

# WINWICK

*Best Kept Village  
in Cheshire – 2000*

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



# PARISH COUNCIL

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2 June 2021

To Members of Management Committee  
(Councillors D Friend, G Friend, J Herron and A Iddon (1 vacancy))

Dear Councillor

A meeting of the Management Committee will take place on **Tuesday 8 June 2021, at 7.30pm** at Winwick Leisure Centre.

Yours sincerely

Julian Joinson  
Clerk to the Parish Council

## AGENDA

1. **Appointment of Chair for 2021/22**
2. **Appointment of Vice-Chair for 2021/22**
3. **Apologies for absence**
4. **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.

## **5. Minutes**

To receive the minutes of the meeting of the Committee held on the 20 April 2021.

## **6. Action List**

A schedule is provided of actions arising from previous meetings.

## **7. 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 - *(excluding any sensitive commercial information or individual staffing matters, which will be dealt with under Part 2).*

## **8. 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.

## **9. To consider any matters in line with the Committee's Terms of Reference.**

(1) Community & Leisure Centre – confidential reports from the Operations and Finance Officer; Centre Manager and/or Clerk:

a) Update Report *(NB. Non-confidential information will be discussed in Part 1 of the meeting)*

(2) Employee Matters - reports of the relevant Officer.

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

## Winwick Parish - Management Committee 20 April 2021

**Present:** Councillors M Matthews (Chair) and A Iddon

This meeting had been postponed from 13 April 2021 due to the period of national mourning in place following the death of HRH Prince Philip, The late Duke of Edinburgh.

### **WPMC 47 Apologies**

Apologies were submitted on behalf of Councillor T Collins.

### **WPMC 48 Code of Conduct - Declarations of Interest**

There were no declarations of interest received.

### **WPMC 49 Minutes**

Decision –

- (1) That the Minutes of the informal meeting held on 9 March 2021 be agreed as a correct record.
- (2) That the decisions and actions recorded in the Minutes of the informal meeting as at (1) above be endorsed and adopted by the Committee.

### **WPMC 50 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 4 (Radley Suite Exterior Door), this would be undertaken when the pre-school were not in session,

In connection with Action 6 (Dishwasher), this would be purchased after the Centre had returned to higher levels of income.

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.

**WPMC 51 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 March 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.

|                         | <b>Apr</b> | <b>May</b> | <b>Jun</b> | <b>Jul</b> | <b>Aug</b> | <b>Sep</b> | <b>Oct</b> | <b>Nov</b> | <b>Dec</b> | <b>Jan</b> | <b>Feb</b> | <b>Mar</b> |
|-------------------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| 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 March 2021, using the profile outlined above.

There had been no bar take in March due to the pandemic lockdown, as against a budgeted figure of £11.4k.

*Bar Takings Cumulative*

A graph was also provided showing the cumulative budgeted and actual bar takings as at March 2021, using the profile outlined above. This put the Centre at 12.32% of the budgeted income for the year to date and a deficit on income of £147.7k.

*Cash Takings*

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

*Income Targets for 2021/22 (Bar)*

Following the decision made at the Council meeting on 23 March 2021 to wait until the May opening point, to ensure the Centre increased income potential and reduced potential losses, the bar take targets for the financial year 21/22 were as follows:-

|                         | <b>Apr</b> | <b>May</b> | <b>Jun</b> | <b>Jul</b> | <b>Aug</b> | <b>Sep</b> | <b>Oct</b> | <b>Nov</b> | <b>Dec</b> | <b>Jan</b> | <b>Feb</b> | <b>Mar</b> |
|-------------------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| Percentage of Total (%) | 6.67       | 6.67       | 6.67       | 6.67       | 6.66       | 6.66       | 10.00      | 10.00      | 10.00      | 10.00      | 10.00      | 10.00      |
| Budget (£1,000s)        | 0.00       | 3.07       | 7.07       | 7.07       | 7.07       | 7.07       | 10.14      | 10.14      | 10.14      | 10.14      | 10.14      | 10.14      |
| 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       |

Members were asked to note that the targets might need to be adjusted should the Government's gateways move. However, these were realistic predictions as they stood at the beginning of April 2021.

*Coffee Sales*

With regards to the coffee mornings, figures were provided which showed the income to March 2021. The Centre was 238 cups and £455.10 behind the figures as at March last year.

At the end of the year, total tea/coffee sales was 1,060 cups, at an average of 2.9 cups sold per day. Total income was £1,712.86. Overall, the Centre was 3,205 cups and £4,791.53 behind the annual tea/coffee income from 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:-

|                         | <b>Apr</b> | <b>May</b> | <b>Jun</b> | <b>Jul</b> | <b>Aug</b> | <b>Sep</b> | <b>Oct</b> | <b>Nov</b> | <b>Dec</b> | <b>Jan</b> | <b>Feb</b> | <b>Mar</b> |
|-------------------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| 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       | 0.60       | 1.30       |

*Room Lettings Monthly*

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

The £1,295 taken in March equated to approximately 23.8% 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 March 2021, using the profile outlined above. At the end of March, room lettings were £50.5k behind the original budget figure for the year.

*Income Targets for 2021/22 (Room Lettings)*

Room hire targets for 2021/22 were as follows:-

|                         | <b>Apr</b> | <b>May</b> | <b>Jun</b> | <b>Jul</b> | <b>Aug</b> | <b>Sep</b> | <b>Oct</b> | <b>Nov</b> | <b>Dec</b> | <b>Jan</b> | <b>Feb</b> | <b>Mar</b> |
|-------------------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| Percentage of Total (%) | 6.67       | 6.67       | 6.67       | 6.67       | 6.66       | 6.66       | 10.00      | 10.00      | 10.00      | 10.00      | 10.00      | 10.00      |
| Budget (£1,000s)        | 1.60       | 1.60       | 1.60       | 1.60       | 1.60       | 1.60       | 2.40       | 2.40       | 2.40       | 2.40       | 2.40       | 2.40       |
| 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       |

Issues of Note

*Additional Income Received in March 2021*

- Grants = £14,500.14
- Furlough = £3,833.54

*Steps out of Lockdown:*

Members were reminded of the key dates within the Government’s Roadmap, for the reopening and potential reopening the Centre, as follows:-

- 29 March 2021 – Football field usage could restart, without indoor Centre usage.
- 12 April 2021 – Potential for outdoor bar service (at least restricted opening) if financially viable to do so. Increased community usage meaning as long as COVID risk control measures were in place at the Centre, holiday clubs (largely external use with room for lunch break socially distanced) would be allowed.
- 17 May 2021 – 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 would be allowed.

- 21 June 2021 – Centre operations allowed to operate at pre-COVID levels.

The lifting of restrictions was dependent on continued improvements to COVID levels nationally and might be subject to change.

### Overview

Members discussed a number of points as follows:-

- A high level of satisfaction over room hire from a recent user;
- The need to consider projectors for each room;
- Concern that the Centre was not adapting its operating model to new circumstances and opportunities. (This matter would be discussed further in Part 2 of the meeting). Ms Jones commented that the Centre was looking carefully at what did work well, with a view to building upon those activities for future operations;
- A need for the Centre to be more dynamic;
- All staff to understand that the work was not necessarily a 9am – 5pm role.

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 and the Roadmap for recovery.

### **(B) COVID 19: Guidance on the Safe Use of Council Buildings**

Members were informed that, on 25 March 2021, the Government had updated the above-mentioned Guidance and clarified that it did not intend to extend the temporary permission for councils to hold virtual public meetings due to the Coronavirus, beyond the expiry date of 7 May 2021.

Accordingly, arrangements would need to be put in place to hold physical meetings at the Leisure Centre in a COVID secure manner after this date.

### **WPMC 52 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 53 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, including summaries of Creditors and Debtors and details of aged credit/debt;
- Room hire standard rates for 2021/22;
- Maternity cover recommendations; and
- Agreement with Winwick Athletic FC

*Cashflow*

Ms Jones reported that a customer with longstanding debts had now paid down most of the outstanding debt. A fostering company had also cleared all debt. Feedback from one customer was that she now had greater confidence in the Council's debt monitoring arrangements.

The Chair commented on the value of these reports and suggested that they should continue to be presented to the new Committee after the Elections in May 2021. He also suggested that the Operations and Finance Officer should appoint a member of staff to lead on debt chasing and noted that the previous arrangements had unfortunately not been successful.

Ms Jones indicated that the policy now required new customers to pay in advance for bookings. The Chair commented that the problem in fact rested more with regular customers who had not kept up with payments. The Chair added that he would be happy with a standard payment period of 30 days for all customers. Ms Jones acknowledged the point, but the current system had been implemented in accordance with the Council's wishes.

A view was expressed that the concerns of Members about the system of debt chasing had not be headed and that matter had been allowed to grow into a problem which had only been discovered upon closer inspection at the end of the financial year. However, the matter was now under control and proper systems were in place. There had been other examples in the past of systemic problems around the handing of cash, stock and events which had caused difficulties for this Committee. It was hoped that lessons had been learned. Ms Jones responded that numerous areas had been tightened up, for example, with the use of purchase order numbers, and invoicing both to the corporate finance address and hirer's address of larger organisations.

The Chair highlighted the need for a contingency business plan to cater for a scenario where a further period of lockdown was imposed. If restrictions were re-imposed about only eating/drinking outside, the Centre might need to close again. Accordingly, it would be prudent to have a plan as to how to achieve profitability under those circumstances. The Committee's membership after the Elections would need to include appropriate business skills and



## Agenda Item 5

experience. It was estimated that some months would fall below the income targets set. It would be useful to develop a contingency plan and to set a reserve budget to deal with any business recovery issues. Ms Jones reported that this was already in hand. For example, stock would be kept low and certain products with low sales and high replacement costs would not be put on sale. The Chair added that the plan should set out what the staffing model and expenditure would look like under a further period of closure. Staffing was known to be the largest expense.

Councillor Iddon commented that the Centre had to a large extent been bailed out during the pandemic. However, the Chair commented that this was the case for almost every business. Ms Jones had been working closely with the Centre Manager to optimise staffing numbers at the Centre around room lettings. She would also take a more proactive management approach to staff performance, which was now possible due to her full-time role.

The Chair commented that key staff needed to have a vision about the opportunities for the Centre, not just returning it to its previous mode of operation. Ms Jones acknowledged the point and indicated that recovery of existing customers would need to take priority, before other opportunities could be explored. The Chair added that those Members on the Council who had a stronger view about ensuring value for money of the Centre would be looking for it to at least break even. Councillor Iddon stressed that the opportunity to reimagine the Centre was now.

In response to query by the Chair, Ms Jones reported that PKF Littlejohn were the Council's external auditors. Payment was only required by them upon completion of the annual audit.

### *Room Hire – Standard Rates*

A report was provided which set out the proposed standard room hire rates for 2021/22, as follows.-

#### Business hire

Room hire prices for businesses set on 1<sup>st</sup> January 2020 were:

|                    |         |
|--------------------|---------|
| <b>Weekdays</b>    |         |
| Per hour           | £16     |
| Full day (8 hours) | £104    |
| Half day (4 hours) | £55     |
|                    |         |
| <b>Weekend</b>     |         |
| Per hour           | £18.50  |
| Full day (8 hours) | £120.00 |
| Half day (4 hours) | £64.00  |

These prices also included a reduction of 50% if booking 2-3 hours for the 2<sup>nd</sup> and 3<sup>rd</sup> hour.

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Following a review of expected overheads and direct costs for opening for room hire the Centre was proposing to move to:

|                    |      |
|--------------------|------|
| <b>All days</b>    |      |
| Per hour           | £20  |
| Full day (8 hours) | £120 |
| Half day (4 hours) | £60  |

These prices would be implemented with immediate effect for new customers, with letters issued to regular users advising of the increase from 1<sup>st</sup> June 2021. As the Preschool need to apply for funding, Ms Jones would meet with its management before her period of maternity leave to agree a reasonable increase to be implemented in September 2021.

Hourly/ day rates would be the same regardless of weekday/ weekend usage.

### Field usage

During the pandemic the Centre had been approached by users for field usage for football matches (approx. 2 hours usage) for which the Centre charged £20 per usage.

With this in mind and due to the need to save funds to undertake the redrainage of the field (pitch nearest to the centre), prices were as follows, effective immediately:

|                    |        |
|--------------------|--------|
| 1 hour slot        | £12.50 |
| 2 hour slot        | £25.00 |
| Half day (4 hours) | £40.00 |
| Full day (8 hours) | £75.00 |

### Parties

From 21<sup>st</sup> June (dependent on the Government Roadmap) parties would be charged as follows:

|   |      |
|---|------|
| Hourly rate                                   | £25  |
| Kids Parties (3 hours)                        | £60  |
| Christenings (7 hours)                        | £100 |
| Evening party (7 hours)                       | £120 |
| Wedding receptions (Full day and evening let) | £250 |
| Funerals                                      | £25  |
| Funerals (parishioners)                       | £0   |

*Maternity Cover*

Ms Jones reported that the maternity cover appointment had been dealt with as an officer decision taken using the Management Oversight Group procedure following the postponement of the Committee on 13 April 2021. Ms Jones maternity leave was due to commence in June 2021. The new temporary appointee could start to take the lead on business recovery and remodeling during this time. The Clerk added that appropriate induction for new Members of the Committee could also be provided. The Chair added that alternative business models for the Centre had previously considered the leasing of operations to an external provider, or running it in-house but with wider community and user representatives co-opted onto the Committee. The full cost of the Operations and Finance Officer's time could not currently be borne by the Centre's budget.

Ms Jones commented that the post had been offer to the first choice candidate, but that person had now taken up a permanent job elsewhere. Accordingly, the post would now be offered to the 2<sup>nd</sup> choice candidate, who had a similar level of skill and experience.

*Winwick Athletic FC*

A draft hire agreement was provided for consideration. Ms Jones reported that the lead representative for the football club had expressed an interest in working closely with and meeting regularly with the Operations and Finance Officer to discuss stakeholder issues.

*Reopening Strategy*

Councillor Iddon enquired about how the Centre would commence to reopen when this was permitted. Ms Jones responded that this would be largely as per the Roadmap for the lifting of restrictions, but evening opening would be closely linked to the room hires booked in. The exact pattern would be discussed by Ms Jones and the Leisure Centre Manager. For example, there were no lettings currently programmed for Tuesdays, which might suggest closure on those days.

Councillor Iddon queried whether the Centre would close shortly after bookings ended. Room hire did not cover staffing the bar beyond the time of the let, so the bar would have to be self-funding if it were to stay open any later. Friday and Saturday opening was likely to be profitable, but there was a question mark about the profitability of Sunday opening. The Chair reminded all that the Centre needed to be dynamic, but that mid-week closures might be counter-intuitive and lead to a slow downturn. A balance would need to be found between being open consistently, but being able to cover the associated costs of staffing.








Ms Jones added that reopening would following a similar pattern to the approach taken in 2020. As customers returned, more facilities could be opened up. The Chair suggested advertising the Centre via social media.

Decision –



- (1) To note the reports on cash flow, creditors and debtors.
- (2) To note the officer decision taken in respect of maternity cover and to authorise the Operations and Finance Officer to contact the 2<sup>nd</sup> choice candidate.
- (3) To approve the fees and charges set out in the report on room hire standard rates for 2021/22.
- (4) To approve the content of the draft hire agreement with Winwick Athletic FC and the proposed annual fee set out therein.
- (5) To request the Operations and Finance Officer to develop a Contingency Plan and to set aside a reserve Budget to cater for a possible 4 month period of further lockdown and closure later in the year.

The Chair thanked all for their work and support during his time as Chair of this Committee.

WINWICK PARISH – MANAGEMENT COMMITTEE – ACTION LIST / REFERRAL LOG 2021/22







| 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)<br>WPMC.43(2)         | 08/10/19<br>09/02/21 | Finance Officer / Cllr Matthews | -             | -             | Continuous monitoring by the Management Team.<br><br>Actions include managing the recovery programme following lockdown.             |    |
| 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 Operations and Finance Officer to seek further quotes for the replacement exterior door on Radley Suite, to include uPVC models.   | WPMC.13(4)                       | 14/07/20             | Operations and Finance Officer  | -             | -             | Further quotes have been received for the proposed door replacement. This will be undertaken when the pre-school are not in session. |    |
| 4   | 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.   |    |
| 5   | To approve the purchase of a domestic type dishwasher for the kitchen area.   | WPMC 21(4)                       | 08/09/20             | Operations and Finance Officer  | -             | -             | This will be purchased after the Centre has returned to higher levels of income.   |  |
| 6   | 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  | -             | -             | Project subject to review due to current financial pressures.  |  |
| 7   | To request the Operations and Finance Officer to draft a standard contract for annual/seasonal hire of the football pitches, based on the current basic prices and to   | WPMCI 5(2)<br>(informal meeting) | 09/03/21             | Operations and Finance Officer  | -             | -             | Completed and approved at the Committee's last meeting on 13/04/21   |  |

## Agenda Item 6

|   |   |                                  |          |                                |   |   |  |   |
|---|---|----------------------------------|----------|--------------------------------|---|---|--|---|
|   | include terms and conditions in respect of ancillary services and interrupted usage.  |                                  |          |                                |   |   |  |   |
| 8 | To request the Operations and Finance Officer to assess the list of debtors and report back to the Committee on whether any amounts should be written off.  | WPMCI 7(A)(2) (informal meeting) | 09/03/21 | Operations and Finance Officer | - | - | Completed to date. This will be continuously monitored |  |
| 9 | To request the Operations and Finance Officer to develop a Contingency Plan and to set aside a reserve Budget to cater for a possible 4 month period of further lockdown and closure later in the year. | WPMC.53(A)(5)                    | 13/04/21 | Operations and Finance Officer | - | - | Completed and noted by the Council on 18/05/21         |  |

### Version 1.0- (Final) – 08/06/21

#### Progress Legend

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