

# 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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3 March 2021

To Members of Management Committee  
(Councillors M Matthews (Chair), T Collins, S Gordon, A Iddon and C Mitchell (substitute))

Dear Councillor

A meeting of the Management Committee will take place on **Tuesday 9 March 2021, 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/hFUz9dnQfN8>

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 9 February 2021.

### **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 - including Government's Roadmap out of Lockdown – *(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) Winwick Athletic FC Fees

(3) 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 9 February 2021

**Present:** Councillors M Matthews (Chair), T Collins, C Mitchell (substitute - temporarily filling a vacancy) and A Iddon

The Chair welcomed Councillor T Collins, to the meeting, as a new member of the Committee.

### **WPMC 40 Apologies**

Apologies were submitted on behalf of Councillor S Gordon.

Councillor G Friend was not present, having recently tendered his resignation from this Committee.

### **WPMC 41 Code of Conduct - Declarations of Interest**

There were no declarations of interest received.

### **WPMC 42 Minutes**

The Chair thanked the Operations and Finance Officer for her work reported at the last meeting (Minute WPMC.37(A)(2) – Historic Reports) to identify the daily, weekly and on-going responsibilities of staff during lockdown.

The Chair noted that work undertaken to investigate the use of a trusted key-holder (Minute WPMC.39(A)(3). Ms Jones, Operations and Finance Officer, reported that the Leisure and Community Centre Manager was now opening and closing the Centre, but did not remain on site once the pre-school staff were secure. The arrangement did comply with requirements of the Council's insurers. Pre-school staff had been reluctant to take on full responsibility for opening and closing the Centre when the unit was operational. The Centre Manager would only remain on site if other meetings, such as first aid training, were taking place. The income from the pre-school letting covered the basic staffing costs and the income from others lettings covered both staffing and other building/energy costs when operating in this manner.

Councillor Iddon sought assurance that the Centre was allowed to open under the current Coronavirus restrictions. Officers confirmed that opening to support essential services was not unlawful. Education and key services, including emergency first aid training and the work of the NHS and Mental Health Team, were considered to be essential activities. In the case of the first aid training, the provider normally ran 4 or 5 courses monthly, but had reduced this to just one, to cover essential activity only. The Chair confirmed that he had considered this position carefully and was satisfied the essentiality criteria trickled down to supporting organisations. Councillor Mitchell noted that the work described above could not be undertaken from home.

Decision –

- (1) That the Minutes of the meeting held on 12 January 2021 be agreed as a correct record.
- (2) That the Committee was satisfied that the opening of the Leisure and Community Centre to support essential services, such as those described above, was lawful.

**WPMC 43 Action List**

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

Members noted the completion of a number of items, but that items linked to non-essential expenditure at the Leisure Centre were subject to review, in the light of the Council's financial pressures.

All completed actions would be omitted from the next update to the list.

In respect of Action 1 (Business Plan), the Chair invited Members to give further thought to the business plan over the next few meeting cycles, as the post lockdown landscape became clearer.

In connection with Action 2 (Monitoring Reports), the Chair indicated that further thought would need to be given to key performance indicators going forward, to enable the Committee to report succinctly to Council, particularly given the tight budget constraints anticipated in 2021/22. The pressure had been exacerbated by the Council's inability to access business rates discounts and leisure and hospitality grants made available by the Government to the rest of the leisure sector, through Warrington Borough Council, because of legislation preventing the payment of discretionary business rates discounts to precepting authorities. The Chair noted that the Centre was continuing to operate at the pessimistic forecast end of its business plan.

Ms Jones clarified that the Action described under this item was for the Centre Manager to provide a regular report to the Committee on operational issues at the Centre. Before lockdown the economic outlook for the business was moving in the right direction. Business recovery would depend on what the 'new normal' looked like. Budget monitoring templates had already been set up with the 2021/22 forecasts financials included. The reports from Leisure Centre Manager would supplement the financial information being provided, with details of operational matters.

Regarding Action 3 (Training), this could be progressed further as and when funding became available.

In respect of Action 5 (Toilet Repair), a cheaper quote had been obtained and the work had now been carried out. (This Action to be deleted). Councillor

### Agenda Item 3

Iddon advised caution before any further repair and maintenance expenditure was authorised, given the current cash flow position. Ms Jones responded that other repairs expenditure (Actions 4 and 6 to 8) had already been halted. In terms of the cash flow position, income from the pre-school letting was already factored into the calculation, but income from *ad hoc* bookings, such as training, was not included, thereby providing a welcome bonus.

In connection with Action 10 (Litter Picker), an implementation plan would need to be established with timelines set around each Committee cycle, so as to prevent any slippage of the key objective to reorganise the service to achieve 20% budget savings.

Councillor Iddon indicated that there had been lots of chatter on Facebook recently about litter picking. The Council acknowledged that many individuals provided their time on a voluntary basis to pick litter. Councillor Mitchell added that complaints made about litter were often in relation to those areas that could not be picked safely. The Chair added that he had witnessed one well-intentioned individual picking litter close to his home address, but on a very dangerous part of the highway. Traffic flow, daylight levels and high-vis clothing should be considered when picking litter. Councillor Mitchell confirmed that certain roads could only be picked safely if a road closure order was in place, but that at around £3k the cost of a road closure was prohibitive. The Chair suggested that the Council engage with the volunteers to advise them about safety considerations. Information could be provided on the Council's website.

Councilor Iddon asked if the litter picker reported dumped waste on private land. Councilor Mitchell confirmed that fly tipping and other litter was reported via observation on his worksheet. Waste on private land was the responsibility of the land owner, although there were enforcement powers available to the Borough Council as a last resort. The Chair suggested that residents be allowed to report litter via the Council's website, which would enable the Council to focus the efforts of its own litter picker on the areas of greatest need.

Councilor Iddon asked if the litter picker could clear Hermitage Green Lane while the road was currently subject to a road closure order. Councillor Mitchell confirmed that this had already been requested.

The Chair reminded Members that the litter picker service was currently a matter for Council rather than this Committee and that any substantive debate would need to be listed as an agenda item for that body.

The Clerk, Julian Joinson, indicated that the litter picker should be informed at the earliest possible opportunity of the reorganisation proposals for the service, as these were now in the public domain, as part of the Budget decision.

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 give further consideration to the Centre's business plan over the next few meeting cycles, as the post lockdown landscape became clearer.
- (3) To request the Clerk to provide safety advice for members of the public choosing to pick litter on a voluntary basis, via the Council's website.
- (4) To request the Clerk to draft a letter to the litter picker to advise him of the proposals in connection with the reorganisation of the litter picking service and to provide reassurance that he will be consulted fully around any proposed changes.

**WPMC 44 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 January 2021.

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 restrictions imposed upon the Centre throughout the pandemic. 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	5.92	6.18	4.65	0.08	0.67	0.00	0.00	0.00

#### *Bar Takings Monthly*

A graph was provided which showed monthly budgeted and actual bar takings as at January 2021, using the profile outlined above.

There had been no bar take in January due to the pandemic lockdown, as against a budgeted figure of £11.1k.

#### *Bar Takings Cumulative*

A graph was also provided showing the cumulative budgeted and actual bar takings as at January 2021, using the profile outlined above. This put the Centre at 14.25% of the budgeted income for the year to date and a deficit on income of £124.9k.

#### *Cash Takings*

There were no cash takings for bar sales in January 2021.

#### *Coffee Sales*

With regards to the coffee mornings, figures were provided which showed the income to January 2021. The Centre was 464 cups and £700.43 behind the figures as at January last year.

#### *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	1.49	1.61	1.55	0.56	1.41	0.64	0.00	0.00

### *Room Lettings Monthly*

A graph was provided which showed monthly budgeted and actual room lettings income as at January 2021, using the profile outlined above.

The £635 taken in January equated to approximately 12.62% of the originally budgeted room hire for this month.

### *Room Lettings Cumulative*

A further graph was provided showing the cumulative budgeted and actual lettings income as at January 2021, using the profile outlined above. At the end of January, room lettings were £42.4k behind the original budget figure for the year.

### Issues of Note

#### *Furlough Support*

Furlough monies continued to be recouped against staff wages. The Council was recouping £887.50/week in staff wages.

#### *On-going Operations*

During the current lockdown the Centre continued to open for the Pre-school and Chroma (mental health) hires, and was also able to open for NHS training and first aid courses. A number of NHS bookings had been received for February and the Centre's management was checking with first aid trainers as to which bookings were going ahead in February and March.

### Overview

The Chair estimated that the bar take would finish at around £20k and lettings at around £10k for the full year, giving a total income from the Leisure and Community Centre of around £30k. In effect, this would be the base point for business restart in 2021/22. The Centre needed to adopt an approach of looking at its income and deciding how best to deploy the variable costs required to service that level of income. This might involve focusing on the various income streams and planning use of the Centre's resources only a few weeks ahead. That approach could be the norm for the next 6 - 9 months.

At best, it was envisaged that income for the first quarter of 2021/22 would only realise a maximum of £30k. The Council could not do anything significant about its fixed costs, but could actively manage the money spent on chasing the level of income available. Councillor Iddon commented that the approach would be challenging, but necessary.



Ms Jones added that the Budget for 2021/22 had taken account of the fact that the first 6 months would achieve a lower level of income. Bars were expected to be allowed to open for their normal licensing hours after lockdown, but it was not certain when this would start. Income in April seemed unlikely and May was far from certain. The Chair commented that the curve for reopening in July 2020 had been gradual. Ms Jones commented that in July the bar had only opened at weekends for significant period of time. For restarting in 2021, the Centre would still need to manage carefully what days to staff up, so as to open the bar. Members acknowledged that staffing was the most significant cost. Ms Jones reminded Members that there were now only two contracted Leisure Centre staff and that all other employees were on zero hours contracts

The Chair commented that the strategy for the forthcoming year would need to be carefully managed. Nationally, highest risk individuals had been vaccinated and there was an on-going debate around whether to 'let the virus rip' through the remainder of the age groups. However, this scenario was unlikely, as the approach would still put the NHS under great pressure. Ms Joes commented that COVID safe precautions were likely to remain in place even after reopening, such as table service, mask wearing and no large groups indoors. Councillor Iddon added that the Centre's main income was from large gatherings, ie parties, but this could be the last activity to return.

Decision – To note the update reports on the Leisure Centre performance, including the impact of the restrictions on the Centre's operations, due to the Coronavirus pandemic.

**WPMC 45 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 46 Confidential Matters in line with the Committee's Terms of Reference**

**(A) Community and Leisure Centre Performance Reports**

Information was circulated in advance of the meeting on:-

- Cash flow;
- Creditors; and
- Debtors

Due to a technical issue, the Clerk's connection to the virtual meeting failed. Accordingly, the meeting was adjourned to later date.

**The meeting was reconvened at 7.00pm on 23 February 2021 before the Council meeting.**

Ms Jones reported that updated information had now been submitted for discussion at Part 2 of the Council meeting commencing at 7.30pm today.

The cash flow figures showed the anticipated money in and out of the bank to the end of February 2021. It was likely that the final cash at bank figure at the end of the financial year would be around £1,500. However, there might be additional income from first aid courses taking place before that date. Any additional room hires would provide income over and above the forecast figure.

The Operations and Finance Officer's view was that the cash flow situation was starting to improve. Electricity credits had been returned to the Council (in part) and some other sources of income were due to be realised.

The Parish could also be eligible for grant funding under the Local Restriction Support grant. The application form had included a tick box for parish councils, which was a promising sign. An application had been submitted for the period November to December 2020, which also covered the local restrictions applied in October 2020. If the application was accepted, it was likely that further grant sums would be available for January to the present date.

Debtors and Creditors were due to be discussed at the Council meeting later this evening and updated figures had been provided for that meeting. Additional furlough sums had been recouped in February, due to the furloughing of the Centre Manager.

Members queried whether debtors had started to make payments. In particular, there was a question around any payments made by small business hirers. Ms Jones reported that she was still working on the debts of smaller operators. However, greater attention had been paid to the larger corporate hirers, as these would quickly provide the largest sums recoverable. For example, money was now starting to come in from NHS organisations and the Together for Adoption Partnership.

A question was raised about whether further lettings would be made to significant debtors in the small business sector. There was a suggestion that some smaller operators might be taking advantage of the situation while themselves still earning a regular income. Ms Jones confirmed that she had established a procedure for the Centre Manager to carefully monitor lettings to debtors and appropriate financial limits had been set. In order to make further bookings, payment would be required from debtors at the start of any subsequent sessions. Members expressed some reservations about continued lettings under those circumstances, without good reason.

Questions were asked about the largest debtor. Ms Jones reported that this

debtor was continuing to pay in instalments, but was difficult to engage with. If significant sums were not paid soon, the firm would receive notification of the Council's intention to apply interest to the outstanding debt. This might prompt improved dialogue with the debtor.

Discrepancies referred to in the reports related to where frequent hirers were unclear about which particular invoice they had paid. The Operations and Finance Officer was working closely with hirers to match payments received with the respective invoices, so that outstanding invoices could then be followed up. The procedures around matching payments for multiple invoices would be strengthened and could be easily managed for those larger organisations using purchase order numbers.

Ms Jones confirmed that the legacy issues around chasing debtors were currently being addressed and the Centre Manager would have a tighter grip on lettings in the future. Mr Joinson, Clerk, noted that the Financial Controls report to Council later tonight had identified a process for debtors monitoring and the escalation of responses.

The Chair identified a need to make budgetary provision for bad debt and to establish a formal process for the writing off of debts.

The Chair indicated that it would be useful for the Committee to receive information about the age of any outstanding debts and credit received by the Council.








The Chair confirmed that he was happy with the cash flow position as now reported.

Decision –





- (1) To note the report on cash flow, creditors and debtors.
- (2) To request the Operations and Finance Officer to consider the creation of a provision for bad debt and a procedure for the writing off of unrecoverable debts.
- (3) To request the Operations and Finance Officer to consider the provision of information to the Committee about the age of any debt or credit.



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## 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. Detailed operational reports will not be appropriate until the Centre opens more widely.	
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	-	-	Access to formal and informal training had been discussed with the Operations and Finance Officer on 11/02/21. These would be considered further at a later date.	
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. Project subject to review due to current financial pressures.	
5	To approve the purchase of scales for the purpose of weighing barrels.	WPMC 21(2)	08/09/20	Operations and Finance Officer	-	-	Purchase subject to review due to current financial pressures.	
6	To approve the purchase of a domestic type dishwasher for the kitchen area.	WPMC 21(4)	08/09/20	Operations and Finance Officer	-	-	Purchase subject to review due to current financial pressures.	
7	To note that further quotes would be obtained in relation to	WPMC 29(2)	13/10/20	Operations and Finance Officer	-	-	Project subject to review due to current financial	







**Agenda Item 4**

	the repairs to the bar flooring.						pressures.	
8	<p>That the Operations and Finance Officer be requested to look into:-</p> <p>(i) direct employment of a litter picker in accordance with the budget resolution of the Council;</p> <p>(ii) costs for the purchase of a small van/pick up, compared to the existing lease of a full size vehicle.</p> <p>(iii) possible use of a collection site for bagged litter; and</p> <p>(iv) consultation with Burtonwood and Westbrook Parish Council about a shared service.</p>	WPMC 39(A)(2)	12/01/21	Operations and Finance Officer	-	-	This is a complex, multi-stage project, but is progressing to target. Interdependencies between the various elements will shape the final service design.	
9	To give further consideration to the Centre's business plan over the next few meeting cycles, as the post lockdown landscape became clearer.	WPMC.43(2)	09/02/21	Committee	-	-	To be amalgamated with Action 1 above	
10	To request the Clerk to provide safety advice for members of the public choosing to pick litter on a voluntary basis, via the Council's website.	WPMC.43(3)	09/02/21	Clerk	-	-	The Chair has provided some information obtained from the Borough Council directly to active volunteers. This information will be adapted for the Parish website	
11	To request the Clerk to draft a letter to the litter picker to advise him of the proposals in connection with the reorganisation of the litter picking service and to provide	WPMC.43(4)	09/02/21	Clerk	-	-	Contact details now obtained. Letter due to be drafted shortly.	

	reassurance that he will be consulted fully around any proposed changes.							
12	To request the Operations and Finance Officer to consider the creation of a provision for bad debt and a procedure for the writing off of unrecoverable debts.	WPMC.46 (2)	09/02/21	Clerk	-	-	Discussed at Council on 23/02/21. Covered, in part, by revisions made to the Council's Financial Controls.	
13	To request the Operations and Finance Officer to consider the provision of information to the Committee about the age of any debt or credit.	WPMC.463)	09/02/21	Clerk	-	-	Discussed at Council on 23/02/21. This request has significant implications for furlough hours previously agreed, and work priorities, which need to be discussed with the post-holder in the context of overall workload pressures. (See also Action 8 above)	

Version 8.0- (Final) – 03/03/21

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 meeting 9<sup>th</sup> March 2021

*1. Income information*

Key performance indicators.

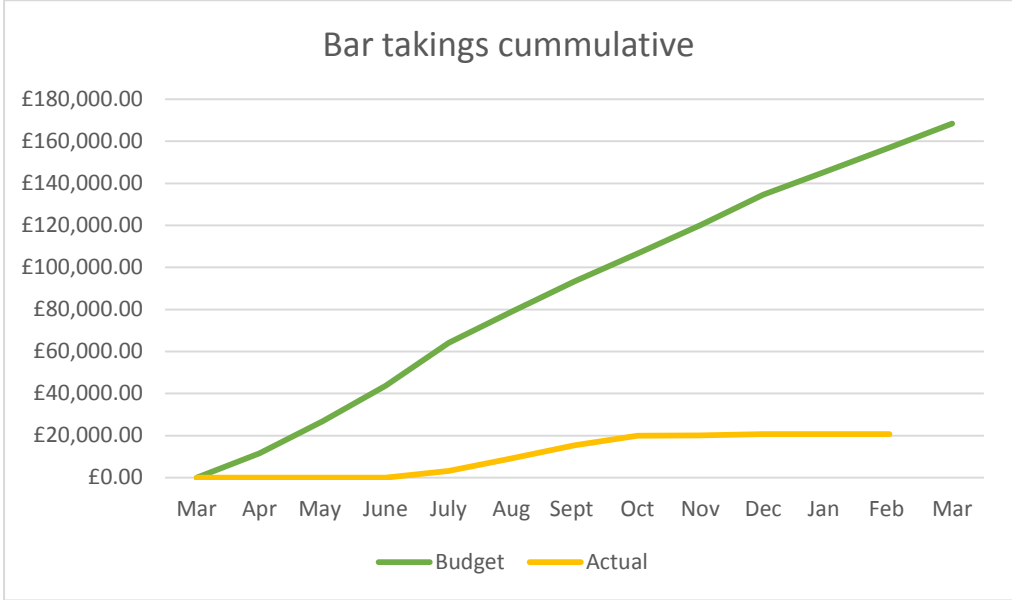
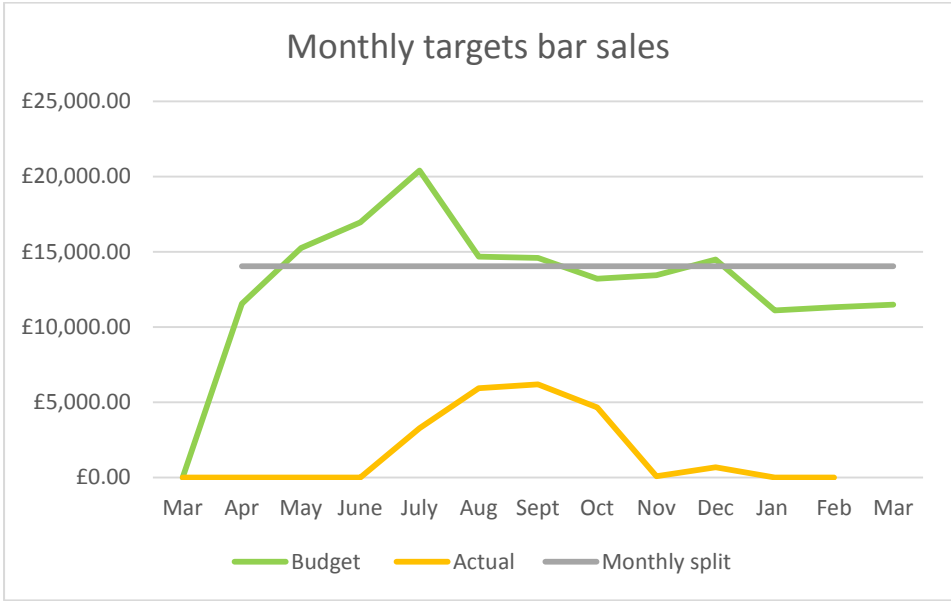
The annual budget for bar sales (£168,500) has been broken down over the 12-month period based on the percentage fees taken last year and will be assessed as per the table below:

	<b>Apr</b>	<b>May</b>	<b>June</b>	<b>July</b>	<b>Aug</b>	<b>Sept</b>
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	£3,266.19	£5,920.05	£6,180.17
	<b>Oct</b>	<b>Nov</b>	<b>Dec</b>	<b>Jan</b>	<b>Feb</b>	<b>Mar</b>
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	£4,648.02	£81.19	£668.49	£0.00	£0.00	£0.00

Due to full lockdown February saw no bar sales against the original budget on the year of £11.3k.

This puts us at 13.23% of the budgeted income for the year to date and a deficit on income of £136.2k.

Plots showing initial figures on income below:



There were no cash takings for bar sales for February.

## Agenda Item 5(1)

With regards to the coffee mornings the figures below show income to January. Lockdown sees a loss of 353 cups and £585.53 based on February last year.

	<b>Cups sold total</b>	<b>Cups sold per day</b>	<b>Income</b>
<b>Apr</b>	0	0.0	£0.00
<b>May</b>	0	0.0	£0.00
<b>June</b>	0	0.0	£0.00
<b>July</b>	81	2.6	£121.86
<b>Aug</b>	192	6.2	£300.05
<b>Sept</b>	237	7.9	£386.66
<b>Oct</b>	284	9.2	£464.68
<b>Nov</b>	35	1.2	£56.42
<b>Dec</b>	231	7.5	£383.19
<b>Jan</b>	0	0.0	£0.00
<b>Feb</b>	0	0.0	£0.00
<b>Mar</b>		0.0	
<b>Total</b>	1060	2.9	£1,712.86

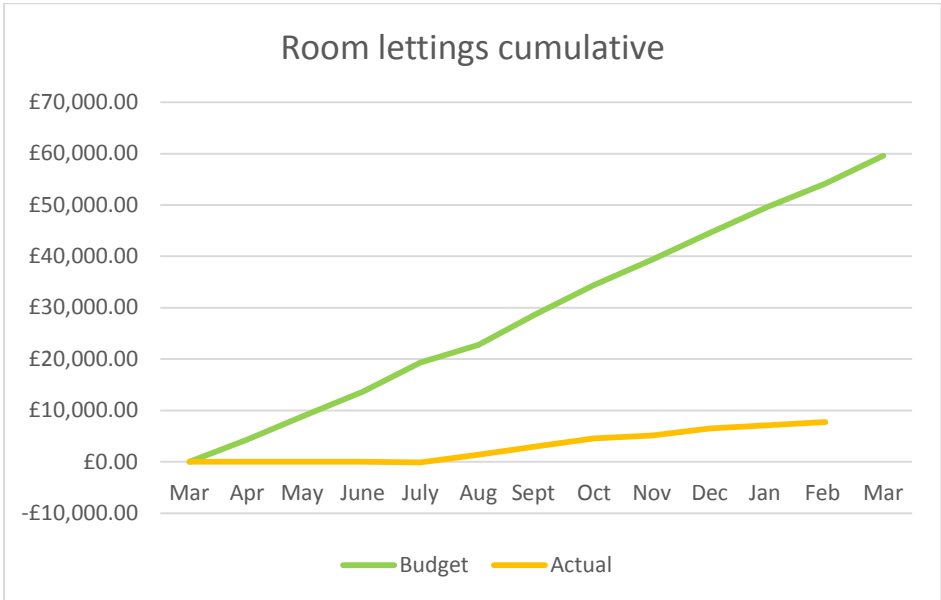
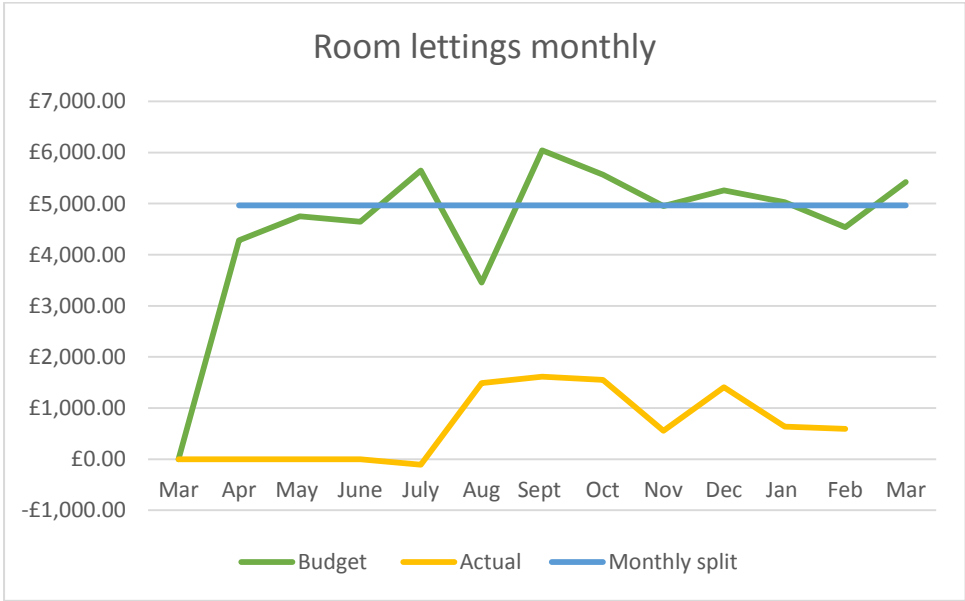
As with the bar sales room lettings have been analysed and the expected fees (including buffet sales) have been split across the relevant months by expected percentages, as below:

	<b>Apr</b>	<b>May</b>	<b>June</b>	<b>July</b>	<b>Aug</b>	<b>Sept</b>
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	£1,490.00	£1,613.00
	<b>Oct</b>	<b>Nov</b>	<b>Dec</b>	<b>Jan</b>	<b>Feb</b>	<b>Mar</b>
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	£1,553.00	£557.00	£1,410.00	£635.00	£595.00	£0.00

At the end of February we are £46.4k behind the original budget for the year.

The £595 taken in February equates to approximately 13.1% of the originally budgeted room hire for this month.

Plots are provided below:



Additional notes:

- 1) During the current lockdown the centre continues to open for the Pre-school and Chroma (mental health) hires, and we are currently able to open for NHS training and first aid courses. We have NHS bookings in Feb and are checking with first aid trainers as to which bookings are going ahead in Feb and March.

2) Steps out of lockdown:

Following the government stages the potential for opening the centre sits as follows:

8<sup>th</sup> March – No change to usage stated in point 1 above

29<sup>th</sup> March – Football field usage can restart, without internal centre usage.

12<sup>th</sup> April – Potential for outdoor bar service (at least restricted opening) if financially viable to do so. Increased community usage meaning as long as covid restrictions in place at the centre holiday clubs (largely external use with room for lunch break socially distanced) allowed.

17<sup>th</sup> May – Indoor bar service with rule of 6 restrictions. Indoor exercise classes and meeting hire of no more than 30 people socially distanced seated in maximum groups of 6 allowed.

21<sup>st</sup> June – Centre operations allowed to operate at pre-covid levels.

As always this is dependent on the continued improvement to Covid levels nationally and may be subject to change. I will be meeting with the Centre Manager on the 16<sup>th</sup> March to review likely usage levels for the various stages and to work up expected income levels and corresponding expenses.

3) Football fees

As the Winwick childrens team and adults teams have separated they have been billed separately too. As there are four teams (3 childrens and 1 adults team) these have been billed at a standard £1,000 per team for the financial year. A discount of 25% was applied to each account to allow for Covid closures. However, this discount has had to be measured against the ongoing maintenance costs to ensure that the grass was kept to a level which was playable should Covid restrictions be eased and more games allowed.

The tables below show the standard games for a season with training sessions calculated at a 2 training sessions to 1 match basis. Showing expected usage of the pitch at 90 uses per team for an average season.

Home games	12
Away games	12
Cup games	12
<b>Total potential games</b>	<b>36</b>
<b>Total potential home games</b>	<b>18</b>
<b>Training sessions (2:1 ratio)</b>	<b>72</b>

## Agenda Item 5(1)

Once these usages are applied to the annual fee the cost per usage to the team is £11.11 (if 2 training sessions) or £18.52 (if only 1 training session). For additional teams we have been charging £20 per pitch usage (not per match) and have been told this is cheaper than most pitch charges in the Warrington area.

Annual fee	£1,000.00
Cost per usage	£11.11

Also, to be considered is that the Winwick teams enjoy additional facilities that the other teams do not have access to, including:

Storage space on centre grounds

Exclusive use of the larger changing room

A lockable room for the referee and associated equipment.

None of which have been factored into the pitch hire price.

I understand the point has been raised that our fees are too high based on potential income the below tables show a standard team with minimal subs and the associated expected income for the season. Showing our charges for an annual season would be less than a third of the income made from match fees alone (if training sessions have a fee then we would be less than a third of overall income).

Team	11
Subs	3
<b>Total match players</b>	<b>14</b>
<b>Minimum training players</b>	<b>20</b>

Winwick games fees	£7
Games fees per match	£98
Games fees per season	£3,528

Due to Covid closures the annual fees have been charged at 75% of the £1000 and does increase the cost per usage charge to the teams, however, as previously stated this increase covers the maintaining of the field to be match ready should restrictions have been eased sooner.

Games this season	8
Training sessions	16
<b>Total usage 20/21</b>	<b>24</b>

## Agenda Item 5(1)

Fees charged 20/21	£750.00
Cost per usage 20/21	£31.25

Games fees 20/21	£2,352
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Overall on the fees that should have been taken by the team for the matches played we are still only 32% of the income the team would've received.

Part 2 – Documents will be issued under separate cover

- 1) Cash flow review including debtors/ creditors detail
- 2) Maternity cover advert