

WINWICK

*Best Kept Village
in Cheshire – 2000*

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



PARISH COUNCIL

Clerk to the Council:
Julian Joinson
Tel: 07818 066549

Email: jjoinson.winwickclerk@outlook.com
Web site: www.winwickparishcouncil.org.uk/

3 June 2020

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 9 June 2020, at 7.30pm**. This will be a virtual meeting using the Zoom video conferencing platform and joining instructions for the meeting will be circulated to Members under separate cover.

Members of the public may view the public part of the meeting on You Tube, using the following link:-

<https://youtu.be/VcCFwpAuBKc>

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 10 March 2020.

4. Informal Meeting

To receive the notes of the informal meeting held between the Chair of the Committee and officers on 12 May 2020.

5. Action List

A schedule is provided of actions arising from previous meetings.

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

- (1) Community & Leisure Centre - reports from the Operations and Finance Officer; Centre Manager and/or Clerk:
 - a) Update Report – covering May 2020 (*excluding any sensitive commercial information or individual staffing matters, which will be dealt with under Part 2*).
 - b) Profit and Loss Statement for the Leisure Centre for 2019/20

7. 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.

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

- (1) Community & Leisure Centre – confidential reports from the Operations and Finance Officer; Centre Manager and/or Clerk:
 - a) Update Report (*NB. Non-confidential information will be discussed in Part 1 of the meeting*)
- (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 10 March 2020

Present: Councillors Matthews (Chair) and Iddon

Also in attendance: Councillor G Friend

The meeting was opened and, with the consent of the meeting, was immediately adjourned, to enable a discussion to be held by the Peel Hall Task Group.

The meeting then resumed at 7.50pm.

WPMC 58 Apologies

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

WPMC 59 Code of Conduct - Declarations of Interest

There were no declarations of interest received.

WPMC 60 Minutes

Clare Jones, Operations and Finance Officer, reported that in respect of Minute 53 - Action 6 (Tree Inspection), the contractors for the felling of the trees would be on site on Friday.

The Chair commented that the previous minutes had recorded a generally positive position in relation to financial matters. It was noted that dry January might be having an impact country-wide. Mr Joinson reported that a major charity had just announced another dry month as part of a campaign. National trends would continue to be monitored.

Councillor Iddon commented that wine prices were expected to rise in the near future.

Decision – That the Minutes of the meeting held on 11 February 2020 be agreed as a correct record.

WPMC 61 Action List

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

Actions 4, 5, 6, 8, 9, 10 and 12 had been completed and would be deleted from the list.

The Chair noted that most actions had been completed or were being reviewed.

Action 3 (Fees and Charges) had now been completed and would also be deleted from the list.

Action 7 (Dishwasher) – Ms Jones was looking into costs, but would link the outcome to wider quotes for a refurbishment of the kitchen. It was hoped to secure quotes of less than £500 for refurbishment and around £100 for a dishwasher.

Decision –

- (1) To note the schedule of actions and referrals from previous meetings and the verbal updates provided.
- (2) To authorise the Operations and Finance Officer to approve the necessary expenditure to carry out the refurbishment of the kitchen and the provision of a dishwasher, following the receipt of suitable quotes.

WPMC 62 Non-Confidential Matters Raised in line with the Committee’s Terms of Reference

(A) Community and Leisure Centre Performance Reports

(1) Finance Report

The Operations and Finance Officer provided a report which showed the financial position at the Leisure Centre for February 2020. 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, Operations and 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 February 2020, using the profile outlined above.

The Bar take for the month was up by £1.5k on the anticipated fees for the month, and would be £1.4k under a straight monthly split. The Bar was running at £4.7k over the expected year to date target as at February and at 91.6% of the way through the year it had achieved 96.3% of the fees for the year. It would appear that 'Dry January' was becoming more popular and projections and targets would need to be adjusted as such for 2020/21.

Following this year's income stream, percentage figures would be adjusted for 2020/21 based on a calculation over the 2 years' income streams. Those percentages would need to be tracked dynamically each year in order to allow for fluctuations.

Bar Takings Cumulative

A graph was also provided showing the cumulative budgeted and actual bar takings as at February 2020, 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 February 2020 showing monthly bar sales compared to the same month last year. Sales for the month were up on the position at the same time last year by £2.3k (29%). A graph was provided which showed that overall, compared to last year, the bar sales were up on the year to date by £17.9k (15%).

Events and room bookings for parties continued to be promoted to improve bar sales.

Cash Takings

Tables showing daily cash takings for bar sales (including tea and coffee) for the weeks commencing 27 January to 24 February 2020 were presented.

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

Exceeded sales were due to the following bookings:-

- 4 and 6 February – Band
- 7, 13 and 21 February – General Sales
- 9 February – Party
- 12 and 26 February – Line Dance
- 15 February – Party and Band

- 16 February – Christening
- 28 February – Funeral

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 February 2020, 12.6 cups per day had been sold, compared to 15 cups in January 2019. Total cumulative income as at February was £6,049.29.

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. Sales for February 2020 were up by 2.1 cups per day (£171.53) on sales for the same month in 2019.

At 91.6% of the way through the year the Centre was at 126.7% of the total income made on coffee sales last year. In other words, with one month remaining, sales were up £1,275.57 on last year.

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 February 2020, using the profile outlined above.

Room lettings for the month ran at £2k over the anticipated fees for the month, based on the percentage splits and £0.5k over a straight monthly split of £4.8k expected income. Lettings for February were running at £1.1k over the expected year to date target and at 91.6% of the way through the year 91.6% of the fees for the year had been achieved. March was anticipated to be a high fee month, which meant that a good level of actual income would need to be realised in order to stay on target. Continuing work was needed to fill any diary gaps to bolster lettings, so as to boost the end of financial year performance and to ensure growth in 2020/21. Ms Jones reported that day time bookings were normally at capacity, but this week bookings were sporadic.

Room Lettings Cumulative

A further graph was provided showing the cumulative budgeted and actual lettings income as at February 2020, using the profile outlined above. As indicated above, the overall income was fractionally above target.

Monthly Room Lettings Comparison

A bar chart had been produced for February showing monthly lettings compared to the same month last year. Lettings for the month had increased from the position at the same time last year by £2.3k (a 79% increase). A graph was provided which showed that overall, compared to last year, the lettings were up on the year to date by £7k (15%).

Events

There had been no events in February 2020 and none were planned for March 2020.

Payments Made

A list of payments made from 25 February to 10 March 2020 was presented, as follows:-

Payee	Description	Sum (£)
Electronic Payments / Direct Debits Paid		
System Hygiene	Hygiene equipment	270.50
KCs Kitchen	Buffets	627.00
WBC	Rates	525.00
BNP Paribas	Machine lease	266.84
Bliss	Bar supplies	602.64
Gardenia Gardens	Grounds maintenance	165.00
Service Care	Litter Picker	288.16
Wigan Beer	Bar supplies	938.20
Wigwam	Repairs	330.00

Quotes

Comparative quotes for the following were being obtained:-

- Downspouts and guards with gutter clean;
- Benches;
- Renovation to kitchen to allow for dishwasher to be installed (see Minute WPMC.61(2)); and
- Reflagging soil area at side of the Myddleton Suite to allow better access for wheelchairs and dual prams.

Issues of Note

A number of smaller repairs had been completed and others were currently scheduled or underway. Progress was as follows:-

- Toilet door hinges and door stops – completed;
- Pre-school bathroom fascia securing – completed;
- Sealing kitchen window and trims for sink unit – completed;
- Fascia board repair and drip sill to cellar door – scheduled for 11 March 2020;
- Repairs to walls in gents and ladies toilets and repaint – scheduled for 4 March 2020; and
- Reseat toilet and repair floor in ladies toilet – scheduled for 4 March 2020.

A safety arm for table fittings had fallen on a member of staff. The Clerk advised that this should be recorded in the accident book, even if no injury was sustained by the staff member.

The Bar and Centre Manager, Paul Wharton, reported that he had updated the first aid posters on site and provided new stickers in relation to the CCTV coverage. Overall the Centre was running smoothly and the increased presence of the Operations and Finance Officer on site was helping to ensure effective day to day management.

(2) Additional Financial Reporting

The Chair suggested that additional financial monitoring reports should be provided to the Council, with effect from the next financial year, including the following:-

- Bank reconciliation statements;
- Lists of debtors and income due; and
- Lists of creditors.

(3) Coronavirus

The Operations and Finance Officer provided a report on the measures to be implemented at the Centre in the light of the COVID-19 outbreak. The report included information on the employer's responsibilities, ACAS guidance, employees' responsibilities, responsibilities to the public and general health and wellbeing advice.

The Chair thanked Ms Jones for her work on the Coronavirus guidance. It was anticipated that numbers of cases of infection would rise nationally and locally. The Council must be seen to be doing the right thing in relation to its operations and for the safety of the public in general. It was essential to provide a high level of confidence to staff and customers that the Council was taking adequate and timely precautions.

Members noted that lettings could potentially be hit very hard by the effects of the outbreak. Potentially, Council meetings might also need to be cancelled. ACAS guidance suggested treating self-isolation as sickness and that staff should receive their normal pay. If the Centre was required to close, it might be necessary to pay staff their average weekly wage for the duration of the closure. It was suggested that a report be provided to Council on the implications of a full closure of the Centre due to the virus. The Clerk indicated that Council monies might need to be diverted to fund staffing from other areas of the Budget where spending was not possible under a lock down situation. In addition, the Council currently had a high level of reserves which could be used to support the Centre through an emergency situation.

Mr Joinson added that other contingencies needed to be planned for, including sickness absence of the Clerk and/or Operations and Finance Officer. Ms Jones role was crucial in the payroll process and in payments to creditors. Loss of the Clerk would mean disruption to the production of agendas and no support for taking minutes and other governance matters. Ms Jones indicated that certain matters could be delegated to The Bar and Centre Manager and the Deputy Bar and Centre Manager.

It was recommended that the list of signatories for electronic payments be expanded to include Officers and the Financial Regulations amended to allow authorisation by 2 officers and one councillor, in addition to the current permission for 2 councillors and 1 officer. Current signatories were Ms Jones and Councillors D Friend, Gordon, Iddon and Matthews. The Clerk reported that the system required payments to be created by a single designated user, currently Ms Jones. Members considered that, in view of her previous financial experience, it would be possible to provide the Deputy Bar and Centre Manager with Ms Jones' login details and password, as a short term emergency measure,. The password would then need to be changed after the emergency.

Mr Wharton enquired if staff and customers should be ejected from the premises if they showed symptoms of Coronavirus infection. The Chair indicated that this would be extremely difficult to enforce, but it was hoped that everyone would take personal responsibility for their actions and behave appropriately.

Decision –

- (1) To note the update report on the Leisure Centre performance and the improvements both completed and currently being made.
- (2) To approve the Coronavirus Measures document, as presented, and to publicise its key messages to both staff and customers.
- (3) To agree that customers do not need to formally sign a declaration that they abide by the Coronavirus Measures – this should be taken on trust.

- (4) To approve the ACAS guidance as incorporated into the Coronavirus Measures document.
- (5) To request the Bar and Centre Manager to ensure that a rigorous cleaning regime is adopted at the Leisure Centre.
- (6) To request the Operations and Finance Officer to draft a report for Council on the financial and other implications of an enforced closure of the Leisure Centre.
- (7) To request the Clerk and Operations and Finance Officer to draft a report for Council on the delegations that may be required in exceptional circumstances to ensure the continued operation of the Parish Council and Leisure Centre.
- (8) To authorise the forwarding of the Operations and Finance Officer's login and password details for electronic payment to the Deputy Bar and Centre Manager in an emergency situation, if the Operations and Finance Officer is not available.

WPMC.63 Customer Engagement

Members were reminded that, at its meeting on 25 February 2020, the Council had agreed to refer an item on customer engagement to the Management Committee for discussion. The matter had been raised following representations made by resident John Chamberlain.

Councillors commented that some of the ideas proposed were slightly outdated in terms of the operation of the Centre, although some useful suggestions had been made. The Chair indicated that the matter should be put on hold until after the new Council had been elected in May 2020. This Committee could then revisit the matter in the summertime. It might also be possible to run a customer engagement event to elicit further ideas. At the present time, efforts needed to be focused on the implications of the Coronavirus outbreak.

Councillor Iddon commented that the Centre needed a greeter to welcome customers onto the premises. Mr Wharton indicated that he usually fulfilled that role and that any member of staff on duty could do similarly. Councillor Iddon clarified that sometimes customers made it to the bar without seeing a member of staff and that if staff were in the cellar, for example, there appeared to be no one on site. A bell on the bar to ring for attention might be one solution. Generally, staff should have a visible presence and appear to be on duty. Mr Wharton added that a window/hatch into the office might be a practical solution.

The Chair agreed that further discussion was required on the front of house offer at a later date.

Decision –

To agree that the customer engagement matter be deferred until after the new Council had been elected in May 2020.

WPMC 64 Exclusion of the Public (including the Press)

There were no confidential matters proposed for discussion.

WPMC 65 Confidential Matters in line with the Committee's Terms of Reference

(A) Community and Leisure Centre Performance Reports

There were no confidential Community and Leisure Centre matters submitted on this occasion.

(B) Employee Matters

There were no employee matters submitted on this occasion.

THIS PAGE IS LEFT BLANK INTENTIONALLY

Winwick Parish - Management Committee Informal Meeting – 12 May 2020

Present: Councillor Matthews (Chair)

Also in Attendance: Clare Jones (Operations and Finance Officer) and
Julian Joinson (Clerk)

The meeting was held virtually and was not open to the public.

WPIMC 1 Apologies

Apologies for absence were submitted on behalf of Councillors A Iddon, S Gordon and P Gosney.

WPIMC 2 Community and Leisure Centre Update

Councillor Matthews commented that the expertise present in the meeting, together with the Parish Council Chair would be instrumental in ensuring the Leisure Centre and Parish Council was able to weather the current financial situation. The guidance and support of the wider body of Parish councillors would also be important during the return to normal business. It would be useful today to note the figures and to provide them to the next Council meeting, together with a Business Plan for the reopening of the Leisure Centre.

Clare Jones, Operations and Finance Officer, was in attendance to highlight key elements of the reports. She indicated that at year end the bar sales had been over target even though the Leisure Centre had been closed for around 1½ weeks in March. The room lettings had only just missed the annual target and would certainly have met it, but for the pandemic.

A full profit and loss statement for 2019/20 would be provided in time for full Council as well as a statement of the current position.

For the current year bar take was already 6.88% down, but there had only been £2.8k of expenditure comprising wages and those items which needed to be maintained, eg. telephones.

An additional repayment from HMRC was anticipated by next Monday, which would take the sums repaid to around £8k, including employers National Insurance and 80% of pension contributions. Ms Jones would also chase up the business rates grant with Warrington Borough Council. There had been a delay to the payment because the Leisure Centre was not a standard business, which meant that the application forms asked for details which could not be provided in the format envisaged. However, the Borough Council had confirmed that the Winwick Parish Council was entitled to the grants. Cllr Matthews commented that, if necessary, Cllr Mitchell should be able to expedite payment. By way of comparison, the grant for his own

company, Peak Associates, had arrived very quickly. The Clerk commented that simple applications for the first round of grants had been processed quickly by most local authorities, but subsequent queries were taking time to work through and that a newly announced grant was also adding to the workload.

It was noted that the income profile for 2020/21 (for bar sales and lettings) had been amended in the light of experience from 2019/20 and the overall anticipated income had been increased in line with the Council's Budget for this year. Cllr Matthews requested that the actual monthly income figures also be included in the target tables in future reports.

Taken together the figures for bar sales and lettings over 2019/20 had been just £300 under the target set, notwithstanding the period of enforced closure. Cllr Matthews commended Ms Jones and the staff for their efforts.

Further details were set out in the reports, as outlined below.

Finance Reports

The Operations and Finance Officer provided two reports which showed the financial position at the Leisure Centre for March and April 2020.

(a) March 2020

The report comprised the standard format, which included a monthly profile of anticipated finances based upon the income figures experienced in 2018/19.

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 had been 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 March 2020, using the profile outlined above.

The Bar take for the month was £3.6k under the anticipated fees for the month, and would be £5.5k under a straight monthly split. This was to be

expected as the bar had been closed on 20 March 2020 due to the COVID-19 restrictions. The week leading up to closure also saw lower than anticipated bar take as people were utilising the Centre less in the evenings.

The Bar had hit £1.1k over the expected annual target, which equated to 100.79% of the expected fees for the year.

Target figures for 2020/21 had been set and would be reported against commencing with the April figures (see Section b) below). However, the report covering April would be short, as it would report the deficit on anticipated fees, so the Committee could actively manage recoupment of fees when the Centre was able to reopen.

Bar Takings Cumulative

A graph was also provided showing the cumulative budgeted and actual bar takings as at March 2020, using the profile outlined above. As noted above, the overall income for 2019/20 was above target.

Monthly Bar Sales Comparison

A bar chart had been produced for March 2020 showing monthly bar sales compared to the same month last year. Sales for the month were down on the position at the same time last year by £2.6k (30%). A graph was provided which showed that overall, compared to last year, the bar sales were up for the year by £15.2k (12%).

Upon reopening, events and room bookings for parties would continue to be promoted to improve bar sales. A marketing strategy would be compiled for this, based on data from the *Appointed* system and the dates and days that required further promotion.

Cash Takings

Tables showing daily cash takings for bar sales (including tea and coffee) for the weeks commencing 24 February to 30 March 2020 were presented.

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

Exceeded sales were due to the following bookings:-

- 5 March – Body Shop and Aikido
- 6 March – General sales
- 7 March – 2x Parties, plus gaming session

- 11 March – Line dancing and band
- 13 March – Party
- 19 March – The figure reported combined fees accrued on both 18 and 19 March and, therefore, misidentified the daily sales as being over target.

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 March 2020, 7.7 cups per day had been sold, compared to 12.6 cups in February 2019. Total cumulative income as at March was £6,504.39.

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. Sales for March 2020 were down by 3.4 cups per day (-£39.65) on sales for the same month in 2019.

However, at the end of the year the Centre was at 136.25% of the total income made on coffee sales last year and had provided 120.79% of the cups sold in 2018/19. In other words, at year end, sales were up £1,730.67 on last year, with a total of 734 extra cups sold.

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 had been 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 March 2020, using the profile outlined above.

Room lettings for the month ran at £2.4k under the anticipated fees for the month, based on the percentage splits and £1.3k under a straight monthly split of £4.8k expected income. Lettings for the full year 2019/20 were £1.4k under the expected year to date target, which equated to the achievement of 97.63% of the fees for the year.

Room Lettings Cumulative

A further graph was provided showing the cumulative budgeted and actual lettings income as at March 2020, using the profile outlined above. As indicated above, the overall income for 2019/20 was just below target.

Monthly Room Lettings Comparison

A bar chart had been produced for March showing monthly lettings compared to the same month last year. Lettings for the month had decreased from the position at the same time last year by £1.7k (a 33% decrease). A graph was provided, which showed that overall the lettings for 2019/20 were £5.3k (10%) ahead of the income generated for 2018/19.

Events

There had been no events in March 2020.

Payments Made

Details were included in the report for April 2020, summarised at Section b) below.

Quotes

Comparative quotes had been received for the following and details were provided in a confidential report:-

- Downspouts and guards with gutter clean;
- Benches; and
- Reflagging soil area at side of the Myddleton Suite to allow better access for wheelchairs and dual prams.

The recommended suppliers and reasons for recommendations were included in the confidential report, but for the downspouts and guards, an updated quote had been requested from one tenderer for clarification.

Comparative quotes for the following were also being obtained:-

- Renovation to kitchen to allow for dishwasher to be installed.

An update on repairs and installations was provided as follows:

- The minor repairs tasked to Wigwam had been completed, along with fixing the Millennium Room external door, as hinges had become damaged.
- IIKO till – payment had been processed and the till had been due to arrive for installation in the week commencing 9 March 2020. Background information for the display had been sent to supplier.
- Tree removal had been scheduled for Friday 13 March 2020.

Issues of Note

As reported above, a number of smaller repairs from the report provided to the Committee in March had been completed before the closure of the Leisure Centre.

(b) April 2020

The report comprised an abridged format, which included the monthly profile of anticipated finances based upon the income figures experienced in previous years and a summary of the income lost due to the closure of the Centre in April.

Income Information

Key Performance Indicators (Bar Sales)

The annual budget for bar sales (£168.5k) had been broken down over the 12 month period, based on the percentage fees taken in previous years. The relevant percentage and target income for each month was outlined in a table. 2020/21 income would be assessed against the table provided below.

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Percentage of Total (%)	6.86	9.05	10.06	12.11	8.71	8.66	7.84	7.98	8.60	6.59	6.72	6.82
Budget (£1,000s)	11.56	15.25	16.95	20.40	14.64	14.60	13.21	13.44	14.49	11.10	11.32	11.49

Bar Takings Monthly

Due to the COVID-19 closure, the Leisure Centre was 6.86% down on the budgeted bar sales figures for the year, with a deficit of £11.5k. However, there had only been £2.8k of expenditure on the Centre, with £1.95k due to be repaid by the HMRC furlough scheme. Therefore, overall, this showed an actual loss of £0.85k on the Leisure Centre.

Following the Prime Minister's comments on Sunday/ Monday it would appear that the earliest bars would be allowed to open would be July, which would mean a total deficit of expected bar income of £43.758.68 (25.97% of expected bar sales for the year).

Upon reopening events and room bookings for parties would continue to be promoted to improve bar sales. A marketing strategy was being compiled for this based on data from the *Appointed* system and the dates and days that required further promotion.

Cash Takings

The daily cash takings for bar sales were not reported, as no sales had been made in April.

Coffee Sales

With regards to the coffee mornings, the figures were currently unreported due to no sales in April. The revised minimum cups per day target would be reported with the first set of figures available (adjusted to account for covering costs on the machine lease whilst the Centre was closed).

Based on figures from last year's sales, the Centre was looking to be 327 cups (£480.49) behind April's figure in 2019 and potentially 1,103 cups (£1,627.91) behind by the end of June.

As mentioned in the March report above, at the end of 2019/20 the Centre had hit 136.25% of the income and 120.79% of cups made in the previous year in total on coffee sales. This means the Centre was £1,730.67 and 734 cups up on sales in 2018/19.

Key Performance Indicators (Room Lettings)

As with the bar sales, the room lettings had been analysed and the expected fees (£59.6k), 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 (%)	7.19	7.97	7.79	9.48	5.80	10.14	9.34	8.31	8.82	8.44	7.62	9.10
Budget (£1,000s)	4.29	4.75	4.64	5.65	3.46	6.04	5.57	4.95	5.25	5.03	4.54	5.42

Room Lettings Monthly

Room lettings were down by £4.3k (7.19%) due to the enforced closures. By the end of June, this figure would be £13.67k (22.95%). Overheads were as recorded with the bar take.

Events

There had been no events in April and none would take place in May and June.

Payments Made

A list of payments made from 25 February to 10 March 2020 was presented, as follows:-

Payee	Description	Sum (£)
Electronic Payments / Direct Debits Paid		
KC's kitchen	Buffets	£189.00
Maxigiene	Cleaning materials	£72.00
Protive Security	Repairs	£240.00

Agenda Item 4

Service Care	Litter Picker	£2,484.16
Styles	Payroll	£424.00
HMRC	PAYE	£920.66
DL Hannan	Green maintenance	450.00
Black fryers	Peel Hall	£1,854.45
Wicksteed	Playground repair	£111.00
BOC Limited	Bottled gas	£199.96
Wigan Beer	Bar stock	£2,658.32
Water Plus	Water	£1,195.27
Cheshire Pension	Pensions	£188.46
Gardenia Gardens	Grounds Maintenance	£310.00
Wigwam	Repairs	£510.00
B Muflihi	Stock take	£90.00
RIJO	Coffee supplies	£495.02
Barclaycard	Bank fees	£43.00
BT Group	Phones	£19.14
BNP Paribas	Coffee machine lease	£266.84
B&M	Trade waste	£179.98
Lloyds	Credit card	£77.42
Payzone	Card reader fee	£21.60
Barclaycard	Bank fees	£111.41
BT Group	Phones	£154.13
BNP Paribas	Coffee machine lease	£266.84
Service Charge	Bank fees	£72.75
Manual Credit – Handling Charge	Bank fees	£119.00
WBC	Rates	£525.00
BT Group	Phones	£313.63
B&M	Trade waste	£232.27
Payzone	Card reader fee	£21.60
Wigan Beer	Bar stock	£433.91
Edge Landscaping	Drainage repair	£2,940.00
Drum BSS	Subscription	£28.80
HMRC	PAYE	£1,140.13
DL Hannan	Green maintenance	£80.00
Service care	Litter Picker	£288.16
DJ Fire & safety	Fire extinguishers	£402.00
Protive Security	Alarm repairs	£78.00
Lloyds	Credit card	£100.42
Scottish power	Electric	£410.10
Barclaycard	Bank fees	£142.17
Wigan Beer	Bar stock	£938.20
Service care	Litter Picker	£288.16
Gardenia Gardens	Grounds Maintenance	£165.00
Bliss	Bar stock	£602.64
Cheshire Pension	Pensions	£188.46
IICO	New till	£1,036.80

Agenda Item 4

Wigwam	Repairs	£330.00
Public Works Loan	Loan	£1,233.12
BT Group	Phones	£239.38
System Hygiene	Cleaning materials	£270.50
KC's kitchen	Buffets	£627.00
WBC	Rates	£525.00
BNP Paribas	Coffee machine lease	£266.84
Wigwam	Repairs	£120.00
PPL	Licensing - music	£311.77
B Muflihi	Stock take	£90.00
LocalIQ	Advertising	£1,326.00
Wigan Beer	Bar stock	£1,626.74
P Healey	Repairs	£390.00
Scottish power	Electric	£2,380.92
BG Business	Gas	£2,483.24
B&M	Trade waste	£233.52
Styles	Payroll	£212.00
Drum BSS	Subscription	£28.80
Cheshire Pension	Pensions	£284.83
BOC Limited	Bottled gas	£153.60
Service Care	Litter Picker	£288.16
DL Hannan	Greenmaintenance	£80.00
Gardenia Gardens	Grounds Maintenance	£122.50
Wigan Beer	Bar stock	£1,014.64
Lloyds	Credit card	£77.42
Payzone	Card reader fee	£21.60

Quotes

Quotes were as indicated in the report for March above.

Issues of Note

It was recommended that prior to reopening, the Centre should be repainted throughout by a professional and the bar flooring and carpet areas redone. Subject to councillors' agreement, the Operations and Finance Officer would obtain quotes and availability of contractors to complete those works.

Decision –

- (1) To note the update report on the Leisure Centre performance and the improvements both completed and currently being made.
- (2) To recommend that the Operations and Finance Officer provide the profit and loss figures for 2019/20 and the current financial position to the next meeting of Council.
- (3) To recommend that the Operations and Finance Officer add the

actual figures for income received into the monthly income profile tables for bar sales and room lettings for future reports.

WPIMC.3 Future Business Plan.

Cllr Matthews indicated that a Business Recovery Plan for 2020/21 would need to be developed. In particular, it should set out estimates for the Centre using scenarios not only based upon the anticipated dates that different elements of the business could start to reopen, but also factoring in a possible downturn in trade during the start-up phase. For example, if business lettings could commence from June, but would only be at half capacity, that would generate a reduced level of income. However, the Council might need to staff the Centre up to its usual level to facilitate that service. In that situation, there was the potential for costs to exceed income and it would be useful to understand where the tipping point lay.

There was a real possibility that the nursery might be allowed to and wish to reopen in June. The Council would probably seek to support to that for social and educational reasons. However, the Council's staffing costs might not be covered by only one room being occupied. It was understood that a Government announcement was due to be made on the possibility of having staff part furloughed and part working, which was not possible under the current rules.

Any services restarted would need to be sustainable until the end of the financial year. The Clerk added that there might potentially be cashflow issues and that it might ultimately be necessary to take out a loan to cover debts in order to get to the next financial year. Cllr Matthews noted that, at that point, the Council might have no option but to set a high Precept to recover any losses. The Clerk indicated that that pre-supposed that there was no Government grant money available to parishes. Grant money had already been given directly to district, county and unitary councils, but there did not appear to be any plans to roll this out to parishes. Cllr Matthews noted that significant amounts of grant money had been made available to voluntary groups operating at the local level, but none currently operated under the auspices of the Parish Council or Leisure Centre.

Ms Jones queried what size gatherings might be allowed in the future. If large scale gatherings were not permitted the Centre would not need to be open on Friday and Saturday for functions. Cllr Matthews agreed, but the main hall might be large enough to facilitate socially distanced drinking for regular bar customers. 10 people could easily be accommodated.

Cllr Matthews envisaged a scenario whereby the bar was generating little income, no functions were able to take place in the Main Hall, but meeting rooms were at 25% capacity. However, that might require 80% of staff wages to be paid. The Clerk indicated that it might be necessary to run some services at an initial loss in order to build up the business. Cllr Matthews acknowledged that losses could be stood for a short period and, if necessary, a loan taken out to cover cashflow issues until the next Precept. It was

recognised that a difficult financial position threatened the future of the Leisure Centre and that some councillors were not in favour of the Centre remaining open. Accordingly, it would be useful to provide comprehensive figures to Council. The Clerk added that this would be a best estimate based on what was known about what aspects of the business might reopen and when. It was likely that not all of the facilities would reopen at the same time.

Ms Jones indicated that the demand was there for functions, but these were not currently allowed. Cllr Matthews indicated that some of this would be dictated by the Government's approach to containment of the virus. It could choose to keep services locked down nationally, or to open things up and rely on Test, Track and Trace, or to open things up on a geographical basis. Ms Jones indicated that the latest intelligence was that pubs might be allowed to reopen from 4 July 2020.

Cllr Matthews noted that the next meeting of Council had originally been scheduled for 19 May, but it might be advisable to change the date to allow time for any reports to be drafted and allow for further preparation concerning the set-up of virtual meetings. He added that physical meetings might be possible under the relaxed Government rules. The Clerk concurred that a live meeting should be possible in a room large enough to maintain social distancing such as the Main Hall, but could not include a public gathering of more than two people. However, the meetings legislation did not specify a minimum number of available public spaces. Door staff might be required to manage the numbers of public admitted and their seating arrangements. Cllr Matthews added that overspill could be placed in a separate room such as the Countryside Suite. He also enquired if a hybrid (virtual and live) meeting could be run in June. The Clerk added that this was the most complex option, since it required both cameras and audio equipment for the live meeting to interface with the virtual meeting technology.

Ms Jones was asked if she could provide the detailed figures in time for the next meeting of Council. If not, it would still be necessary to provide an update on the position so far. Any detailed figures would need to be circulated by no later than the Friday before the meeting. Ms Jones commented that the figures for a total closure of the Centre had been produced for the cancelled March meeting of Council and would only require some minor updates. It was noted that the litter picker was still working; which had not been assumed in the original figures.

Ms Jones indicated that there were still issues about the standards of tidying undertaken by the litter picker. There was a noticeable amount of litter on the Playing Fields, which appeared not to have been picked recently. Councillor Matthews indicated that his work need to be more closely monitored. The Clerk indicated that he had received the worksheets for the last few months and would analyse these to gain some understanding of his weekly round. There had been some correspondence recently with Kathy Sephton, Environment Manager, Warrington Borough Council, about the use of the litter picker for fly tipping, which had confirmed that the Parish Council could direct him to carry out ordinary litter picking where it saw fit. Ms Jones offered to

analyse the data after completing the Business Plan, to assist the Clerk. It was noted that the not all household waste recycling centres in Warrington were open, which might have increased levels of fly tipping.

Cllr Matthews commented that the Leisure Centre's business situation was unfortunate, since the Centre had been working well prior to the pandemic. Ms Jones added that she had been working hard to tighten up processes and to make them auditable. Cllr Matthew indicated that there was still work to be done to get the staff to recognise that they worked for the Parish Council. It was hoped that their involvement in the branding exercise would help to address the issue of ownership and identity. It was acknowledged that the Bonfire incident had done a lot a damage to the relationship between staff and the Council. However, the current Manager, Paul Wharton, had realistic view of how the Centre fit with the rest of the Council. He was happy to attend Management Committee meetings on a regular basis to engage with elected Members. Cllr Matthews commented that councils were not noted for being agile and that the Management Team would need to be stretched to perform. It was noted that ICT was available for the Manager to use, including a laptop in the office and and iPad behind the bar.

It was mentioned that there were some misspellings on the closure signs outside the Centre which needed to be corrected to give a more professional appearance.

The stock in the Centre was generally within date and most kegs had a long date on them. However, the real ale did not keep. Out of date full and partially used barrels would ultimately be returned to the brewery for them to dispose of the contents.

It was estimated that the bar could reopen on 4 July 2020 with the necessary social distancing put in place, regulations permitting. The Chair noted that all businesses needed to have a COVID-19 risk assessment in place, on which staff should be consulted. The competed risk assessment should be displayed on the premises.

Decision –

- (1) To recommend that the Operations and Finance Officer provide a Business Recovery Plan, including figures for cost of the Leisure Centre reopening, but at varying levels of operation, such as $\frac{1}{4}$, $\frac{1}{3}$ and $\frac{1}{2}$ capacity.
- (2) To recommend that the Clerk change the date of the next Council meeting to 26 May 2020.

Winwick Parish Council

Leisure Centre Performance Report

To Management Meeting 9th June 2020

1. *Income information*

Key performance indicators.

The annual budget for bar sales (£168,500) has been broken down over the 12-month period based on the percentage fees taken last year and will be assessed as per the table below:

	Apr	May	June	July	Aug	Sept
Percentage of total	6.86%	9.05%	10.06%	12.11%	8.71%	8.66%
Budget	£11,558.97	£15,252.36	£16,947.35	£20,398.62	£14,638.71	£14,595.22
Actuals	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00
	Oct	Nov	Dec	Jan	Feb	Mar
Percentage of total	7.84%	7.98%	8.60%	6.59%	6.72%	6.82%
Budget	£13,214.11	£13,439.81	£14,490.52	£11,102.56	£11,322.95	£11,493.82
Actuals	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00

Due to Covid-19 closure we are 15.91% down on the budgeted figures for the year a deficit of £26.8k.

There has only been £4.9k of expenditure on the centre in May.

We have received £8,544.74k which has been repaid by the HMRC furlough scheme. There are a further 2 weeks furlough pay due against May wages.

It still appears that the earliest bars will be allowed to open will be July which will mean a total deficit of expected bar income of £43,758.68 (25.97% of expected bar sales for the year).

Upon reopening events and room bookings for parties will continue to be promoted to improve bar sales. A marketing strategy is being compiled for this based on data from the Appointed system and the dates and days that require further promotion.

The cash takings for bar sales are not reported as no sales made in April/ May.

With regards to the coffee mornings the figures are currently unreported due to no sales in April. The revised minimum cups per day target will be reported with the first set of figures available (adjusted to account for covering costs on machine lease whilst closed).

Agenda Item 6(1)(a)

Based on figures from last years sales we are looking to be 690 cups (£1,017.17) behind April and Mays combined figure and potentially 1103 cups (£1,627.91) behind by the end of June.

As with the bar sales room lettings have been analysed and the expected fees (including buffet sales) have been split across the relevant months by expected percentages, as below:

	Apr	May	June	July	Aug	Sept
Percentage	7.19%	7.97%	7.79%	9.48%	5.80%	10.14%
Fee	£4,285.24	£4,750.12	£4,642.84	£5,650.08	£3,456.80	£6,043.44
Actual	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00
 						
	Oct	Nov	Dec	Jan	Feb	Mar
Percentage	9.34%	8.31%	8.82%	8.44%	7.62%	9.10%
Fee	£5,566.64	£4,952.76	£5,256.72	£5,030.24	£4,541.52	£5,423.60
Actual	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00

Room lettings are down by £9k (15.16%) due to the enforced closures. By the end of June this figure would be £13.67k (22.95%). Overheads are as recorded with the bar take.

2. Events

There have been no events in April and May, and none will take place in June.

3. Payments made

A full list will be available as a separate paper

4. *Quotes*

- Quotes approved for the following:

Bench repairs – Wigwam – contacted Nick and they are working and following the email sent will get the works programmed in.

Downspouts repair – Wigwam – as above.

Flagging by the nursery – Edge Landscape – still needs to be contacted will update at the meeting.

- Comparative quotes for the following are being obtained:

Renovation to kitchen to allow for dishwasher to be installed

5. *Issues of note*

The playing field:

Voicemails and emails have been left for Kevin Cready still awaiting response.

The centre:

Prior to reopening it would be ideal to have the centre repainted throughout by a professional and the bar flooring and carpet areas redone. If councillors are in agreement with this I will obtain quotes and availability of contractors to complete this.

Agenda Item 6(1)(b)

Profit and Loss
Winwick Parish Council
1 April 2019 to 31 March 2020

	31 Mar 20	Budget 2019/20	Difference	End of year 2018/19	Difference
Income					
Room hire income	£47,766.84	£52,000.00	-£4,233.16	£52,299.38	-£4,532.54
Buffet sales income	£6,558.45	£6,000.00	£558.45	£4,166.67	£2,391.78
Bar sales income	£110,281.21	£114,800.00	-£4,518.79	£99,547.82	£10,733.39
Bar snacks income	£3,510.33	£4,200.00	-£689.67	£3,641.99	-£131.66
Soft drinks income	£20,811.80	£21,000.00	-£188.20	£18,209.96	£2,601.84
Ticket sales income (Events)	£731.76	£1,000.00	-£268.24	£1,696.71	-£964.95
Machine income	£1,331.99	£250.00	£1,081.99	£1,211.91	£120.08
Bar tea and coffee	£6,504.39	£4,000.00	£2,504.39	£4,774.97	£1,729.42
Entertainment	£1,684.14	£0.00	£1,684.14	£0.00	£1,684.14
Field income	£3,000.00	£3,000.00	£0.00	£3,000.00	£0.00
Bar till discrepancies	£397.59	£0.00	£397.59	£615.84	-£218.25
Total Income	£202,578.50	£206,250.00		£189,165.25	
Less Cost of Sales					
bar snacks expenditure	£1,777.56	£1,584.00	-£193.56	£2,172.78	-£395.22
Beverage supplies (Coffee, milk etc)	£5,256.88	£2,908.00	-£2,348.88	£2,145.45	£3,111.43
DJs, Bouncy Castles and the like (expense)	£3,314.58	£8,500.00	£5,185.42	£7,048.30	-£3,733.72
Drink purchases (and other bar items)	£50,431.04	£41,210.00	-£9,221.04	£43,142.27	£7,288.77
Food costs / buffet costs	£6,810.43	£5,000.00	-£1,810.43	£5,255.83	£1,554.60
LC Direct Wages	£37,400.12	£45,000.00	£7,599.88	£38,969.23	-£1,569.11
soft drinks expenditure	£5,191.33	£6,864.00	£1,672.67	£7,891.88	-£2,700.55
Total Cost of Sales	£110,181.94	£111,066.00		£106,625.74	
Gross Profit	£92,396.56	£95,184.00		£82,539.51	
Less Operating Expenses					
Courses / Training	£41.67	£1,000.00	£958.33	£0.00	£41.67
General expenses	£0.00	£0.00	£0.00	£391.75	-£391.75
LC Bar & Cleaning sundries	£2,910.76	£3,500.00	£589.24	£3,145.05	-£234.29
LC Booking post wages	£9,311.77	£13,520.00	£4,208.23	£10,699.08	-£1,387.31
LC Bottled Gas	£1,504.00	£1,900.00	£396.00	£1,579.90	-£75.90
LC Cleaning	£9,363.29	£10,000.00	£636.71	£10,108.34	-£745.05
LC consulting	£486.33	£0.00	-£486.33	£2,152.00	-£1,665.67
LC Electricity (Light, Power)	£8,709.76	£9,200.00	£490.24	£6,065.37	£2,644.39
LC Equipment	£1,571.03	£1,500.00	-£71.03	£3,710.85	-£2,139.82
LC Fire extinguishers	£40.00	£250.00	£210.00	£96.00	-£56.00
LC Gas (Heating)	£4,429.69	£4,000.00	-£429.69	£3,731.76	£697.93
LC Intruder/ fire alarms	£2,213.11	£1,200.00	-£1,013.11	£120.00	£2,093.11
LC Landline telephone and Broadband	£3,310.73	£2,500.00	-£810.73	£2,684.79	£625.94
LC Pension costs	£4,898.98	£13,500.00	£8,601.02	£13,853.36	-£8,954.38
LC Rates	£6,301.17	£9,500.00	£3,198.83	£9,988.00	-£3,686.83
LC Repairs & Maintenance	£11,597.64	£6,000.00	-£5,597.64	£5,752.51	£5,845.13
LC Trade waste	£2,452.84	£1,900.00	-£552.84	£2,046.86	£405.98
LC TV Licence	£128.75	£150.00	£21.25	£125.42	£3.33
LC Water and Sewerage	£5,398.76	£2,600.00	-£2,798.76	£3,150.00	£2,248.76
Telephone mobiles	£0.00	£0.00	£0.00	£34.62	-£34.62
Managers salary and NI	£30,816.69	£32,000.00	£1,183.31	£29,122.04	£1,694.65
MGD Machine Gaming Duty (HMRC)	£500.00	£0.00	-£500.00	£0.00	£500.00
PAYE Payable	£11,518.67	£19,000.00	£7,481.33	£14,345.47	-£2,826.80
Stocktaking Services	£810.00	£900.00	£90.00	£810.00	£0.00
Total Operating Expenses	£118,315.64	£134,120.00		£123,713.17	
Net Profit/ Loss	-£25,919.08	-£38,936.00	£13,016.92	-£41,173.66	£15,254.58

Needs an action plan when we reopen to address this dip?

bar sales 2.186772
bar snacks 1.974803
soft drinks 4.008953
tea and coffee 1.23731

amount understandable and probably at £2K week spot on
Lower than expected?

buffet 0.963001

Note costs later
What is this

Again needs a report

£13,413.25

exp up £200 but earnings down £700
margin last year was 33% looks a bit squeezed this year

Where does this show up as an income item

e Note we seem to have bought almost 25% more drink for a 5% increase in sales

We have spent more on buffets than we earned in income
Reduction in costs noted
£1600 less cost for a reduced income of only £188 looks odd are some soft drinks in bar costs?

£3,556.20

1612

Needs a separate report on why and prospects for appropriate budget in future years

A very large rise can we have a reason for this ?

With a machine income of £1300 I trust this is a net position before any costs or hire charges etc in other words is this cost effective?

£5,397.53
£15,804.36
-£15,254.58
-£13,016.92