

WINWICK

*Best Kept Village
in Cheshire – 2000*

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



PARISH COUNCIL

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4 November 2020

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

Dear Councillor

A meeting of the Management Committee will take place on **Tuesday 10 November 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/IUiOZp1nOQQ>

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 13 October 2020.

4. Action List

A schedule is provided of actions arising from previous meetings.

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

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

6. Chairman to move Part 2

Part 2

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

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

- (1) Community & Leisure Centre – confidential reports from the 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.
 - a) Reorganisation - consultation responses

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 13 October 2020

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

WPMC 26 Apologies

There were no apologies for absence submitted.

WPMC 27 Code of Conduct - Declarations of Interest

There were no declarations of interest received.

WPMC 28 Minutes

Decision – That, subject to a spelling correction of the word ‘Sock’ to read ‘Stock’ against Action 1 under Minute WMP.C.21, the Minutes of the meeting held on 8 September 2020 be agreed as a correct record.

WPMC 29 Action List

Members considered a schedule, which outlined actions and referrals from previous meetings.

Actions 1, 6, 9, 10, 11 and 12 had been completed and should be omitted from the next schedule. Actions 2 and 15 required continuous monitoring and should be retained. Actions 3, 4, 8, 13 and 14 were in progress and should be retained on the schedule.

The following issues were considered:-

Action 5, Replacement door to Radley Suite – Further quotes had been received for the proposed door replacement, but a number of different composite models had been identified. The Operations and Finance Officer would send details to Councillor Iddon for comments. Councillor Iddon enquired about whether cost differed substantially from the quote for a wooden door. Ms Jones reported that the cost was around £840 for the composite model, but she had not looked at all of the options available yet. Councillor Iddon suggested that this seemed more expensive than the wooden version. (Action to be retained).

Action 6, Refurbishment of Bar Area – Council had considered this matter on 22 September 2020 and delegated the action to this Committee and/or the Operations and Finance Officer to determine. Diamond Flooring had not responded with a quote. Ms Jones would obtain some further quotes. The Chair enquired about the level of risk from the damaged floor. It was reported that the damaged areas had been secured with safety tape. Councillor Iddon considered that the work was relatively urgent, as the area did get damp,

reducing the effectiveness of the temporary repairs. The Chair indicated that further quotes should be obtained with a view to a comparator price being obtained before the next Council meeting. (New Action)

Action 7, Interior Painting - This work had been deferred and should be deleted from the schedule. (Delete)

Action 8, Painting of toilets – This work would not now commence until January. In the interim, a further quote would be sought. (Action to be retained).

Action 12, Job Retention Bonus – This matter would be reported later in the meeting under the Finance Officer's report. (Action to be deleted).

Action 13, Purchase of Scales for weighing Barrels – The Operations and Finance Officer would speak to the Centre Manager to identify the specification of scales required. There were no other stock issues to report on this occasion. (Action to be retained).

Action 14, Dishwasher – The Operations and Finance Officer had had insufficient time to complete this Action before her holiday and had also been required to work from home recently, due to a dependant family member self-isolating. (Action to be retained).

Action 16, LED Light Fittings – This work had been completed and had greatly improved the brightness of the illumination in the Main Hall. (Action to be deleted).

Decision –

- (1) 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.
- (2) To note that further quotes would be obtained in relation to the repairs to the bar flooring.

WPMC 30 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 September 2020.

Prior to consideration of the report the Chair summarised some key issues for the public record. He thanked all the staff and councilors for their hard work behind the scenes to ensure the continued operation of the Centre in difficult

trading circumstances. A number of the following points had been discussed under Part 2 of the Agenda at Council on 22 September 2020. Business was in a state of extreme fluidity. Council had discussed the on-going role of the Centre. The Chair of Council and Councillor Vobe had spoken about obtaining best value for the use of the Centre. This meant that the Council should not endeavor to keep the Centre open at any cost, but that it could take into account broader issues than cost when determining the Centre's value to the community. Councillors G and D Friend had expressed similar views about maintaining a balance between cost and usage of the Centre. Elected Members were meeting every two weeks to keep a close eye on the trading situation due to developments linked to the pandemic.

The Chair and Operations and Finance Officer had met earlier today to discuss the business model for the Centre. Further details would be considered in Part 2 of today's meeting, as the information was commercially sensitive and could have staffing implications.

Some core principles had been identified. Overall the intention was to try to keep the cost of operating the Centre as close as possible to the original budgeted amount. The Council would not expect to have to cover a large in-year deficit from next year's precept. The Council would use what funds it had available as prudently as possible in order to manage costs and would endeavor not to use more than the amount available in the Council's reserves. Within these financial parameters the Council wished to deliver the maximum community benefit possible from the continued operation of the Centre.

The Chair reiterated that a more comprehensive discussion would take place under Part 2 of the Agenda. The Chair had circulated an e-mail earlier today with some issues for consideration. However, it was acknowledged that Members of the Committee would not have had much time to digest the information fully.

Finance Officer's Report

The report comprised the standard format, which included a monthly profile of anticipated finances based upon the income figures experienced in previous years, actual income received and a summary of the income lost due to the closure of the Centre in April - June 2020. 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 (£168.5k) 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. 2020/21 actual income (also shown) would be assessed against the table provided below.

Agenda Item 3

	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	3.27	5.91	5.18	0.00	0.00	0.00	0.00	0.00	0.00

Bar Takings Monthly

A graph was provided which showed monthly budgeted and actual bar takings as at September 2020, using the profile outlined above.

September bar sales had come in at £5.1k of income, against the original budget on the year of £14.5k. This put the Centre at 15.36% of the budgeted income for the year to date and a deficit on income of £79k. However, cost savings had been made, with lower bar sales meaning lower levels of stock carried and other savings.

Bar Takings Cumulative

A graph was also provided showing the cumulative budgeted and actual bar takings as at September 2020, using the profile outlined above. As noted above, the overall income was significantly below target, but starting to recover.

Bar sales were now returning around 1/3 of the original monthly budgeted amounts. Up to 11 October bar takings had been £2,333.16k and projections were that takings for the full month would be £6,575.27. The projections were dependent on whether Warrington would be escalated from Tier 2 into Tier 3 Coronavirus restrictions, under which all bars would be closed. Clearly the higher level of restriction would have a detrimental effect on bar sales.

Cash Takings

Tables showing weekly cash takings for bar sales (including tea and coffee) for the weeks commencing 31 August to 28 September 2020 were presented.

The green boxes (in the original reports) highlighted where takings had exceeded the daily target figures based upon the income profile set previously.

There were still some fluctuations as to which days produced strong bar takes. Currently Tuesday night bar sales were not high and there were no room lets apart from band practice. Accordingly, it had been decided to move the band practice to another night to enable the Centre to close to the public on Tuesday night. The Management Team was also reviewing other opening nights to maintain cost effectiveness.

Coffee Sales

With regards to the coffee mornings, the figures were currently below income for September. The Centre was 65 cups and £59.45 behind September last year.

Based on figures from last year's sales, the Centre was looking to be 2,092 cups (£3,080.99) behind sales to the end of September in 2019/20.

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	-0.11	1.40	1.19	0.00	0.00	0.00	0.00	0.00	0.00

Room Lettings Monthly

A graph was provided which showed monthly budgeted and actual room lettings income as at September 2020, using the profile outlined above.

Room lettings were down by £4.8k in September, due to the enforced closures. At the end of September the Centre was £26.3k behind the original budget figure for the year.

The £1.19 taken in September equated to approximately 19.6% of the originally budgeted room hire for this month.

It was acknowledged that the Adoption and Fostering Service could not use the Centre due to their own rules until January. Accordingly, most income was derived from training courses, band practice and a number of social groups. A number of social uses were still not permitted, such as the strategy gaming group, who were keen to return as soon as possible.

Councillor D Friend expressed surprise that band practices were allowed under the current restrictions, given that singing was not allowed in churches, etc. Ms Jones reported that practicing was permitted and that the St Oswald's Church Choir were also using the Centre for practice sessions.

Room Lettings Cumulative

A further graph was provided showing the cumulative budgeted and actual lettings income as at September 2020, using the profile outlined above. As

indicated above, the overall income was significantly below target, but making some limited progress.

Performance Against Revised Models

A table was provided which showed that the bar was currently running at 21% of the Finance Officer's adjusted figures (realistic estimate) and 53.27% of the Management Committee's adjusted figures (pessimistic view). This meant overall bar income of £10,129.90/mth and £2,434.93/mth respectively was required to hit the targets set.

Room hire was running at 11.58% of the Finance Officer's adjusted figures (realistic estimate) and 14.06% of the Management Committee's adjusted figures (pessimistic view). This meant overall room hire income of £2,820.61/mth and £2,294.29/mth respectively was required to hit the targets set.

	percentage ytd against RFO model	percentage ytd against MGT model
Income		
210 Room hire income	11.58%	14.06%
225 Buffet sales income	4.62%	5.77%
Entertainer - parties		
Projector/ white board hire	0.00%	0.00%
Field income	6.40%	6.40%
230 Bar sales income	19.92%	50.56%
231 Bar snacks income	20.25%	51.39%
232 Soft drinks income	20.64%	52.39%
Bar tea and coffee	23.13%	58.72%
260 Ticket sales income (Events)		
Furlough income	80.10%	80.10%
275 Machine income		
Total Income	28.71%	47.85%

Ms Jones reported that it now seemed likely that the income realised by the Centre would be closer to the Management Committee's pessimistic view. However, every effort was being made to progress towards the Finance Officer's model, so as to reduce the deficit at the end of the year.

Events

There had been no events held so far this financial year, including in September.

Payments Made

No list of payments was available on this occasion.

Quotes

Updates on work previously agreed were as follows:-

- 1) LED lights had been fitted in the Main Hall – a review of unit savings would be undertaken;
- 2) The kitchen had been outfitted for a dishwasher, with just the dishwasher appliance to be ordered;
- 3) The repair and renovation of the patio benches had been completed; and
- 4) UPVC door repair (Radley Suite) was yet to be organised, with further quotes to be arranged.

Issues of Note

Job Retention Bonus

This could be claimed between 15 February 2021 and 31 March 2021 and was a £1,000 per eligible employee one off payment made to the employer.

The grant could only be claimed for employees who were eligible for and who were enrolled in the Coronavirus Job Retention Scheme (CJRS), ie. the furlough scheme.

Those employees must be continuously employed from the end of the Job Retention Scheme to the 31 January 2021.

The minimum income threshold for this bonus was £1,560.00 over the following tax months:-

6th Nov – 5th Dec

6th Dec – 5th Jan

6th Jan – 5th Feb

There must be one taxable payment in each tax month. This meant that at least 4 of the 7 furloughed staff were eligible for this. A potential of £4k retention bonus could be received by the Council.

The matter would be discussed further in Part 2 of the meeting.

Bar Hours Revised Sheet

A sheet was provided which set out the current hours worked by staff, any furlough hours, wage costs and any furlough pay.

Decision – To note the update report on the Leisure Centre performance, including the impact of the closure of the Centre, due to the Coronavirus pandemic and the business restart performance.

WPMC 31 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 32 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 business recovery, which comprised the Adjusted Budget Predictions for the Leisure Centre as at September 2020 (including detailed budget forecast across 3 Models – Budget; Realistic Estimate and Pessimistic View).

Members also considered the discussions held at the Council meeting on 22 September 2020 and the e-mail circulated by the Chair earlier in the day. The Chair summarised the contents of the e-mail, as follows:-

- An assessment of the current position including a view that the income was currently closer to the pessimistic view;
- A view that most of the current lettings income was not from commercial bookings;
- A view that final income was likely to be very close to that predicted in the Pessimistic View;
- An acknowledgement of the cost cutting and re-budgeting carried out by the Operations and Finance Officer and Management Team leading to savings of around £11k;
- Threats to projected income, including possible full closure of the bar if Tier 3 COVID-19 restrictions were imposed and possible slippage in takings during the quieter winter months;
- The cost implications of the Centre remaining partially open, if the bar was forced to close;
- Protection of staff though the use of the Job Retention Bonus.

One option would be to simply mothball the Centre for 6 months. However, the view of the Chair, after discussing the matter with the Chair of the Council, was that the business model for the Centre should shift to only opening the bar and perhaps wider Centre on certain week days and diverting users to those dates.

Members discussed the following matters:-

- Ensuring provision remained available for the nursery, football teams, band practice and other community groups;
- Concerns over staffing numbers and the need to maximise efficient usage of staff;

Agenda Item 3

- Concerns that even the Pessimistic View figure was too optimistic and that more drastic action might be required;
- Use of a caretaker approach to opening up and closing for the nursery;
- Consideration of whether the management structure was top heavy, given the current amount of trade, but acknowledgement that certain tasks had to be carried out at that level;
- Taking care not to fritter away precept monies;
- Comparison with the general business landscape, with numerous redundancies being announced across all sectors;
- Consideration of only one member of staff being on site at any one time and the need for the Management Team to be flexible in their hours of work and duties undertaken;
- Prioritising the retention of the more skilled/experienced staff, including the Management Team;
- Financial implications for the Council of retaining those staff on zero hours contracts;
- A view that the Management Team would need to carry out more day to day duties at the Centre in preference to using zero hour contract staff, but acknowledgement that some flexible cover was required to provide for holidays and sickness absence;
- Uncertainty around whether the school and nursery would be shut if Warrington was moved to Tier 3;
- The need to maximise efficiency of the Centre's operating model for it to be sustainable over a long term recover period;
- Acknowledgement that many residents would be directly affected by the pandemic with reduced salaries, limited disposable income and in some cases reliance on food parcels;
- Acknowledgement of the duty on councillors to hand over a Centre in the best shape possible to the newly elected councillors in May 2021;
- Noting that the Centre Manager's hours included working at the weekends when the playing fields were being used, to monitor usage, accept payments and to carry out essential maintenance at the Centre;
- Acknowledgement that an outbreak would lead to temporary closure of the nursery;
- Consideration of the impact of the end of the furlough scheme on 31 October 2020. This might be less costly to the Centre as the existing take up was based on full opening hours, but the intention was to move to closure on certain days. The Centre was already closed on Tuesdays and 2 other possible nights were being considered. A $\frac{2}{3}$ pay furlough extension would only apply for locked down businesses in Tier 3 areas.

The Chair considered that the following weekly income might be achievable under a range of trading conditions:-

Cost Centre	Estimated Weekly Income		
	Pessimistic View	Realistic View	Optimistic View
Bar	£800	£1,000	£1,200
Lettings	£200	£250	£300

It was hoped to achieve around £5k income in October, but there was potential for this estimate to drift.

Members considered that the Operations and Finance Officer and Management Team should be requested to look at the minimum number of days and minimum staffing requirement required to maintain the opening of the Centre to continue to meet community demand.

Ms Jones reported that she was due to meet with the Centre Manager on Friday to discuss progress and would also raise the above issues with him.

Decision –

- (1) To note the report of the Operations and Finance Officer on business recovery and the progress currently being made.
- (2) To note the guidance provided by the Council, at its meeting on 22 September 2020, to note the content of the e-mail dated 13 October 2020 from the Chair of the Committee and to note the discussion points outlined above.
- (3) To request the Operations and Finance Officer develop a new staffing structure and rota based on a model of maximising the use of contracted hours staff and opening the Centre on limited nights, while maximising lettings on those nights and based on an assumption that Warrington will remain in Tier 2 restrictions.

(B) Employee Matters







Councillor Iddon reported that she no longer wished to sign off the payments in respect of the litter picker contract. Ms Jones indicated that third signatory would be required to authorise those payments.

The Clerk, Julian Joinson, reported that an analysis had now been undertaken of work schedules for the last complete reporting period. The analysis had identified a regular pattern of work including on which days the litter picker usually attended to which streets and areas. The analysis would be shared with councillors and should enable before and after checks to be undertaken to monitor performance.






However, service issues in relation to the litter picker were not within the remit of this Committee and would need be discussed by the Council.

Decision – To include an item on the Litter Picker on the next Council agenda.

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 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	
2	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	
3	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 postholder.	
4	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	-	-	Further quotes have been received for the proposed door replacement. However, the matter requires further consideration.	
5	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	-	-	Due to commence in January 2021	
6	To approve the purchase of scales for the purpose of weighing barrels.	WPMC 21(2)	08/09/20	Operations and Finance Officer	-	-	Specification to be determined in consultation with the Centre Manager	

Agenda Item 4

7	To approve the purchase of a domestic type dishwasher for the kitchen area.	WPMC 21(4)	08/09/20	Operations and Finance Officer	-	-	In progress	
8	To agree not to recommend any redundancies, at present, as there is sufficient flexibility within the current staffing structure and any reduction would restrict the operational viability of the Centre at times of holidays and sickness.	WPMC 25(2)	08/09/20	Operations and Finance Officer	-	-	Reviewed following the decision of Council on 22/09/20 about achieving best value for the community. A further determination was made at Council on 27/10/20 which supersedes this action (Agenda Item 7(2) also refers)	
9	To note that further quotes would be obtained in relation to the repairs to the bar flooring.	WPMC 29(2)	13/10/20	Operations and Finance Officer	-	-	An update will be provided at the meeting	
10	To request the Operations and Finance Officer develop a new staffing structure and rota based on a model of maximising the use of contracted hours staff and opening the Centre on limited nights, while maximising lettings on those nights and based on an assumption that Warrington will remain in Tier 2 restrictions.	WPMC 32(A)(3)	13/10/20	Operations and Finance Officer	-	-	Details provided to Council on 27 October 2020. The situation has developed following Warrington's escalation into Tier 3 status on 27 October and the proposed national lockdown with effect from 5 November 2020.	
11	To include an item on the Litter Picker on the next Council agenda.	WPMC 32(B)	13/10/20	Clerk	-	-	The matter was discussed at Council on 27/10/20	

Version 5.0- (Final) – 04/11/20

Progress Legend

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