66** |   | **£58,215.82** |   | **£59,353.21** |   | **£54,362.22** |   | **£56,488.56** |  |  |
| Full Budget Funding Shortfall |  |   | **£760,125.65** |  | **£753,812.34** |  | **£748,902.18** |  | **£769,053.89** |  | **£782,583.68** |  | **£793,683.98** |  | **£799,115.57** |  |  |
| **Less Local Council Tax Scheme Grant Funding confirmed/projected by Sth Glos reduced to 0% p/a wef 2016/17**  |  |   | **£40,294.00** |  | **£19,073.00** | -52.67% | **£11,130.00** | -41.65% | **£6,948.00** | 0.00% | **£2,751.00** | 0.00% | **£0.00** | 0.00% | **£0.00** | **2017.18 LCTR Confirmed by SGC. Provisional figures are £6,948 for 2018/19, £2751 for 2019/20 + £0 thereafter.**  |
| **Approved/Estimated Precept per Band D property** |  |   | **£113.50** | 0.00% | **£115.20** | **1.50%** | **£115.78** | **0.50%** | **£115.78** | **0.00%** | **£115.78** | **0.00%** | **£115.78** | **0.00%** | **£115.78** | 0.00% | **Precept forecast @ 0% wef 2018/19** |
| **Approved/Estimated Sth Glos Tax Base**  |  |   | **6814** |   | **6901** |   | **6875** |   | **7095** |   | **7205** |   | **7343** |   | **7343** | **2017/18 Confirmed tax base + SGC indicative figures to 2020/21 as published 12/12/16** |
| **Approved/Estimated Total Precept Income** |  |   | **£773,389.00** |   | **£794,996.00** |   | **£795,988.00** |   | **£821,459.10** |   | **£834,194.90** |   | **£850,172.54** |   | **£850,172.54** |   |  |
| Approved/Projected Total Precept and Local Tax Grant Funding |   |   | £813,683.00 |   | £814,069.00 |   | £807,118.00 |   | £828,407.10 |   | £836,945.90 |   | £850,172.54 |   | £850,172.54 |   |  |
| **Projected year end position to C/FWD (excluding shortfall funding from year end reserves)** |  |   | **£53,557.35** |   | **£60,256.66** |   | **£58,215.82** |   | **£59,353.21** |   | **£54,362.22** |   | **£56,488.56** |   | **£51,056.97** |   |   |
|  |   | The Precept & LCTR figures are based upon approved figures provided by Sth Glos 13/1/15. The Precept was approved by Council in January 2015  | The Precept and LCTR figures are based upon approved figures provided by Sth Glos in January 2016. The precept was approved by Council in November 2015 with final approval in January 2016.  | The Precept and LCTR figures are based upon approved figures provided by Sth Glos in Dec 16. The final precept was approved by Council January 2017 with a 0.5% increase (equivalent to 58p per band D property p/a).  | This projection assumes a 0% precept increase for 2018/19 and a Sth Glos projected tax base and projected reduced LCTR for 2018/19. - These assumptions will be considered by SGC & BSTC in January 2018 when finalised figures are available | This projection assumes a 0% precept increase for 2019/20 and + a Sth Glos projected tax base and projected reduced LCTR for 2019/20- These assumptions will be considered by SGC & BSTC in January 2019 when finalised figures are available | This projection assumes a 0% precept increase for 2020/21 and + Sth Glos projected tax base for 2020/21 + SGC projection of a £0 LCTR - These assumptions will be considered by Council in January 2020 when finalised figures are available | This projection assumes a 0% precept increase for 2021/22 and + Sth Glos projected tax base for 2020/21 c/fwd + SGC projected £0 LCTR - These assumptions will be considered by Council in January 2021 when finalised figures are available |  |
| **NOTE** |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| This projection is partly based upon estimated annual percentage increases and as a living document does not represent a firm future position or intention. Council carefully consider the full budget position on an annual basis prior to approval and use this document as a guideline only to ensure that Council's aims and objectives are included within acceptable margins which would not produce large year end shortfalls. Any surplus funds remaining at year end are placed within the unallocated earmarked reserves in order to fund future projects or to subsidise future precept levels. It should also be noted that council are making the assumption, for this projection, that the Local Council Tax Grant will be withdrawn totally after 2019/20 in line with SGCs projected position. |

**Appendix B**

**Strategic planning meeting: Indicative projected Youth Project expenditure based on implementation of key elements of BSTC five-year plan.**

|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Code | Funding Source | Funding amount 17/18 | Funding amount 18/19 | Project description | **2017/18** | **2018/19** | **2019/20** | **2017/18 from 5500** | **2018/19 from 5500** | **2019/20****from 5500** | **Detail/ notes:** |
| 5511 | SG PAS funding | **£8,000-00** | **£6,000-00** | Girls project | **£5,809-31** | **£5,925-50** |  |  |  |  | **17/18 breakdown:**1 x £11-38 x 2.75 x 48 + 27% = **£1,907-74**2 x £9-37 x 2.75 x 48 + 27% = **£3,141-57**38 x £20-00 resources= **£760-00****18/19 breakdown:****As above + 2%** |
| 5511 | SG PAS funding |  |  | Detached YW session @ Skatepark | **£3,114-00** | **£3,176-28** |  |  |  |  | 1 x £17-95 x 2.5 x 48 = **£2,154-00**48 x £20-00 resources= **£960-00****18/19 breakdown:****As above + 2%** |
| 5511 | SG PAS funding |  |  | Detached YW session @ Jubilee Centre | **£3,114-00** | **£3,176-28** |  |  |  |  | 1 x £17-95 x 2.5 x 48 = **£2,154-00**48 x £20-00 resources= **£960-00****18/19 breakdown:****As above + 2%** |
| **Ttl annual cost of current youth sessions part funded by PAS 5011** |  **£12,037-31** |  **£12,278. 06** |  |  |  |  |  |
| 5500 | BSTC Core funding contribution (for 5511 projects) |  |  | Current Projects part funded by PAS 5511:**Girls Project.****SP session.****Jubilee session.** |  |  |  | **£4,037-31** | **£6,208-76** | **£12,523.62** | **17/18** to top up £8k PAS funding.**18/19** to top up £6k PAS funding.**19/20** full cost; former PAS funded projects + 2% |
| 5500 | BSTC Core funding |  |  | **Youth building staff:** 3 x YW to open youth building at SP for 2/3 x sessions. |  |  |  | **£10,215-07****(six months)**£20,430-13(full year) | **£20,838-73** | **£21,255-50** | **17/18** 2 x YW each working 8hrs per week @ £12.89ph = £10,725 + 27% employer costs = £13,620**18/19** as above + 2%**19/20** as above + 2% |
| 5500 | BSTC Core funding |  |  | **Detached/ project youth staff:** 2 x YW to deliver 2 sessions.  |  |  |  | **£6,810-00****(six months)**£13,620-00(full year) | **£13,892-00** | **£14,170-00** | **17/18** 2 x YW each working 8hrs per week @ £12.89ph = £10,725 + 27% employer costs = £13,620**18/19** as above + 2%**19/20** as above + 2% |
| **Projected total annual core expenditure**  | **£21,062-38** | **£40,939-49** | **£47,949-12** |  |
| NB cost of events, residentials, misc activities not included; suggest 10K annual budget |  |  |  |  |  |