

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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2 September 2020

To Members of Management Committee
(Councillors M Matthews, S Gordon, A Iddon and two vacancies, with cover via substitutes
D and G Friend)

Dear Councillor

A meeting of the Management Committee will take place on **Tuesday 8 September 2020, at 7.30pm**. This will be a physical meeting, with appropriate COVID-19 Secure measures in place.

Please note that access by the public will be limited, due to social distancing and will be on a first come first served basis.

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 14 July 2020

4. Notes of informal Meeting

To consider the notes of the informal meeting held on 21 July 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 August 2020 (*excluding any sensitive commercial information or individual staffing matters, which will be dealt with under Part 2*).

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. Confidential Notes – 21 July 2020

To consider the confidential notes of the informal meeting held on 21 July 2020.

9. Budget Predictions Report and any Confidential Matters arising from the Community & Leisure Centre Update Report at Item 6(1)

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 14 July 2020

Present: Councillors Matthews (Chair), D Friend (temporarily filling a vacancy), G Friend (temporarily filling a vacancy), Gordon and Iddon

WPMC 9 Apologies

There were no apologies for absence submitted.

WPMC 10 Code of Conduct - Declarations of Interest

There were no declarations of interest received.

WPMC 11 Minutes

Clare Jones, Operations and Finance Officer, reported that in respect of Minute WPMC6(A)(1) - Leisure Centre, costings had now been received for the refurbishment works in the bar area and Millennium Lounge. Flooring options included carpeting, carpet tiles and wooden flooring. The Chair noted that the bar area looked rather drab and was in need of some refurbishment. Members would be asked to consider a number of options later in the meeting.

In respect of Minute WPMC6(A)(4) – Football, Ms Jones confirmed that she had observed a training session and had noted that users were socially distanced throughout and were training only.

Regarding Minute WPMC8(A) - Confidential Performance Reports, the Chair asked the Clerk to ensure that the critical actions identified were recorded in the Action List.

Decision – That, subject to corrections to spelling at Minutes WPMC1 “Gordon” and WPMC6(A)(1) - Issues of Note “Playing Fields”, the Minutes of the meeting held on 9 June 2020 be agreed as a correct record.

WPMC 12 Action List

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

Actions 3, 5, 9, 10, 11, 12, 17, 18, 19 and 21 had been completed and would be deleted from the list. Actions 6, 7, 8, 15 and 16 had been superseded and would also be deleted from the list.

Actions 1, 2 and 4 around continuous monitoring arrangements should be merged. Actions 13 and 20 regarding customer engagement should be merged. All other items would be retained.

Decision – To note the schedule of actions and referrals from previous meetings, the verbal updates provided and the updates to be applied to the next list.

WPMC 13 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 June 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 - June.

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 actual income (also shown) 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
Actual (£1,000s)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Bar Takings Monthly

Due to Covid-19 closure the Centre was 25.97% down on the budgeted figures for the year, a deficit of £43.7k.

There had only been £10.7k of expenditure on the Centre in June, including quarterly gas and electricity bills which included usage for March. Utilities accounted for a high proportion of the expenditure shown.

Cash Takings

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

Coffee Sales

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

Based on figures from last year's sales, the Centre was looking to be 1,103 cups (£1,627.91) behind April - June's combined figure.

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. 2020/21 actual income (also shown) 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
Actual (£1,000s)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Room Lettings Monthly

Room lettings were down by £13.67k (22.95%) due to the enforced closures. Overheads were as recorded with the bar take.

It was envisaged that room lettings would be able to recommence from August.

Events

There had been no events in April - June, and none would take place in July.

A request had been received to stage a Northern Soul Night at the Centre on a Sunday evening, set up on the patio area. The event would not constitute a live musical performance, so was not restricted by the guidance, but other restrictions around gatherings would still have effect. However, it was noted that the Centre was not licensed for music to be played outdoors, nor should music from indoors be audible outside, for example by deliberately leaving the doors open. The Clerk suggested that the Centre might wish to apply for an alteration to its licence for the future. Members commented that the potential disturbance caused to neighbouring residents might preclude that action.

Payments Made

A list of payments made from 23 June to 14 July 2020 was presented, as follows:-

Payee	Description	Sum (£)
Electronic Payments / Direct Debits Paid		
B Muflihi	Stock take	120.00
Service Care	Litter Picker (account clear to mid-June)	1,440.80
Wigan Beer	Bar supplies (invoices not received in Feb/Mar)	2,604.00
Wigwam	Repairs	990.00

Quotes

A Financial Addendum Paper was provided which gave details of the following quotes:-

- Hallway – A quote for work to secure a loose handrail on the ramp to the Myddleton Room/Radley Suite had been received in the sum of £280.00. It was suggested this work be given a high priority as there were health and safety considerations.
- Radley Suite – A hole had appeared in the wooden door which opened onto the play area from the Radley Suite. The wood was well weathered and presented a security risk. A quote had been received in the sum of £705.00, but a second quotation had proved difficult to obtain. Members enquired if the replacement would be a composite door, or whether a uPVC door could be obtained. Councilor Iddon noted that the Nursery had paid for the original door, which had lasted well, but inevitably wooden doors needed repainting from time to time. Ms Jones commented the quotes for a wooden door had been sought for aesthetic reasons, but uPVC could also be considered.
- Bar Area – A quote had been received in the sum of £972.00 for improvements to the flooring in the bar area. The decision would be referred to Council to allow time for an additional quote to be received.
- Millennium Lounge – A range of quotes had been sought for non-slip tile flooring, carpet and non-slip wood effect flooring. It was suggested that a decision should be deferred until all quotes had been received. Officers would prefer a durable surface rather than carpet, which would be prone to excessive wear in only a few years.
- Interior Painting – Three quotes had been received two of which also included the filling of holes in walls. The cheapest quote in the sum of £385.00 was recommended for approval.
- Varnishing of Bar – A single quote in the sum of £1,200 had been received which was considered to be excessive. The project would be put on hold.
- Ladies and Gents Toilets – Three quotes had been received for work to repaint the toilet facilities. The cheapest quote in the sum of £530.00 was recommended for approval.

- Outdoor Furniture – A quote had been received for the repair of picnic benches and dual chairs on the patio. The quote was recommended for approval due to one bench being close to being considered unsafe. The quote did not include the benches in the smoking area, but a revised quote could be obtained.
- Kitchen – A quote for renovation of the kitchen to accommodate a dishwasher had been received in the sum of £485.00. As this was below the relevant financial threshold for multiple quotes, subject to councillors' approval, the work could now be arranged. The work was required to enable the dishwasher to be installed before room hire restarted and trade levels picked up.

Issues of Note

Leisure Centre

A copy of the risk assessment for bar usage was provided, together with an advice notice for customers.

The Committee was reminded that it would be advantageous to have the Millennium Lounge repainted and the bar flooring and carpet areas renewed, before normal trading resumed. A number of quotes for this work were included in a Financial Addendum Paper referred to above.

A lengthy debate took place about the need to spend money on the Millennium Lounge, as it was likely to remain closed for the immediate future and there would be no immediate return on the investment. The lounge could be used for food parcels in the interim period. The Chair indicated that a business case was needed around the restarting of the Centre before significant expenditure could be authorised. Several business streams, including private functions, social and business lettings and leisure activities were not currently generating any income. The Clerk reported that community use was now permitted under the latest Government guidance, although this did not extend to functions. The Chair reiterated the importance of engaging with customers so as to ascertain their needs. Some income streams might return, but others might not. The issue of limited revenue might come to a head when the staff furlough scheme ended.

Councilor Iddon asked if the survey of users had taken place. Ms Jones confirmed that some enquiries had been received about when lettings would be available, but the full picture was not yet known. Karate and aikido groups, Together for Adoption and first aid training were keen to return. The Regulations did not yet permit conference centres to open, but it was believed that this referred to large scale conference venues such as NEC or Manchester Central and hotel conference centres. The Clerk confirmed that community use for social groups and meetings was now permitted, if the venue was Covid-19 Secure. The Chair suggested that physical meetings of the Council should resume in September, if the infection rate remained low.

The Financial Addendum Paper also included a review of utility contractors and savings being made, as follows:-.

(a) Electricity

The Council was due a repayment of £6,331.47 from Scottish Power, but the timescale was yet to be ascertained.

The existing electricity contract had recently expired. Ms Jones had arranged a revised contract for electricity with the cost savings shown below. The arrangement comprised a 1 year contract only, so that alternatives could be reviewed early next year:-

	Current	New	Saving
Standing charge/day	£0.34	£0.26	£0.08
Unit price	£0.21	£0.16	£0.05
Average usage	25700	25700	
Standing charge/year	£125.41	£96.03	£29.38
Units on average usage	£5,430.41	£4,135.13	£1,295.28
Total expected saving			£1,324.66

(b) Gas

As with the electricity, Ms Jones had arranged a revised contract for gas supply with the cost savings shown below. Again, the arrangement comprised a 1 year contract only, so that alternatives could be reviewed early next year:-

	Current	New	Saving
Standing charge/day	£2.43	£0.79	£1.64
Unit price	£0.06	£0.03	£0.03
Average usage	97890	97890	
Standing charge/year	£885.86	£288.35	£597.51
Units on average usage	£5,591.48	£2,926.91	£2,664.57
Additional direct debit discount (7%)	£453.41	£225.07	£228.34
Total expected saving			£2,805.38

Accordingly there would be an expected saving of £4,130.04 over both contracts, plus the previously mentioned £6,331.47 reclaim. The Committee expressed its thanks to Ms Jones for her efforts and the savings made.

Decision –

- (1) To note the update report on the Leisure Centre performance and the impact of the closure of the Centre due to the Coronavirus pandemic.
- (2) Not to agree to the request to hold a Northern Soul night on the patio area on the grounds that the Centre's licence did not permit the playing of music outdoors.
- (3) To approve the work to repair the hallway bannister beside the ramp to the Myddleton Room/Radley Suite, and to accept the quote from Wigwam in the sum of £280.
- (4) To request the Operations and Finance Officer to seek further quotes for the replacement exterior door on Radley Suite, to include uPVC models.
- (5) To refer the matter of refurbishment of the bar area flooring to Council to enable further quotes to be obtained.
- (6) To defer consideration of the refurbishment of the Millennium Lounge, pending a more detailed assessment of the business plan for restarting the Centre.
- (7) To approve the work to undertake interior painting at the Centre and to accept the quote from R Harris in the sum of £385.
- (8) To defer consideration of the varnishing of the bar.
- (9) To approve the work to undertake repainting of the ladies and gents toilets and to accept the quote from R Harris in the sum of £530.
- (10) To request the Operations and Finance Officer to obtain a revised quote for the renovation of the outdoor furniture, to include the benches in the smoking area and to compare the quotes with the costs of purchasing of entirely new furniture.
- (11) To delegate the decision to either renovate or replace the items at (10) above to the Operations and Finance Officer, based upon the overall cost.
- (12) To approve the work to refit the kitchen to provide for a dishwasher and to accept the quote from Wigwam in the sum of £485.

WPMC 14 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 15 Confidential Minute – 9 June 2020

The Chair asked if the confidential minute would appear in the public domain after approval. The Clerk indicated that the details remained confidential, but a summary of the topics discussed and any formal decisions made were recorded in the ordinary public minutes of the meeting.

The Chair noted the discussions about learning from the experience in 2019/20, including issues around the Gross Profit on certain product lines. Ms Jones commented that the GP on tea/coffees had reduced in 2019/20 because during the first year, 2,000 free cups had been included in the original contract.

Decision – To note the confidential minute from the meeting held on 9 June 2020.

WPMC 16 Confidential Matters in line with the Committee’s Terms of Reference

(A) Community and Leisure Centre Performance Reports

Members considered a report provided by the Operations and Finance Officer on the Initial Opening of the Centre. The report included in formation on the following:

- Opening days/dates;
- Staffing;
- Stock purchases;
- Customer numbers;
- Break even income;
- Actual income and expenditure;
- Proposed revision to Sunday opening hours;
- Rate of stock usage;
- Projections for next weekend; and
- Daily income per customer and income per customer per hour.

Members discussed the following matters:-

- Ms Jones had been in the Centre today, so had been able to sell a small number of items to passing trade;
- Advertising, including Improvements to signage, leafleting and use of

- A-boards;
- Staff and service user engagement and the need to consult both groups as a matter of urgency;
 - Current furlough arrangements, the staff affected and average wage payments made;
 - Timetable for changes to the Government's furlough scheme;
 - The Government's Job Retention Bonus scheme designed to help firms keep furloughed workers. UK employers were due to receive a one-off bonus of £1,000 for every furloughed employee who was still employed as at 31 January 2021;
 - Figures for the reopening of the Centre continued to be adjusted in the light of changing circumstances;
 - An acknowledgment that normal bar operations were 7 days per week, but the bar would not be busy on every night;
 - It was unlikely that functions would return until September at the earliest. This would suggest a need to focus on community use and business lettings;
 - The need to balance staffing levels against returning trade;
 - Impact of the anticipated £25k Retail, Hospitality and Leisure Grant Fund;
 - The imperative of not creating a deficit that would need to be funded from next year's precept;
 - The opportunities to develop a repurposed Leisure and Community Centre;
 - A request from Winwick CE Primary School to avoid bookings from September which encouraged arrivals and departures from the Centre between 8.30am – 9.00am and 2.45pm – 3.30pm due to the school's closure plans for the access road to enable COVID-19 Secure phased ingress and egress from the school;
 - The possibility of shifting opening times on Sunday to earlier in the day, say from 3.00pm;
 - An assertion that the fixed costs for gas and electricity apportioned to the bar might be too high, as these related to the whole Centre;
 - The Chair suggested that the next iteration of the costs table should show the income required per 'cover' per hour, rather than per 'customer' per hour, as a better indication of the levels of trade required for profitability.
 - Confirmation that the Centre did not need to be entirely profitable, but that a reasonable level of subsidy was acceptable due to its community use.

Decision –

- (1) To note the report on the Initial Opening of the Centre.
- (2) To request the Operations and Finance Officer to look into the Government's Job Retention Bonus scheme to provide a £1,000 grant to employers whose furloughed staff were retained for at least 6 months.

- (3) To note the request from Winwick CE Primary School about restricted use of the access road from September, due to their COVID-19 Secure access arrangements

(B) Employee Matters

There were no individual staffing matters to report on this occasion.

Winwick Parish - Management Committee Informal Meeting – 21 July 2020

Present: Councillor Matthews (Chair), Councillors D Friend, G Friend and A Iddon.

Also in Attendance: 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 Clare Jones (Operations and Finance Officer).

WPIMC 2 Community and Leisure Centre – Future Direction of Travel and Business Plan

Councillor Matthews had called an informal meeting of the Management Committee, due to the pace of change within the hospitality and leisure sector, following the relaxation of certain restrictions in place because of the Coronavirus pandemic.

Members were reminded that the Operations and Finance Officer had previously circulated financial calculations providing some benchmarks that were used to plot Centre's finances for each quarter and at the year end. With the Government support currently available, it was unlikely that the operation of the Centre would cause the Council to run out of funding from the precept and support this year. However, care would need to be taken to ensure that the financial position for 2020/21 was sound.

The Council needed to plan for what a viable community-based Centre would look like for the rest of the financial year and next year. Traditional income areas were as follows:-

- 1) Bar when there were not functions;
- 2) Bar with function income added;
- 3) Room hire in the day (mainly commercial);
- 4) Room hire in the evening (mainly community);
- 5) Pitch use

With the possible exception of item 5, most income streams were likely to see a significant dip in 2020/21. Accordingly, the planning and re-visioning process needed to go beyond calculating what these traditional areas might look like and how the Council could maximise their return. Members needed to innovate and to consult widely as to what other sources of income could be secured.

Key discussion points were as follows:-

Agenda Item 4

- Process and timeline for consulting staff on a re-visioning exercise for the Centre.
- Process and timeline for community and existing user consultation.
- Ideas from the officers and members of the Management Committee.

(Further information is included in a confidential minute to this section)

Decision –

- (1) To recommend the Council to establish a Business Recovery Working Group, comprising the Chair and Deputy Chair of the Council, Councillor Iddon, 1 other councillor, the Operations and Finance Officer and Clerk.
- (2) That the Terms of Reference for the Working Group be as follows:-
 - (a) To consider and make recommendations on business restart, recovery and diversification in respect of the Community and Leisure Centre including, but not limited to, staffing issues, income streams, staff and user surveys, innovation and business repurposing.
 - (b) That, subject to the degree of urgency involved, Officers be authorised to consider implementing the Working Group's recommendations under their delegated powers.
- (3) To request the Clerk to draft a motion to be discussed under Part 2 of the Agenda for the Council meeting on 28 July 2020, to consider the establishment the above Working Group and that the draft motion be circulated to members of the Management Committee for approval prior to submission to Council.

Minutes (4) and (5) are included in the confidential Annex to these minutes.

WINWICK PARISH – MANAGEMENT COMMITTEE – ACTION LIST / REFERRAL LOG 2020/21

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	-	-	Continuous monitoring	
2	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	-	-	Continuous monitoring	
3	To request the Clerk to provide a template for the business monitoring report to the Interim Community and Conference Centre Manager.	WPMC.57(A)(5)	11/02/20	Clerk	-	-	In progress	
4	To request the Operations and Finance Officer to look into whether there was a schedule for cutting the playing field or whether this was done upon request and what payment arrangements were in place.	WPMC.6(A)(3)	09/06/20	Finance Officer	-	-	In progress	
5	To request the Operations and Finance Officer to undertake a survey of regular Centre users to ascertain their plans to restart their activities.	WPMC.8(A)(5)	09/06/20	Finance Officer	-	-	Currently being progressed as part of the Centre's Reopening Plan	
6	To request the Clerk to consider any available training for the senior management team around local government issues.	WPMC.8(A)(7)	09/06/20	Clerk	-	-	A number of formal and informal training opportunities are available. These will be discussed with the	

Agenda Item 5

							postholder.	
7	To approve the work to repair the hallway bannister beside the ramp to the Myddleton Room/Radley Suite, and to accept the quote from Wigwam in the sum of £280.	WPMC13(3)	14/07/20	Operations and Finance Officer	-	-	An update will be provided at the meeting	
8	To request the Operations and Finance Officer to seek further quotes for the replacement exterior door on Radley Suite, to include uPVC models.	WPMC13(4)	14/07/20	Operations and Finance Officer	-	-	An update will be provided at the meeting	
9	To refer the matter of refurbishment of the bar area flooring to Council to enable further quotes to be obtained.	WPMC13(5)	14/07/20	Clerk	-	-	This will be submitted to Council on 22/09/20	
10	To approve the work to undertake interior painting at the Centre and to accept the quote from R Harris in the sum of £385.	WPMC13(7)	14/07/20	Operations and Finance Officer	-	-	An update will be provided at the meeting	
11	To approve the work to undertake repainting of the ladies and gents toilets and to accept the quote from R Harris in the sum of £530.	WPMC13(9)	14/07/20	Operations and Finance Officer	-	-	An update will be provided at the meeting	
12	To request the Operations and Finance Officer to obtain a revised quote for the renovation of the outdoor furniture, to include the benches in the smoking area and to compare the quotes with the costs of purchasing of entirely new furniture.	WPMC13(10)	14/07/20	Operations and Finance Officer	-	-	An update will be provided at the meeting	
13	To delegate the decision to either renovate or replace the items at (10) above to the	WPMC13(11)	14/07/20	Operations and Finance Officer	-	-	An update will be provided at the meeting	

Agenda Item 5

	Operations and Finance Officer, based upon the overall cost.							
14	To approve the work to refit the kitchen to provide for a dishwasher and to accept the quote from Wigwam in the sum of £485.	WPMC13(12)	14/07/20	Operations and Finance Officer	-	-	An update will be provided at the meeting	
15	To request the Operations and Finance Officer to look into the Government's Job Retention Bonus scheme to provide a £1,000 grant to employers whose furloughed staff were retained for at least 6 months.	WPMC16((2)	14/07/20	Operations and Finance Officer	-	-	An update will be provided at the meeting	

Version 3.0- (Final) – 02/09/20

Progress Legend

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

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Winwick Parish Council

Leisure Centre Performance Report

To Management Meeting 8th September 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:

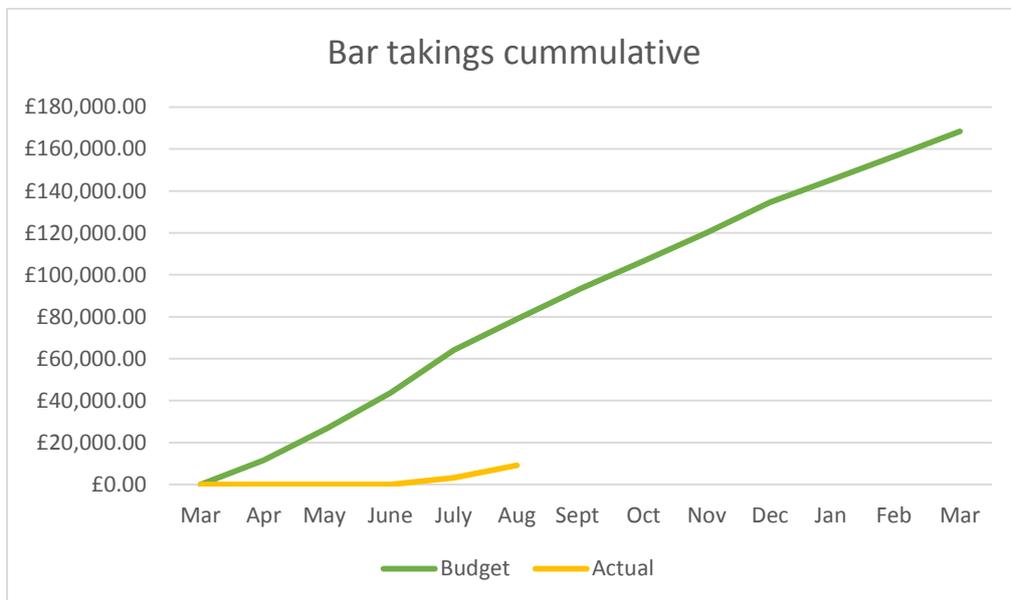
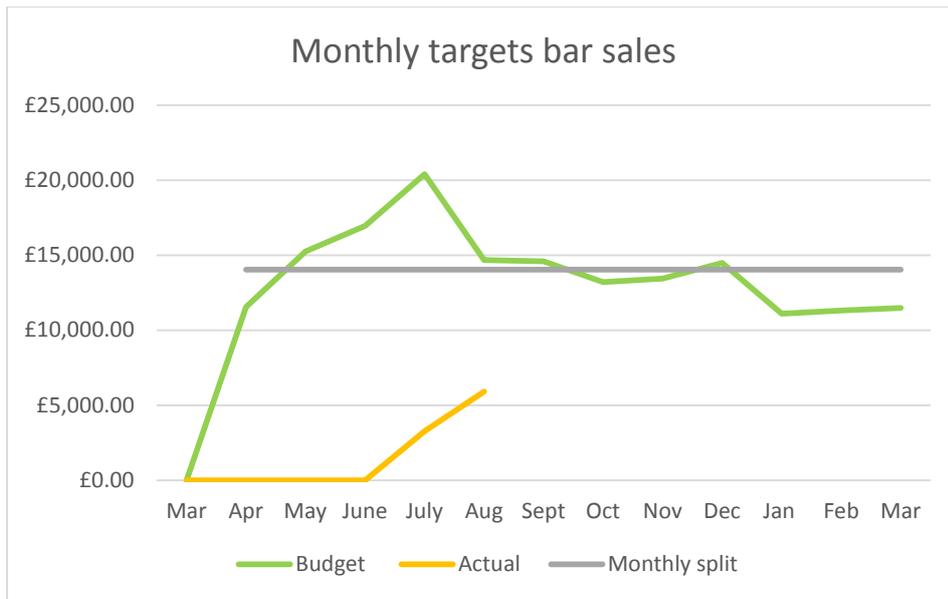
	Apr	May	June	July	Aug	Sept
Percentage of total	6.86%	9.05%	10.06%	12.11%	8.71%	8.66%
Budget	£11,558.97	£15,252.36	£16,947.35	£20,398.62	£14,638.71	£14,595.22
Actuals	£0.00	£0.00	£0.00	£3,266.25	£5,905.05	£0.00
	Oct	Nov	Dec	Jan	Feb	Mar
Percentage of total	7.84%	7.98%	8.60%	6.59%	6.72%	6.82%
Budget	£13,214.11	£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 were 25.97% down on the budgeted figures for the year a deficit of £43.7k by the end of June.

Limited reopening in July produced £3.2k of income against the budgeted £20.4k (15.7% of budgeted income). This has increased to £5.9k of income against the budgeted £14.6k (40.21% of the budgeted income).

This puts us at 11.63% of the budgeted income for the year to date and a deficit on income of £69.6k.

Plots showing initial figures on income below:



The cash takings for bar sales are shown below for July limited opening.

29-Jun						£530.68	£162.43	£693.11
06-Jul					£300.76	£142.23	£351.04	£794.03
13-Jul	£5.07			£41.16	£336.14	£111.57	£202.87	£696.81
20-Jul	£6.17	£26.25	£23.51	£0.00	£313.06	£295.51	£113.13	£777.63
27-Jul	£8.25	£17.26	£0.00	£31.42	£247.68	£56.25	£380.84	£741.70

The cash takings for August are shown below:

27-Jul	£8.25	£17.26	£0.00	£31.42	£247.68	£56.25	£380.84	£741.70
03-Aug	£80.58	£35.12	£30.16	£44.57	£372.09	£512.69	£198.44	£1,273.65
10-Aug	£108.25	£192.25	£213.21	£254.95	£275.14	£282.52	£308.91	£1,635.23
17-Aug	£66.59	£153.74	£25.31	£98.97	£295.96	£430.63	£101.73	£1,172.93
24-Aug	£145.04	£22.05	£146.48	£91.33	£229.61	£591.51	£160.13	£1,386.15

There is still some fluctuation as to which days produce strong bar takes however there has been a steady increase from July takings through August.

With regards to the coffee mornings the figures below show income for July and August. We are 318 cups and £459.97 behind July last year and 96 cups and £125.09 behind August last year.

	Cups sold total	Cups sold per day	Income
Apr	0	0.0	£0.00
May	0	0.0	£0.00
June	0	0.0	£0.00
July	81	2.6	£121.86
Aug	192	6.2	£300.05
Sept		0.0	
Oct		0.0	
Nov		0.0	
Dec		0.0	
Jan		0.0	
Feb		0.0	
Mar		0.0	
Total	273	0.7	£421.91

Based on figures from last years sales we are looking to be 1517 cups (£2,212.97) behind sales to end of August 19/20.

The revised minimum cups per day target is calculated below (adjusted to account for covering costs on machine lease whilst closed):

Total expected machine leasing	£2,931.64
Total consumables	£2,409.20 (set at one set per 3months)
Total expected expenditure	£5,340.84

Price per cup	£2.10
Cups required to cover expenditure	2,543.25
Cups sold in July	81
Remaining cups to cover	2462.25

Required sales per month	308 cups
Required sales per day (average)	11 cups (10.25 rounded up)

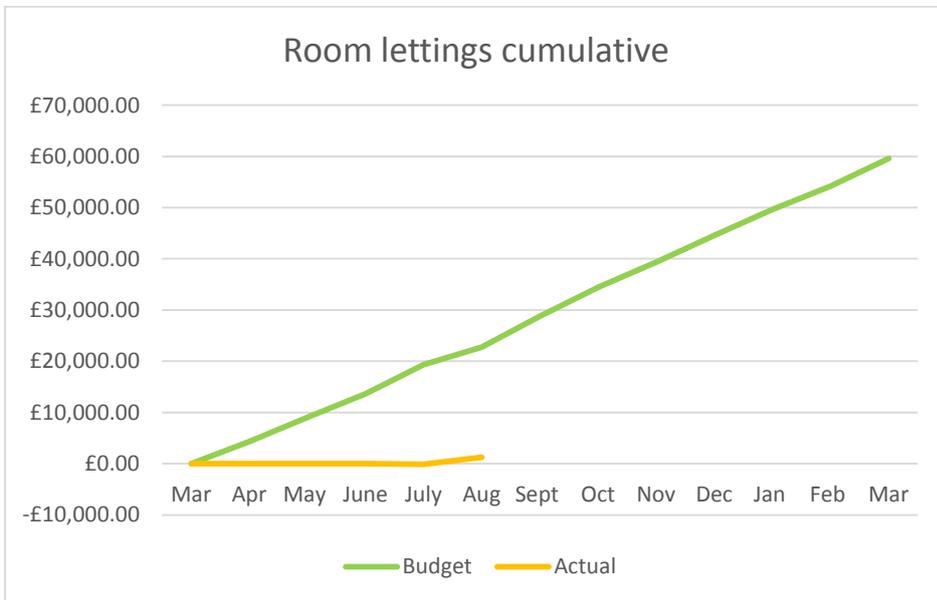
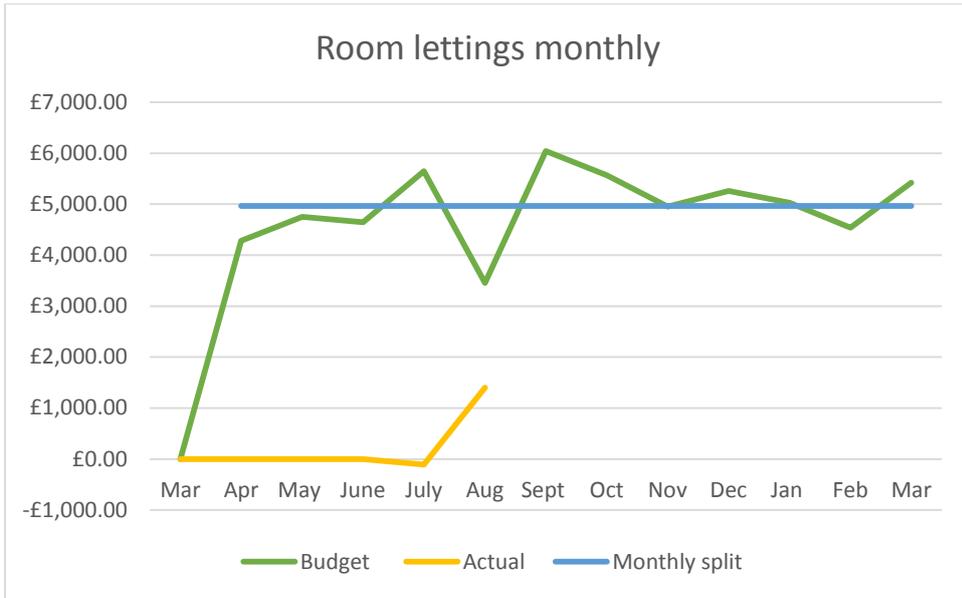
As with the bar sales room lettings have been analysed and the expected fees (including buffet sales) have been split across the relevant months by expected percentages, as below:

	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	£-110.00	£1,400.00	£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 were down by £19.4k (32.43%) at the end of July due to the enforced closures. At the end of August we are £21.5k behind the original budget for the year.

The £1.4k taken in August equates to approximately 40.5% of the originally budgeted room hire for this month.

We have had a couple of people request refunds for deposits on parties that could not go ahead (the -£110 in income) but the majority of people contacted have requested that the booking be moved to an alternative date. Plots are provided below:



Performance against revised models.

As you can see from the table below the bar is currently running at 12% of the CJ adjusted figures and 30.6% of the MGT adjusted figures. This means overall bar income of £9,565.65/mth and £2,973.39/mth respectively required to hit targets set.

Room hire is running at 5.46% of the CJ adjusted figures and 6.63% of the MGT adjusted figures. This means overall room hire income of £2,820.61/mth and £2,294.29/mth respectively required to hit targets set.

	percentage ytd against CJ model	percentage ytd against MGT model
Income		
210 Room hire income	5.46%	6.63%
225 Buffet sales income	4.62%	5.77%
Entertainer - parties		
Projector/ white board hire	0.00%	0.00%
Field income	4.80%	4.80%
230 Bar sales income	12.06%	30.62%
231 Bar snacks income	12.06%	30.60%
232 Soft drinks income	12.06%	30.61%
Bar tea and coffee	12.07%	30.64%
260 Ticket sales income (Events)		
Furlough income	77.04%	77.04%
275 Machine income		
Total Income	22.31%	37.18%

2. Events

There have been no events so far this year, and none will take place in August.

3. Payments made

A full list will be available as a separate paper

4. Quotes

As part of the cost reduction strategy I have been reviewing the lighting at the centre. Currently we utilised fluorescent strip lighting in all of our rooms.

I asked Mr Healey who does the majority of our electrical repairs to look into costs for replacing the fluorescents in the main hall with LED lighting panels. As part of this I asked him to provide me with a breakdown of the usage savings with regards to the different types of lighting.

We have received a quote broken down into replacing the lighting in two parts at a price of £341.25 per 7 light fittings replaced.

Based on a 57.33% reduction in power usage we could save an estimated £242.72 per 7 light fittings replaced in energy charges.

The main hall has a total of 14 fluorescent lights and based on the average lifespan of an LED once installation costs have been taken out we stand to save an estimated £1,744.70 over the 5 year life span of the 14 lights (£872.35 if only 7 replaced at this time).

No further quotes for deliberation following the Millenium Lounge refurb being put on hold.

Updates on work agreed as follows:

- 1) Drain pipes were repaired and reinforced
- 2) Kitchen has been outfitted for dishwasher – just dishwasher to order
- 3) Repair and renovate patio benches is in progress
- 4) Paving at back of the building not yet undertaken as awaiting confirmed start date from contractor.

Additional work being undertaken outside of those agreed at Parish meetings:

- 1) Renovation of flower bed and containers on patio completed with spraying of patio with weed killer - £90 – Now complete
- 2) Spraying of exterior of building with weed killer completed - £25 – Now complete
- 3) Renovation of back bar to accommodate ice machine (as currently ice machine in a precarious position in cellar) – Free of charge – Now complete
- 4) Replacement of fluorescent light in ladies with LED (due to fitting being fused) - £120 – Now complete

5. *Issues of note*

Football pitch hire

I understand from Councillors this is not popular with Winwick Athletic, however, Warrington has a number of teams currently looking to have pre-season friendlies with no access to their usual grounds (e.g. AFC Millbrow usually use Sankey High School). This presents a short term income stream to support the centre and recoup some of the reduction that will be applied to Winwick Athletics fees for the year.

One of the teams would like to make this their home ground for Sunday league matches. As I understand it Winwick Athletic are a Saturday league team so there should not be any overlap. Going forward this would mean we could start to put some money to one side to sort the re-drainage of the upper pitch which we have had numerous complaints about the flooding of one of the corner points.

Part 2

See document pack issued 25th August 2020

Lighting main hall

Total panels that require changing	14
No of panels quoted for	7

Cost for quoted panels	£341.25
Cost for total required	£682.50

Cost saving analysis

Item	Power usage kwh	Price per kwh	Total cost
7 Fluorescent panels	2646	£0.16	£423.36
7 LED panels	1129	£0.16	£180.64
Difference	1517		£242.72

57.33%

Costs recouped over savings (years)	1.41
Average lifespan of LED panel (years)	5
Potential total saving less costs recoupment	£872.35

Item	Power usage kwh	Price per kwh	Total cost
14 Fluorescent panels	5292	£0.16	£846.72
14 LED panels	2258	£0.16	£361.28
Difference	3034		£485.44

57.33%

Costs recouped over savings (years)	1.41
Average lifespan of LED panel (years)	5
Potential total saving less costs recoupment	£1,744.70

Room	Panels	Total cost	Annual saving	Life span saving
Main Hall	14	£682.50	£485.44	£1,744.70
Millenium				
Countryside				
Myddleton				
Radley				