

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 November 2021

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

Dear Councillor

A meeting of the Management Committee will take place on **Tuesday 9 November 2021, at 7.30pm** at Winwick Leisure Centre.

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 12 October 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 - *(excluding any sensitive commercial information or individual staffing matters, which will be dealt with under Part 2).*
 - b) Sky in the Leisure Centre bar – to consider a request from Cllr McGinn for Officers to look into the costs and potential to provide Sky Sports in the bar area.

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.

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 12 October 2021

Present: Councillors J Herron (Vice-Chair in the Chair), A Abbey,
G Friend and A Iddon

WPMC 24 Apologies

Apologies for absence were submitted on behalf of D Friend (Chair).

WPMC 25 Code of Conduct - Declarations of Interest

There were no declarations of interest received.

WPMC 26 Minutes

Decision – That the Minutes of the meeting held on 14 September 2021 be agreed as a correct record.

WPMC 27 Action List

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

Members noted the completion of the majority of items. All completed actions would be omitted from the next update to the list.

In respect of Action 2 – Repairs to Bar Floor, Clare Jones, Operations and Finance Officer, reported that a quote of £1,600 had been received. An earlier quote had been received in July 2020 in the sum of £972, but it was unclear if this was for the whole of the L shaped floor area, or part thereof. Proposed expenditure up to £1,600 had already been reported to the Council, but a cheaper quote would be accepted if it covered the full works required. The quotes were for taking up the old flooring, rescreeding and installing new flooring. Paul Wharton, Centre Manager, added that the bar would need to be closed for 1 to 2 day days during the works. The Chair commented that the work was now urgently required for health and safety reasons. Councillor Iddon concurred that the work was essential. The Clerk confirmed that the expenditure could be approved today if urgent.

In connection with Action 6 – Finance Report, Ms Jones reported that the Leisure Centre and Parish bank payments were now listed separately. Mr Joinson reported that Members had also asked for clarification around whether the daily cash table and monthly income tables were compiled on the same basis so as to enable direct comparisons to be made. Ms Jones undertook to look into the issue, as the figures should tally.

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 authorise Officers to accept a suitable quote for the replacement of the bar floor up to the sum of £1,600, as appropriate.

WPMC 28 Non-Confidential Matters Raised in line with the Committee's Terms of Reference

(A) Community and Leisure Centre Performance Reports

(1) Complaint

Ms Jones reported that a member of the public with a learning disability supported by his carer had written to the Council to complain that they had been asked to leave while participating in privately organised activity at the Centre and that this had been discriminatory. The complainants were both present to outline the circumstances of the incidence and explained that this had caused a significant degree of embarrassment to the individual concerned. They expressed a view that activities that were not inclusive should not be allowed to operate at the Centre.

The Clerk advised that, for the sake of fairness, it would be appropriate to seek the views of the event organisers to listen to their explanation of what had transpired. Thereafter, the Council would get back to the complainants.

Members expressed the view that they hoped that all activities at the Centre were as inclusive as possible. The Council took all complaints of this nature very seriously.

Decision – To request the Operations and Finance Officer to contact the event organisers to seek their views about the incident, following which a reply would be sent to the complainants and, if necessary, the matter would be referred to full Council.

(2) Fallen Tree Braches

A letter dated 1 October 2021 had been received from residents on Farrington Road following an incident where a large branch had fallen from a tree on Myddleton Lane Playing Fields into their garden. The residents had requested that the tree be cut back, as other branches appeared to be at risk of falling.

The Council had recently approved three actions for the arboriculturist. It was proposed to ask the firm to look into this matter also.

Decision – To request the Operations and Finance Officer to contact the tree management company to ask them to investigate the tree adjacent to Farringdon Road and for her to write to the complainant to explain the Council’s proposed actions.

(3) Finance Report

Clare Jones, Operations and Finance Officer, provided a report which showed the financial position at the Leisure Centre for September 2021.

The report comprised the standard format, which included a monthly profile of anticipated finances based upon the income figures experienced in previous years, adjusted to take account of the impact of the pandemic, and the actual income received. Ms Jones highlight key elements of the report.

Income Information

Key Performance Indicators (Bar Sales)

The annual budget for bar sales (£92,198.36) had been broken down over the 12 month period, based on the anticipated COVID reopening schedule. The relevant percentage and target income for each month was outlined in a table. 2021/22 actual income (also shown) would be assessed against the table provided below.

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Percentage of Total (%)	6.67	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	3.08	7.18	9.68	9.98	11.47	0.00	0.00	0.00	0.00	0.00	0.00

*Note: Adjusted due to opening restrictions

Bar Takings Monthly

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

September bar sales were above target by £4,397.74 (approximately 62% higher than forecast).

Bar Takings Cumulative

A graph was also provided showing the cumulative budgeted and actual bar takings as at August 2021, using the profile outlined above.

At the half way point of the year the Centre was at £9,969.86 above the estimated income for the year (approximately 31.8% ahead of target).

Members were very pleased with the current performance of the Centre. The

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Acting Chair commented that Saturday morning had been particularly busy when the football pitches were in operation. Ms Jones reported that the Centre Manager was currently responding to lots of booking enquiries.

Councillor Iddon asked why a booking request from Burtonwood Bulldogs had been turned down. This was a capacity issue.

Member noted that the pitches had been reseeded and now looked in good shape. Regular liaison now took place between the Centre, football club users and Warrington Borough Council who tended the pitches.

Key Performance Indicators (Room Lettings)

As with the bar sales, the room lettings had been analysed and the expected fees (£24.0k), including buffet sales, had been split across the relevant months by percentage. 2021/22 actual income (also shown) would be assessed against the table provided below:-

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Percentage of Total (%)	6.67	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)	1.50	1.79	2.71	3.79	2.76	4.35	0.00	0.00	0.00	0.00	0.00	0.00

The table showed that room hires for September had generated £2,754.60 more than the target figure, which equated to approximately 1.72% above the forecast for the month.

Room Lettings Monthly

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

In the current month (October), the target had almost been reached already with 3 weeks remaining.

Room Lettings Cumulative

A further graph was provided showing the cumulative budgeted and actual lettings income as at September 2021, using the profile outlined above.

The Year to Date figure was at £7,311.61 ahead of target (approximately 76% above forecast)

Councillor Iddon advised caution as the budget had been set lower this year due to the pandemic. Ms Jones reported that notwithstanding the lower budget the actual income at the year's mid-point was showing a £1,000 profit. The Council had budgeted for a £17.5 loss, but the Centre was in fact in profit and should remain so at year end if it did not spend excessively. The Clerk added that although the income targets were set lower, costs had been

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reduced too. Ms Jones reminded Members that much of the staffing cost had been covered by furlough payments. These had now come to an end. However, the Management Team had tight control over the budget.

It was noted that the Northern Soul Night was no longer taking place due to poor patronage and that their New Year's Eve event would not take place at the Centre. However, the Centre might put on its own event.

Field Income

Field income had also been analysed and the expected fees had been split across the relevant months by expected percentage, as per the table below:-

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
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
Feet (£s)	34.55	34.55	34.55	34.55	34.55	34.55	34.55	34.55	34.55	4,000	34.55	34.55
Actual (£s)	100.0	175.0	447.5	195.0	135.0	172.5	0.00	0.00	0.00	0.00	0.00	0.00

Field Income Monthly

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

The £172.50 taken in September was approximately 499% of the originally budgeted field lettings for this month.

Field Income Cumulative

A further graph was provided showing the cumulative budgeted and actual field lettings income as at September 2021, using the profile outlined above.

Year to Date the Centre had received £ £1,224.98, which equated to approximately 591% of forecasted field lettings income. The Council had forecasted to receive the majority of letting income (£4k) in January, as football fees for year were due then. Since the open age team was currently none operational, the football fees would be £3,750 for the year (following a revised pricing agreed with the junior teams).

Coffee Sales

The coffee morning sales figures were provided. These were unsurprisingly showing an improvement on 2020 figures. To put these into perspective, at the end of September the Centre had currently sold 41.8% of the cups sold in 2019 (April to September). However, figures for the month of September alone were at 95% of the cups sold in 2019.

Cash Takings for Bar Sales

A table was provided showing daily cash takings at the bar during September 2021, which generally showed above target performance on most days.

Councillor G Friend noted that Saturday income was generally very good, reaching £2.6k - £2.7k each month. The Centre Manager had put a lot of effort into this trade. Functions were doing well before lockdown and had now started to return strongly.

Quotes

- Additional quotes were being sought for combination taps;
- Costs of tables were being calculated.

Furlough Income

The final furlough monies had now been recouped against staff wages.

- Furlough £583.31

As of the end of September furlough had ended and the staff have been fully unfurloughed. Usage of the Centre would call for at least one other member of casual staff in order to fill hours gaps and provide a safety net for sickness/holidays.

LED Lighting

Ms Jones reminded Members of the quote provide in June 2021 for replacement LED lighting. Fluorescent lights were being phased out and replacement tubes were becoming more expensive and harder to source. Lighting costs were high, particularly in the Radley suite, which was well used. Approval was now being sought to commence replacement works in that room, with other rooms to be refurbished over a 6 month period.

Members considered options around replacing only a limited number of lights in each room. However, the units were also linked to the emergency lighting system and could not be replaced piecemeal. Councillor G Friend indicated that it would be more cost efficient to replace all of the lights once the contractor was on site

Payments

A list of payments made since the Council meeting on 27 July 2021 was as follows:-

Direct Debit Leisure Centre		
07-Oct-21	GOCARDLESS	£30.00
30-Sep-21	WBC NNDR	£800.00
27-Sep-21	BT GROUP PLC	£152.93
Direct Debit Parish		
05-Oct-21	XERO UK LTD	£31.20
Invoices Paid Leisure Centre		
04-Oct-21	B/P to: HMRC Cumbernauld	£1,112.08
04-Oct-21	B/P to: Easyflow	£26.00
04-Oct-21	B/P to: DJ Fire & Safety L	£144.00
27-Sep-21	B/P to: Styles	£270.00
27-Sep-21	B/P to: Clear Brew	£129.60
Invoices Paid Parish		
04-Oct-21	B/P to: Service Care	£288.16
04-Oct-21	B/P to: Warrington BC	£180.00
04-Oct-21	B/P to: Service Care	£288.16
30-Sep-21	Service Charge	£67.80
30-Sep-21	Manual Credit - Handling Charge	£86.90

Operational Issues

Councillor Iddon raised a number of maintenance matters as follows:-

- Tightening up the loose banner on the entrance fence;
- Removal of the coffee banner (which was too large);
- Attention to the flower beds on the car park;
- Trim overhanging shrubs on the eastern wall of St Oswalds CE Church grounds (already arranged); and
- Cleaning the ACO drains around the Centre.

Decision –

- (1) To note the update report on the Leisure Centre performance, including the recovery from Coronavirus restrictions.

- (2) To approve the replacement of the lighting throughout the Centre in order to make energy efficiency savings.

(4) Business Plan

Ms Jones reminded Members that she had commenced work on a draft Business Plan in 2019 before her maternity leave. An updated draft had been provided with some information adapted from the regular finance report.

The Clerk indicated that the process had been started during former Councillor Matthews chairmanship. A member of the public had criticised the Council for not having a vision at a recent Council meeting, but there was already a substantial document under development. Ms Jones noted that the document was not yet finalised and information on marketing was needed in particular. Councillor Abbey added that a clear vision about what councillors wanted the Centre to be would inform this work. The business model should set out whether the Centre was just run to break even, or whether something more ambitious was proposed. If expansion was proposed the whole Council would need to carefully consider the direction of travel.

The Centre could, for example, pursue grant funding and other revenue streams. Councillor Iddon commented that the leisure sector had changed significantly over recent years as people's habits had changed. Councillor G Friend noted that a consultation leaflet was already in the public domain which might help to shape the Council's response to this question. Councillor Abbey noted that the Centre would need to tailor its offer to the demographics of the area and what its residents wanted. An aging population might need a meet and greet club and charity provided meals. The Centre could provide these services itself or attract other voluntary groups in to provide them. Ms Jones added that the demographic information would also need to take account of Houghton Green and Peel Hall residents. Councillor Iddon recalled that a donation of £200 used to be given to a group supporting the elderly in the southern wards. Councillor Abbey indicated that investment could be made quickly via grants, or the Centre could simply grow slowly and sustainably. The Chair noted that a recent church barbeque had been very successful and well attended.

Councillor Abbey noted that the Centre was progressing well, but stressed that tight fiscal control was required. Ms Jones responded that wastage had now been reduced to minimal levels. Mr Wharton pointed out that stock in the cellar was kept low as reordering could take place quickly.

The Chair asked the Management Team to consider what event the Centre might run on New Year's Eve. Councillor Iddon also suggested some events for children prior to Christmas. Officers confirmed that they were already discussing this.

Decision – To note the draft Business Plan.

WPMC 29 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 30 Confidential Matters in line with the Committee’s Terms of Reference

(A) Community and Leisure Centre Performance Reports

Members considered a report on debtors, both private and public sector (NHS). Most debtors were up to date with only a small number remaining over the 90 day target.

Decision – To note the report on debtors and the verbal update provided.

(B) Employee Matters

A report was provided which outlined proposals for the following:-

- Staff wage increase;
- Maternity cover;
- Fixed hours contract; and
- Requirement for additional casual bar staff.

Councilor G Friend indicated that he would like to see the Parish Council introduce the Foundation Minimum Wage if possible. Ms Jones agreed to look into that as part of the budget-setting process for 2022/23.

Decision – To approve the proposals as set out in the confidential Human Resources Issues report.

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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 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	-	-	Regular written reports on Leisure Centre operations and performance are provided to the Committee by the Operations and Finance Officer, including verbal updates, as necessary. The Centre Manager attends meetings, as appropriate.	
2	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	-	-	Quotes have been received and approval to accept a suitable quote has been delegated to the Operations and Finance Officer (see 4 below)	
3	To request that the Operations and Finance Officer review the information provided in the monthly finance report to the Committee to consider the following issues: (a) Whether direct comparisons can be made between the daily cash table and the monthly income figures. (b) Whether there is a need to provide the list of bank payments to this Committee and whether the Centre's and Parish Council's payments can be shown separately.	WPMC.21(2)	14/09/21	Operations and Finance Officer	-	-	It was reported at the last meeting that: (a) Direct comparisons between daily and monthly cash tables in the reports should be possible (b) The payments list is now split between Parish Council and Leisure Centre expenditure.	

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4	To authorise Officers to accept a suitable quote for the replacement of the bar floor up to the sum of £1,600, as appropriate.	WPMC.27(2)	12/10/21	Operations and Finance Officer	-	-	A verbal update will be provided at the meeting	
5	To request the Operations and Finance Officer to contact the event organisers to seek their views about the incident, following which a reply would be sent to the complainants and, if necessary, the matter would be referred to full Council.	28(1)	12/10/21	Operations and Finance Officer	-	-	This matter was reported to Council on 26/10/21. Officers had endeavoured to broker a reasonable resolution which would be acceptable to both parties. The Council had also agreed to subsidise a limited number sessions in the Main Hall via free usage.	
6	To request the Operations and Finance Officer to contact the tree management company to ask them to investigate the tree adjacent to Farringdon Road and for her to write to the complainant to explain the Council's proposed actions.	28(2)	12/10/21	Operations and Finance Officer	-	-	This matter was reported to Council on 26/10/21 and approval was given to the additional tree works in the sum of £240n	
7	To approve the replacement of the lighting throughout the Centre in order to make energy efficiency savings.	28(3)(2)	12/10/21	Operations and Finance Officer	-	-	A verbal update will be provided at the meeting	

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Progress Legend

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

Winwick Parish Council

Leisure Centre Performance Report

To meeting 9th November 2021

1. Income information

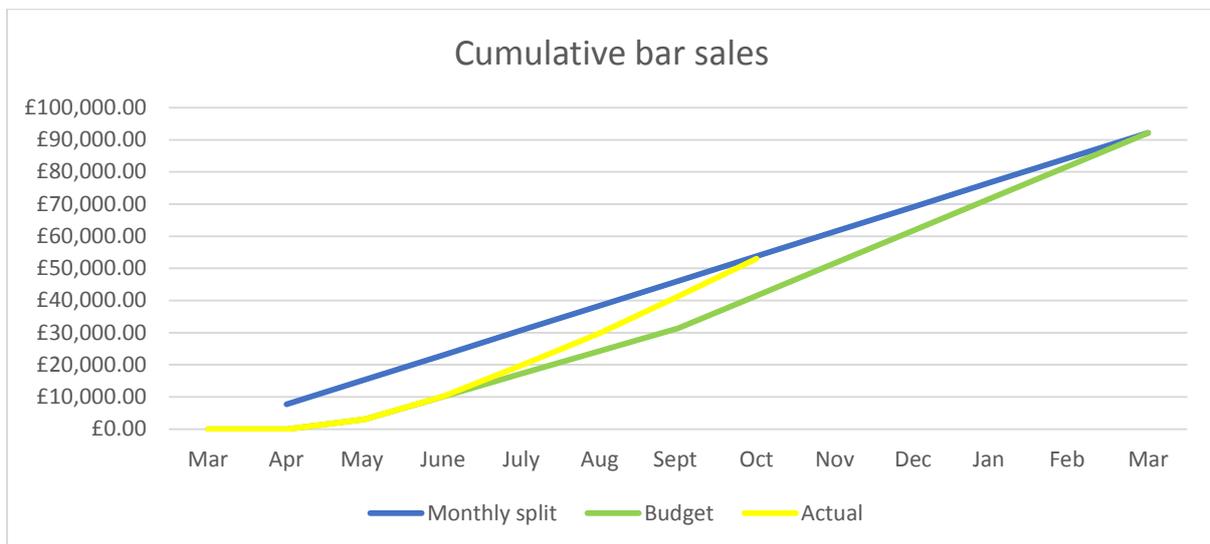
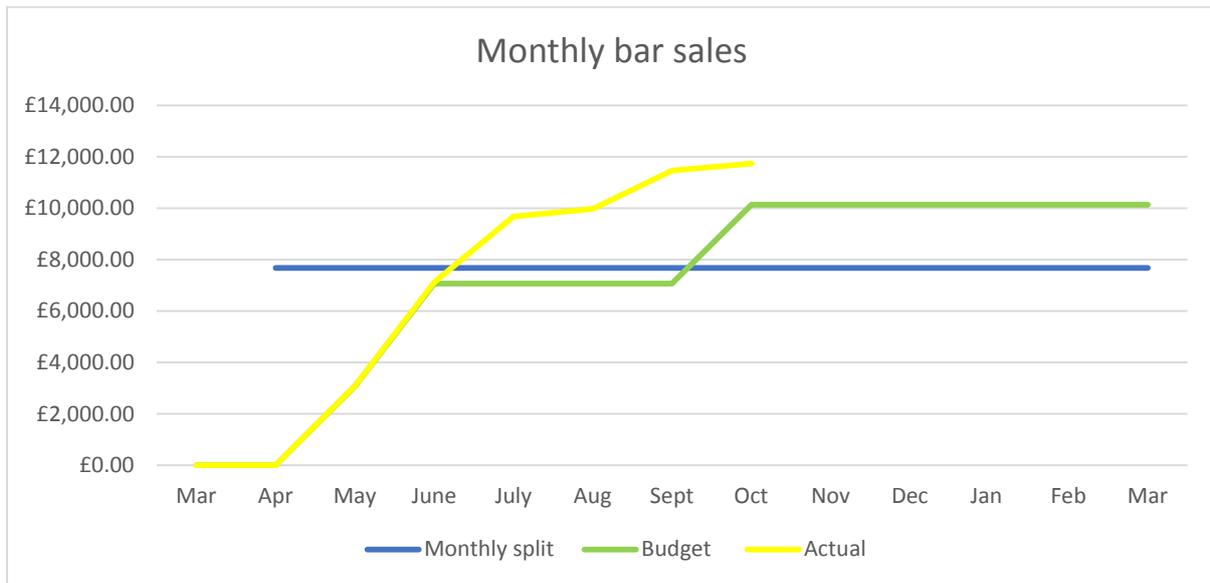
Key performance indicators.

The annual budget for bar sales (£92,198.36) has been broken down over the 12-month period based on the potential Covid reopening schedule and will be assessed as per the table below:

	Apr	May	June	July	Aug	Sept
Percentage of total	6.67%	6.67%	6.67%	6.67%	6.66%	6.66%
Budget	£0.00	£3,073.28	£7,068.54	£7,068.54	£7,068.54	£7,068.54
Actuals	£0.00	£3,078.99	£7,117.56	£9,677.04	£9,976.60	£11,466.28
	Oct	Nov	Dec	Jan	Feb	Mar
Percentage of total	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%
Budget	£10,141.82	£10,141.82	£10,141.82	£10,141.82	£10,141.82	£10,141.82
Actuals	£11,736.02	£0.00	£0.00	£0.00	£0.00	£0.00

October bar sales were above target by £1.6k (approx. 15.72% higher than forecasted). We are currently £11.5k above the estimated income for the year to date (approx. 27.87% ahead of target).

Plots showing bar sales income below:



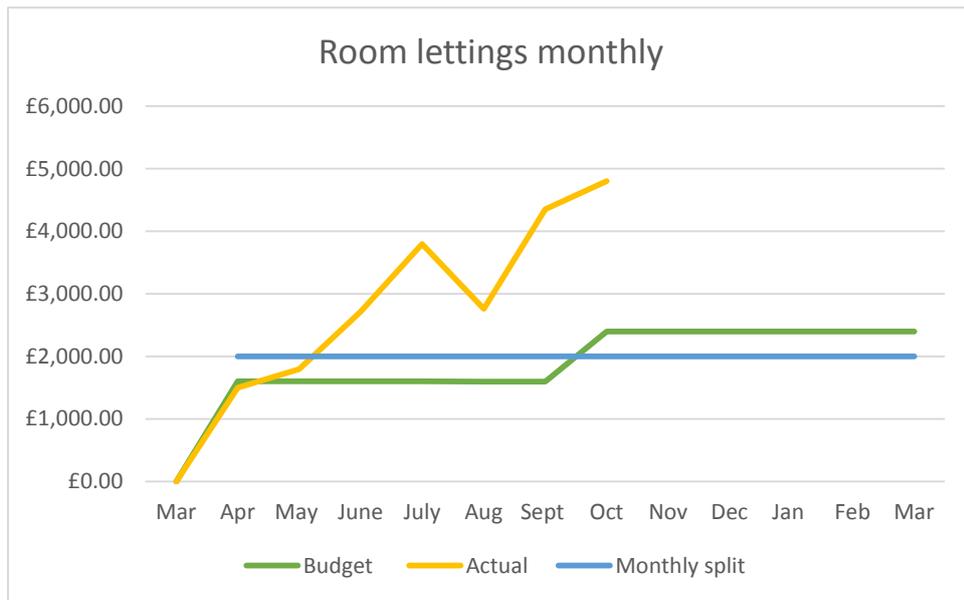
Agenda Item 5(1)(a)

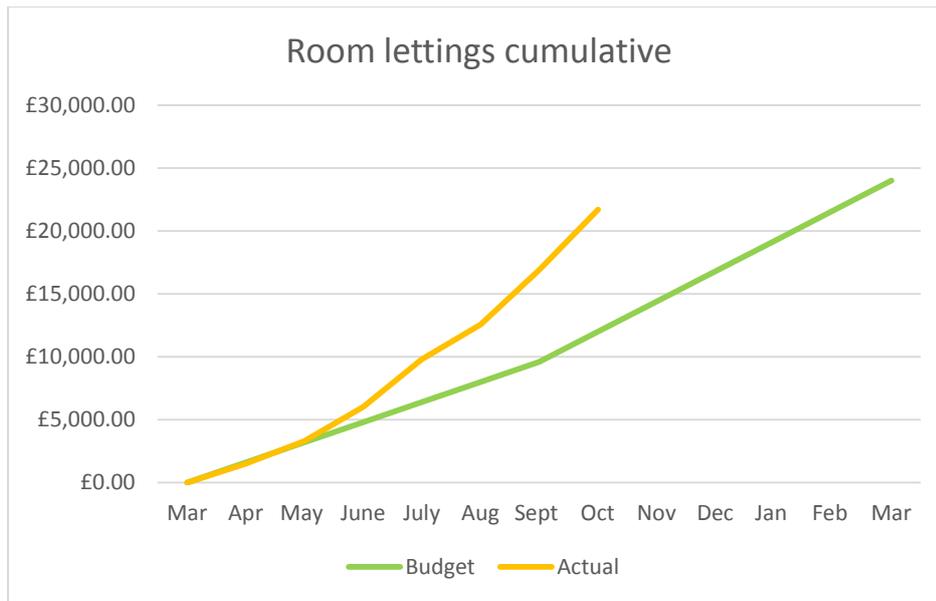
The room lettings have been analysed and the expected fees (including buffet sales) have been split across the relevant months based on their monthly percentages (refer to the table below)

	Apr	May	June	July	Aug	Sept
Percentage	6.67%	6.67%	6.67%	6.67%	6.66%	6.66%
Fee	£1,600.80	£1,600.80	£1,600.80	£1,600.80	£1,598.40	£1,598.40
Actual	£1,499.00	£1,793.48	£2,712.48	£3,794.65	£2,759.00	£4,353.00
	Oct	Nov	Dec	Jan	Feb	Mar
Percentage	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%
Fee	£2,400.00	£2,400.00	£2,400.00	£2,400.00	£2,400.00	£2,400.00
Actual	£4,801.00	£0.00	£0.00	£0.00	£0.00	£0.00

October room hires came in at £2.4k above target (double what was forecast) for this month. Year to date we are £9.7k ahead of target (approx. 80.94% above forecast).

Plots are provided below:



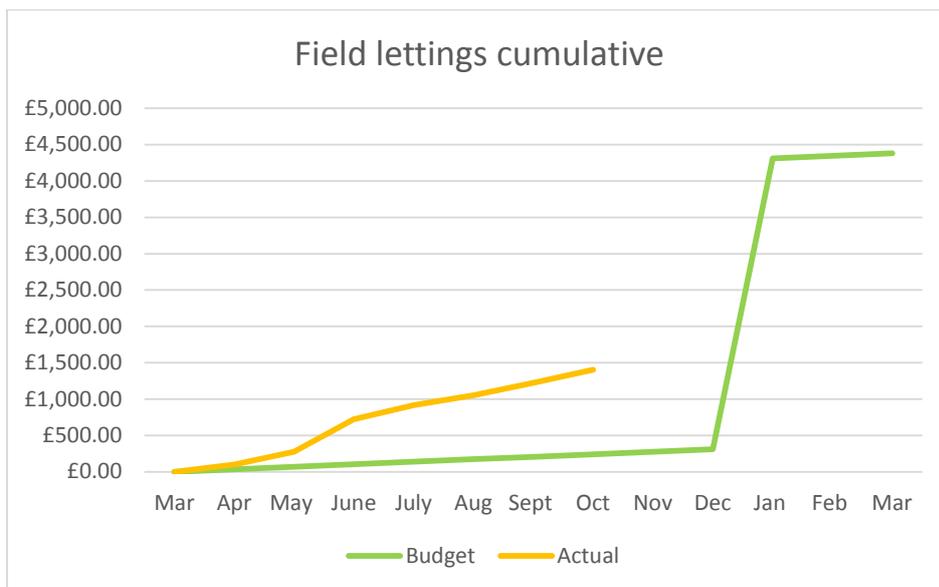
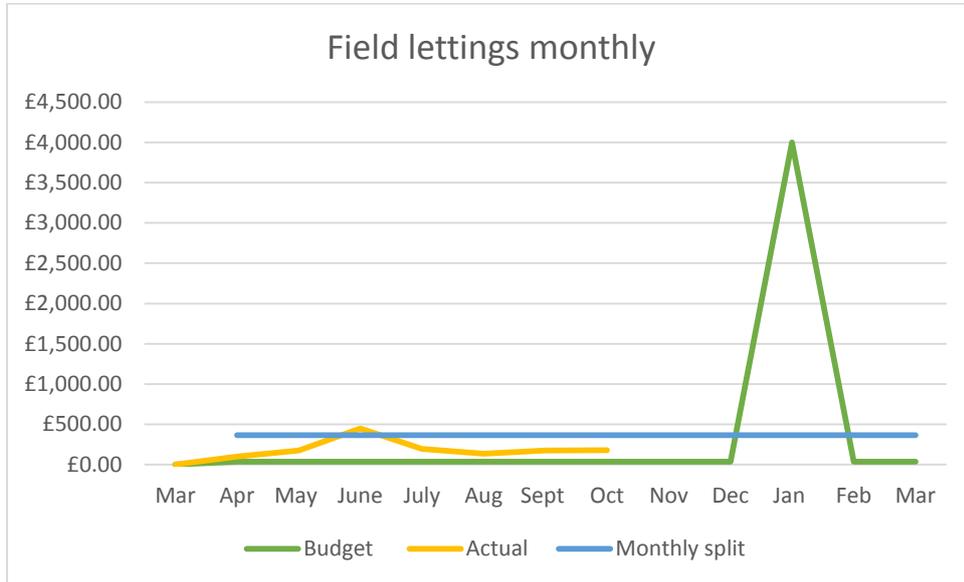


The table below shows how the field income section has been analysed and the expected fees have been split across the relevant months based on their expected percentages.

	Apr	May	June	July	Aug	Sept
Percentage	0.78%	0.78%	0.78%	0.78%	0.78%	0.78%
Fee	£34.55	£34.55	£34.55	£34.55	£34.55	£34.55
Actual	£100.00	£175.00	£447.50	£194.98	£135.00	£172.50
	Oct	Nov	Dec	Jan	Feb	Mar
Percentage	0.78%	0.78%	0.78%	91.33%	0.78%	0.78%
Fee	£34.55	£34.55	£34.55	£4,000.00	£34.55	£34.55
Actual	£180.00	£0.00	£0.00	£0.00	£0.00	£0.00

The £180.00 taken in October is approximately 521% of the originally budgeted field lettings for this month. Year to date we have received £1,404.98; it equates to approximately 581% of forecasted field lettings income to date. We have forecasted to receive the majority of letting income £4k in January as football fees for year are due then, as the open age team is currently none operational the football fees will be £3,750 for the year (following the revised pricing agreed with the junior teams).

Plots are provided below:



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The coffee morning sales figures are below. These are unsurprisingly showing an improvement on 2020 figures, so to put these into perspective at the end of October we have currently sold 54.67% of the cups sold in 2019 (April to October) and October alone is at 124.12% of the cups sold in 2019.

	Cups sold total	Cups sold per day	Income
Apr	0	0.0	£0.00
May	114	3.7	£224.00
June	216	7.2	£444.00
July	178	5.7	£340.50
Aug	96	3.1	£202.00
Sept	301	10.0	£642.70
Oct	427	13.8	£896.10
Nov		0.0	
Dec		0.0	
Jan		0.0	
Feb		0.0	
Mar		0.0	
Total	1332	3.6	£2,749.30

List of Payments made since those reported to the Full Council meeting of 26th October 2021

Direct debit Leisure Centre		
01-Nov-21	WBC NNDR	£800.00
20-Oct-21	BAGNALL & MORRIS	£329.76
19-Oct-21	BG BUSINESS	£168.31
Invoices paid Leisure centre		
01-Nov-21	B/P to: T & JT Barton	£1,296.75
01-Nov-21	B/P to: RIJO	£297.50
01-Nov-21	B/P to: System Hygiene Ltd	£313.00
25-Oct-21	B/P to: T & JT Barton	£892.85
25-Oct-21	B/P to: Easyflow	£78.00
Invoices paid Parish		
01-Nov-21	B/P to: Gardenia Gardens	£195.00
01-Nov-21	B/P to: PKF Littlejohn LLP	£480.00
01-Nov-21	B/P to: Service Care	£288.16
01-Nov-21	B/P to: Styles	£222.00
01-Nov-21	B/P to: Warrington BC	£1,234.80

Agenda Item 5(1)(a)

25-Oct-21	B/P to: Warrington BC	£980.74
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Part 2 – Documents will be issued under separate cover.

- 1) Debtors list