

WINWICK

*Best Kept Village
in Cheshire – 2000*

C/o Winwick Leisure Centre
Myddleton Lane
Winwick
Warrington
WA2 8LQ



PARISH COUNCIL

Clerk to the Council:
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6 November 2019

To Members of Management Committee
(Councillors M Matthews, S Gordon, P Gosney, A Iddon and one vacancy)

Dear Councillor

A meeting of the Management Committee will take place on **Tuesday 12 November 2019, at 7.30pm**, at Winwick Leisure Centre.

Yours sincerely

Julian Joinson
Clerk to the Parish Council

AGENDA

1. **Apologies for absence**
2. **Code of Conduct - Declarations of Interest**

Members are reminded of their responsibility to declare any disclosable pecuniary or non pecuniary interest which they have in any item of business on the agenda no later than when the item is reached.

The Clerk is available prior to the meeting to provide advice and/or to receive details of the interest and the item to which it relates.

Declarations are a personal matter for each Member to decide. Whilst the Clerk will advise on the Code and its interpretation, the decision to declare, or not, is the responsibility of the Member based on the particular circumstances.

3. **Minutes**

To receive the minutes of the meeting of the Committee held on the 8 October 2019.

4. **Action List**

A schedule is provided of actions arising from previous meetings.

5. To consider any non-confidential matters in line with the Committee's Terms of Reference.

- (1) Community & Leisure Centre - reports from the Finance Officer; Centre Bar Manager and/or Clerk:
 - a) Update Report (*excluding any sensitive commercial information or individual staffing matters, which will be dealt with under Part 2*).
 - b) Sweeping of the Path between Rectory Lane and Faringdon Road

6. Chairman to move Part 2

Part 2

In accordance with Section 1(2) of the Public Bodies (Admission to Meetings) Act 1960, the Council may, by resolution, exclude the public (and press) from the following part of the meeting on the basis that publicity would be prejudicial to the public interest by reason of the confidential nature of the business to be transacted or for other special reasons stated in the resolution (including the need to receive or consider recommendations or advice from sources other than members, committees or sub-committees) and arising from the nature of that business or of the proceedings.

7. To consider any matters in line with the Committee's Terms of Reference.

- (1) Community & Leisure Centre – confidential reports from the Finance Officer; Centre Bar Manager and/or Clerk:
 - a) Update Report (*NB. Non-confidential information will be discussed in Part 1 of the meeting*)
 - b) Business and Recovery Plan.
 - c) Tree Inspection Report and Related Complaint
- (2) Employee Matters - reports of the relevant Officer.

Note: Members of the Parish Council are welcome to observe the meeting but will be asked to leave at the point in the process when individual HR matters are discussed

Winwick Parish - Management Committee 8 October 2019

Present: Councillors Matthews (Chair) and Iddon

WPMC 24 Apologies

Apologies for absence were submitted on behalf of Councillor P Gosney.

WPMC 25 Code of Conduct - Declarations of Interest

There were no declarations of interest received.

WPMC 26 Minutes

In respect of Minute WPMC.20(3) - Stock Take Report, Members queried if a further stock take had been carried out. Clare Jones, Interim Finance Officer, reported that she was awaiting contact information. The relevant data was available but needed to be collated. It was hoped to have a more comprehensive picture in time to report to the next Council meeting.

Councillor Iddon suggested that breakages needed to be carefully monitored. She also raised the issue of a possible half yearly review of the Leisure Centre Manager's performance. The Chair commented that the latter point would be difficult for the Management Committee to undertake effectively. The task might be better allocated to a Chief Operating Officer. Overall there was a sense that the lines of accountability were somewhat blurred by the current management structure. However, it was acknowledged that the Parish did not pay enough to attract and retain a full-time Leisure Centre Manager.

Councillor Iddon suggested that there was a lack of business acumen in the operation of the Leisure Centre and illustrated her point with the following examples. A Facebook inquiry about a suitable local venue for a christening had prompted an immediate response by Alder Root Golf Club with attractive photographs of the venue, whereas the Leisure Centre's response was simply to provide contact details. Also, many of the staff did not appear to know what they should be doing at times when the bar was quiet, to support the general appearance and functioning of the Centre. Simple things were often overlooked, such as placing a waste bin at the end of the buffet table at parties, so that customers could easily dispose of used paper plates. At a recent funeral booking, insufficient staff were mobilised to cater for the initial rush after the funeral service, particularly as many customers wanted coffee, which could be time-consuming to prepare. Ms Jones added that when the tower structure on the roof was removed the tank remained in situ, but no one took responsibility for instructing the contractors to remove it, until she had intervened.

The Chair suggested that the Parish and Leisure Centre should create a

dashboard of its work, which would allow areas for improvement to be identified and the responsibility for tasks to be delegated to various individuals. For the Centre to move forward, it required a focused Vision, not merely a new logo. This was currently being developed within the emerging Business Plan.

The proposed post of a Chief Operating Officer would inevitably require additional funding to be identified, perhaps in the region of £15k. However, there was a case for its establishment, as actions such as the location of deeds, tree management and other issues required someone to take ownership of implementation. Regarding the operation of the Centre, either management needed to be tighter, or staff needed to sign up to the Vision and be empowered to use their own initiative. It was suggested that the Business Plan should include a section on 'making our customers feel valued'. The bar staff had a critical role to play in meeting that objective.

In connection with Minute WPMC.20 – Room Lettings, Councillor Iddon asked if the morning lettings had stabilised. Ms Jones indicated that the last two months had been satisfactory, but had previously been poor. Expectations for this income stream were relatively low at present. However, the issue could be addressed by more effective marketing.

Decision – That the Minutes of the meeting held on 10 September 2019 be agreed as a correct record.

WPMC 27 Action List

Members considered a schedule, which outlined actions and referrals from previous meetings, including the following:-

Action 1 (Stock take) – This action should be retained on the list.

Action 2 (Noise complaint) – Ken Morley, Leisure Centre Manager, had now spoken to the Environmental Protection Officer who had confirmed that she was satisfied with the Council's explanation and actions. This action should now be closed.

Action 3 (Business Plan) – Development of the Plan was on-going. This action should be retained on the list.

In addition, the Chair mentioned Action List items from the last Council meeting, which had been referred to the Committee, as follows:

Action 6 (Plaques) – Councillor Iddon reported that one plaque had been located, but the other had gone missing. It was believed that the missing plaque recorded the opening of an extension to the Leisure Centre by Councillor Jeff Richards, Mayor of Warrington in 2001/02. Members also commented that the Centre lacked an interior notice board for Parish Council information and a sign which explained that the Centre was owned and operated by the Council.

Action 7 (Car Park Drainage) – One quote had been received. Further quotes now needed to be obtained and contractors such as Tarmac and Colas Roads were suggested. It was recommended that Council be requested to delegate authority for accepting the lowest quote to the Finance Officer, to enable the work to be carried out quickly.

Action 19 (Description Column for Payments to be completed) – Ms Jones confirmed that this would be included in the latest versions of the Payments List.

Decision –

- (1) To note the schedule of actions and referrals from previous meetings and the verbal updates provided.
- (2) To recommend that Council delegate authority for accepting the lowest quote for the Leisure Centre car park drainage works to the Finance Officer, to enable the work to be carried out quickly.

WPMC 28 Non-Confidential Matters Raised in line with the Committee’s Terms of Reference

(A) Community and Leisure Centre Performance Reports

The Interim Finance Officer provided a report which showed the financial position at the Leisure Centre for September 2019. The report comprised the standard format, which included a monthly profile of anticipated finances based upon the income figures experienced in 2018/19. Ms Jones, Interim Finance Officer, was in attendance to highlight key elements of the report.

Income Information

Key Performance Indicators (Bar Sales)

The annual budget for bar sales (£140k) had been broken down over the 12 month period, based on the percentage fees taken last year. The relevant percentage and target income for each month was outlined in a table. 2019/20 income would be assessed against the table provided below.

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Percentage of Total (%)	6.50	8.25	10.00	13.00	8.50	7.50	8.25	8.25	8.50	8.00	6.25	7.00
Budget (£1,000s)	9.10	11.55	14.00	18.20	11.90	10.50	11.55	11.55	11.90	11.20	8.75	9.80

Bar Takings Monthly

A graph was provided which showed monthly budgeted and actual bar takings as at September 2019, using the profile outlined above.

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The Bar take for September 2019 was £3.2k above the anticipated fees for the month, and would be £2.1k over a straight monthly split. The Bar was running £6.7k over the expected year to date target as at September and at 50% of the way through the year it had achieved 58.5% of the fees for the year. Based on the first week of the current month's take a £12.7k bar take was predicted for October, as against a budgeted amount of £11.55k.

Following the current year's income stream, percentage figures would be adjusted for 2020/21 based on a calculation over the 2 years income streams witnessed, with those percentages needing to be tracked dynamically each year in order to allow for event fluctuation.

Bar Takings Cumulative

A graph was also provided showing the cumulative budgeted and actual bar takings as at September 2019, using the profile outlined above. As noted above, the overall income was above target.

Monthly Bar Sales Comparison

A bar chart had been produced for September 2019 showing monthly bar sales compared to the same month last year. For the month of September, sales were up on the position at the same time last year by £4k (41.75%). A graph was provided which showed that overall, compared to last year, the bar sales were up on the year to date by £14k (20.5%).

Cash Takings

Tables showing cash takings for bar sales (including tea and coffee) for the weeks commencing 26 August to 30 September 2019 were presented, together with a commentary on performance.

The green boxes (in the original reports) highlighted where takings had exceeded the daily target figures based upon the following income profile:-

	Mon	Tues	Wed	Thurs	Fri	Sat	Sun
Percentage	6%	7%	9.5%	7.5%	14.75%	37.5%	17.75%
Bar sales	£160.00	£200.00	£250.00	£210.00	£385.00	£1,005.00	£480.00

All weeks showed a significant number of days that were at target or above. However, it was acknowledged that room bookings needed to be further promoted.

Exceeded sales were due to the following bookings:-

- 1 September – 2 x Birthday parties
- 3 September – Band
- 5 September – 2 x Band
- 7 September – 60th Birthday party
- 8 September – 1 x Party, 1 x Band

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- 10 and 24 September – Ukulele and darts
- 12 September – General sales
- 13 September – Hollins Park day booking
- 14 September – Party
- 17 September – Band and darts
- 18 September – Line dancing and Hollins Park day booking
- 19 September – Flower Club and Hollins Park day booking
- 21 September – 50th Party
- 26 September – Band
- 28 September – 1x Day party, 1 x Evening party

A more detailed schedule for the month, which included beer, bar snacks, soft drinks, tea/coffee sales, room hire and ticket sales was also provided.

Coffee Sales

Regarding the coffee sales, as previously reported, to break even the Centre needed to sell 6 cups per day. A monthly breakdown of tea/coffee sales in 2019/20 was provided. In September 2019, 10.1 cups per day had been sold, compared to 9.3 cups in August 2019. Total income as at September was £3,080.99.

A second table was provided, which showed the number of additional cups sold per month in 2019/20 above the 2018/19 figure, which demonstrated the overall performance improvement, although the figure for September showed that 77 less cups had been sold in that month for the current year compared to last year. Weekly reviews of progress would be undertaken throughout October to check that this was anomalous and not the beginning of a trend.

At 50% of the way through the year the Centre was at 64% of the income made on total coffee sales (£1,244.77 up on the position for last year).

Councillor Iddon suggested that further promotion was required for the Centre's coffee offer. In particular, the banner at the site entrance on Myddleton Lane was too big and only visible from one direction of travel. The Chair suggested that the matter could be addressed in the marketing section of the Business Plan. Generally, the sales of coffee were heading in the right direction.

Key Performance Indicators (Room Lettings)

As with the bar sales, the room lettings had been analysed and the expected fees (£58k), including buffet sales, had been split across the relevant months by percentage. 2019/20 income would be assessed against the table provided below:-

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Percentage of Total (%)	7.00	8.00	7.00	9.25	7.00	10.00	9.75	7.50	10.25	8.25	5.75	10.25
Budget (£1,000s)	4.06	4.64	4.06	5.365	4.06	5.8	5.655	4.35	5.945	4.785	3.335	5.945

Room Lettings Monthly

A graph was provided which showed monthly budgeted and actual room lettings income as at September 2019, using the profile outlined above.

Room lettings for September 2019 ran at £0.15k over the anticipated fees for the month, based on the percentage splits and £1.1k over a straight monthly split of £4.8k expected income. Lettings for September were running at £0.2k over the expected year to date target and at 50% of the way through the year 48% of the fees for the year had been achieved. Continuing work was needed to fill any diary gaps to bolster the lettings performance for the financial year.

Based on the first week of lettings the projected income for October was £5,816.88, as against a budgeted amount of £5,655.00.

Room Lettings Cumulative

A further graph was provided showing the cumulative budgeted and actual lettings income as at September 2019, using the profile outlined above. As indicated above, the overall income was marginally above target.

Monthly Room Lettings Comparison

A bar chart had been produced for September showing monthly lettings compared to the same month last year. For the month of September, lettings were up on the position at the same time last year by £0.8k (a 16% increase). A graph was provided which showed that overall, compared to last year, the lettings were up on the year to date by £3.5k (14%).

Room hire for October would see every Sunday afternoon filled with a booking for parties in the Main Hall. However, Friday and Saturday night were currently at half capacity for the month.

Events

A planned Christmas Party event had already sold 16 tickets at £19.50 per head, with income generated of £312.00. The event was targeted at small businesses for whom booking a large venue was not practicable, but who would come together at a medium sized venue with other groups to create an enjoyable party atmosphere.

A breakdown of anticipated costs and income for the event was provided, which showed that a minimum of 65 tickets would need to be sold for the event to break even (not including bar sales). At 80 tickets sold (room capacity) the event should return a profit of £288.68 on the function and a further £825.72 on bar sales.

Members enquired about the entertainment and food available. Ms Jones

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responded that there would be a DJ and that the food would comprise a buffet. Members also enquired what would happen if the break even amount of tickets was not sold, particularly as the DJ and room dressing costs were fixed. Ms Jones responded that Ken Morley, Centre Manager, was seeking to advertise events at the Centre in the Warrington Guardian. Councillor Iddon pointed out that the event was not yet marketed on the Centre's notice boards. There was some urgency to this as businesses were already beginning to make Christmas party bookings.

Ms Jones reported that Mr Morley had also enquired about the possibility of organising a Fireworks event in 2020. The Chair suggested caution as the previous event had only just cover the cost of the pyrotechnics and numbers attending would be limited to no more than 1,500. Mr Joinson, Clerk, pointed out that if the event was to go ahead a full Event Safety Advisory Group (ESAG) application, including risk assessments, would need to be made to Warrington Borough Council. Notwithstanding the crowd management issues arising in 2017, a particular concern in the debriefing after the event was the issue of parking and traffic management.

Payments Made

A list of payments made from 24 September to 8 October 2019 was presented, as follows:-

Payee	Description	Sum (£)
Electronic Payments / Direct Debits Paid		
Water Plus	Water bill	66.00
Bliss Supplies	Bar supplies	2,409.73
D Hannan	Green maintenance	160.00
BT	Telephones (Oct)	239.38
BNP Paribas	Coffee machine	266.84
WBC	Rates	525.00
BT	Telephones (Sep)	253.15

Quotes

There were no quotes for review on this occasion.

Issues of Note

A summary was provided of progress on various items:-

- Stock report – A date was awaited from the stocktakers (see also Minute WPMC.26 above)

Decision – To note the update report on the Leisure Centre performance and the improvements both completed and currently being made.

WPMC 29 Exclusion of the Public (including the Press)

Decision – That members of the public (including the press) be excluded from the meeting by reasons of the confidential nature of the business to be transacted, in accordance with Section 1(2) of the Public Bodies (Admission to Meetings) Act 1960 and the public interest in disclosing the information is outweighed by the need to keep the information confidential.

WPMC 30 Confidential Matters in line with the Committee's Terms of Reference

(A) Community and Leisure Centre Performance Reports

The Committee received the latest draft of the Business Plan for the Leisure Centre, which was unchanged for the version provided at the Council meeting on 24 September 2019. The document included information on the following:-

- Vision and Mission Statement;
- Items required to achieve the Vision;
- Development/improvement issues to be addressed;
- Cost and income predictions from proposed changes;
- Prioritisation and timeline for actions;
- Targets for improvement; and
- Key performance indicators (KPIs) to review progress against.

Ms Jones reported that further work was required to clarify the Council's Vision for the Leisure Centre. However, there was now a good understanding of the Centre's core work. Section 1.2 of the draft showed what actions would be required to achieve the Vision, including marketing and repairs, etc The Chair reiterated the points made at the last meeting, that these were essentially tasks and that a higher tier of priorities should be identified, from which the tasks would flow. A suggestion for possible priorities was as follows:-

- Bar and function suites (maximising bookings and bar sales)
- Business Centre (maximising daytime lettings)
- Customers (a customer focused approach)
- Our People (engaging staff and maximising their potential and deployment)
- Performance management (setting realistic the targets, monitoring and early intervention)
- The Council (promoting the link to the Council and supporting its priorities for the community)

Members considered that the priorities could be expressed visually in a wheel format or as a table with different levels. Each priority heading should be accompanied by a short sentence to describe what was hoped to be achieved. The tasks described at Section 1.2 would link directly to the priorities and underpin their delivery. Ms Jones noted that overall the

intention was for the Centre to be self-financing and not be a cost against the Parish Precept.

It was important to ensure that staff signed up to the emerging Vision and it was suggested that a draft should be shared with them before the Plan was finalised. In addition, councillors would need to support the direction of travel and take ownership of the Plan.

Decision –





- (1) To note the on-going development of the Business Plan as presented.
- (2) To authorise the Chair and Finance Officer to carry out further refinements to the document and to carry out a staff engagement exercise to discuss the overall direction of travel.

(B) Employee Matters

There were no staffing matters to report on this occasion.







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WINWICK PARISH – MANAGEMENT COMMITTEE – ACTION LIST / REFERRAL LOG 2019/20

No.	Issue	Minute No.	Date of Raising	Referred To	Referral Date	Response Date	Comments	Progress
1	To note the stock take report and to request that the Finance Officer provide further detail and commentary in connection with the report..	WPMC.20(A)(3)	10/09/19	Finance Officer	-	-	In progress	
2	To note the on-going development of the Business Plan as presented and to request the Finance Officer to carry out further refinements to the document for submission to the Committee, prior to a formal draft being provided to the Council.	WPMC.23(A)	10/09/19	Finance Officer	-	-	Superseded by 4 below	
3	To recommended that Council delegate authority for accepting the lowest quote for the Leisure Centre car park drainage works to the Finance Officer, to enable the work to be carried out quickly.	WPMC.27(2)	08/10/19	Finance Officer	-	-	Council on 22/10/19 had agreed to accept the only quote returned, which was considered to be reasonable.	
4	To authorise the Chair and Finance Officer to carry out further refinements to the document [<i>Business Plan</i>] and to carry out a staff engagement exercise to discuss the overall direction of travel.	WPMC.30(2)	08/10/19	Finance Officer / Cllr Matthews	-	-	In progress. Final draft to be considered by Council when available.	

Version 5.0- (Final) – 05/11/19

Progress Legend

-  Completed
-  Progressing to target
-  Early progress / just started
-  Not started (lower priority)
-  Complete – Immediate review programmed
-  Issues (exception)

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From: [Mitchell, Councillor Cathy](#)
To: [paiddon@outlook.com](#); [mikemathews@peak-associates.com](#); "Julian Joinson"
Subject: FW: Footpaths hazards - Footpath adjacent to Rectory Lane, Winwick
Date: 23 October 2019 12:53:49

Please see below. Looks like brushing the alleyway would have to be at the PC's expense. One for the finance committee? In the meantime I will see if our litter picker can improve the situation.

Best wishes
Cathy

From: Iddon, Nick
Sent: 03 October 2019 14:07
To: Mitchell, Councillor Cathy <CllrCathy.Mitchell@warrington.gov.uk>
Cc: O'Neill, Councillor Terry <toneill@warrington.gov.uk>; Oliver, Chris <COLiver@warrington.gov.uk>
Subject: RE: Footpaths hazards - Footpath adjacent to Rectory Lane, Winwick

Dear Councillors

I am sorry to hear about the problems some of your residents have encountered on this section of Footway.

As you are aware the issue is due to surface water running down the disable access ramp from the Parish Councils Leisure Centre car park onto the footpath between Rectory Lane and Farringdon Road. After discussions and meeting with myself, one of our Flood Defence Engineers and Parish Councillors, Winwick Parish Council have undertaken to carry out the necessary work to prevent the water running onto the Highway and causing some safety concerns due to flooding and debris deposits.

It is my understanding that you are well along with this process and works should be starting shortly. In the meantime it may be prudent, to prevent any safety concerns, to engage your Litter Picker to brush up the small amount of debris / mud which keeps getting washed onto the footway whenever there is very heavy rainfall. I have seen him removing fly tipping and cutting vegetation in the Parish so a 10 minute brush up of the footway could be included in his operational duties.

If this is not possible WBC can arrange for the footway to be cleaned but this will have to be done at the Parish's expense as it is outside of the scheduled footway cleaning that is currently in place.

I am confident once the repairs to the drainage system on the Parish's playing field are complete no more surface water will run onto the Adopted Highway from the car park and the issues will be solved.

If I can be of any further assistance or answer any questions you may have please don't hesitate in contacting me.

Regards
Nik

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