ALSAGER TOWN COUNCIL

DATE AGENDA POSTED: TUESDAY, 27 OCTOBER 2026

NAME OF MEETING: ALSAGER CIVIC AND ASSETS COMMITTEE

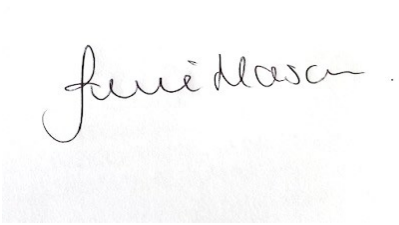
VENUE: ALSAGER CIVIC

DATE OF MEETING: TUESDAY, 03 NOVEMBER 2026

TIME OF MEETING: 7:00 P.M.

MEMBERS: J Buckley; S Butterfield; J Hearne; P Hubbard; R Kain; D Longhurst; C Venables; W Whittaker-Large; P Williams.

You are hereby summoned to attend a meeting of the Alsager Civic and Assets Committee for the purpose of transacting the following business.



AGENDA APPROVED BY J MASON
TOWN CLERK AND RFO

AGENDA – PART 1 OPEN AGENDA

1. **Apologies**

To receive apologies for absence.

2. **Declaration of Interest**

Members are requested to declare both personal and prejudicial interests as early as possible in the meeting.

3. **Minutes of Previous Meeting**

To confirm the Minutes of the Meeting of the Alsager Civic and Assets Committee held on Tuesday, 13 October 2026 as a correct record. See attached.

4. **Matters Arising**

Further to Min. Ref. ACA26/40 dated 13 October 2026, to receive a verbal update from the Chair regarding Social Media at Alsager Civic.

To consider any matters arising from the confirmed Alsager Civic and Assets Committee meeting Minutes dated Tuesday, 20 October 2026.

5. **Public Participation Period**

An opportunity for residents of Alsager to ask questions about issues in accordance with Standing Order 2 of the Town Council's Standing Orders, this period is limited to 20 minutes.

To receive a presentation from Rijo regarding the acquisition of a coffee machine in Alsager Civic.

6. **Budget Monitoring Statements**

a) To receive the Budget Monitoring Statement for Q2 2026 for (see attached): -
   - Alsager Civic
   - Services

b) To recommend to Council the recommendations contained with the Budget Monitoring Statement.

7. **Civic Development Working Group**

a) To receive the draft meeting notes of 20 October 2026. See attached.

b) To receive the internal plans for the Alsager Civic extension. See attached.

8. Alsager Allotments

a) Further to Min. Ref. ACA26/38 dated 13 October 2026, to consider a revised SLA with the AGA. Copy to follow.

b) Further to Min. Ref. ACA26/38 dated 13 October 2026, to further consider the refund of £1,563.93 from the Town Council to the AGA. See attached.

9. Draft Budget FY2027-28

To consider the draft Budget FY2027-28 and approve otherwise any recommendations therein. See attached.

a) Alsager Civic draft Budget 2027-28.

b) Alsager Services draft Budget 2027-28.

10. Terms of Reference

To recommend to Full Council the draft Terms of Reference. See attached.

ALSAGER TOWN COUNCIL

ALSAGER CIVIC AND ASSETS COMMITTEE

MINUTES OF MEETING HELD IN ALSAGER CIVIC

ON TUESDAY 13 OCTOBER 2026

Present:
Councillor J Hearne (Chair)
Councillor C Venables (Vice Chair)
Councillor S Butterfield
Councillor P Hubbard (arrived at 7.12pm)
Councillor D Longhurst
Councillor W Whittaker-Large

Councillor R Fletcher (Non Committee member)
Councillor M Unett (Non Committee member)

J Mason (Town Clerk)

0 Members of the Press
6 Members of the Public

ACA26/30 Councillor Substitution

Further to Standing order 20.4.5 Councillors may, subject to standing orders, 20.1 and 20.2 appoint a substitute member to a committee whose role is to replace the ordinary members at a meeting of a committee if the ordinary members of the committee confirm to the Proper Officer before the meeting in writing that they are unable to attend and with a nominated substitute Councillor.

To note that:-

a) That, Councillor M Unett was as a substitute for Councillor J Buckley.

b) That, Councillor R Fletcher was as a substitute for Councillor P Williams.

ACA26/31 Apologies for Absence

Apologies for absence were received from Councillors J Buckley, R Kain and P Williams.

ACA26/32 Non Attendance

No members did not attend and did not give their apologies.

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ACA26/33 Declarations of Interest

Councillor S Butterfield declared his interest as an allotment holder.

Councillor J Hearne declared her interest as a Trustee of Jane Maddock Homes.

Councillor D Longhurst declared his interest as the Chair of the Cedars Patient Participation Group.

Councillor M Unett declared his interest as Secretary, Trustee and Manager of Alsager Social Club.

Councillor R Fletcher declared his interest as a member of Cheshire East Council and the Chair of the Audit & Governance Committee.

ACA26/34 Minutes of the Previous Meeting

The Minutes of the Meeting dated 4 August 2026 were referred to and it was: -

Resolved: That, the Minutes of the Meeting of the Alsager Civic and Assets Committee dated 4 August 2026 were confirmed as a correct record and signed by the Chair.

ACA26/35 Matters Arising

a) Further to Min. Ref. ACA26/23 dated 4 August 2026, it was reported that the proposed market stalls charges were causing to many complications and the Clerk had revisited and was currently charging £10 per stall and £5 per extra table.

   Resolved: That, the market charges for the Wednesday Market would be £10 per stall and £5 per extra table with immediate effect.

b) Further to Min. Ref. TC26/46 dated 16 June 2026, it was noted that the fence at Lawton Road Allotment Road had been installed.

c) Further to Min. Ref. ACA26/25 dated 4 August 2026, it was noted that the work had been completed to the Civic Boiler.

d) Further to Min. Ref. ACA26/26 dated 4 August 2026, it was noted that the Civic Main Hall lights to be upgraded to 10 new LED halo down lights were due to be completed on 20 October.

ACA26/36 Public Participation

One member of the public attended the meeting to make members aware he had brought the old Cadet Hut in Alsager. His intention was to develop it into a community hub and already had been in liaison with community groups. There were concerns in relation to the lack on the car parking and he enquired if there was any grant funding available.

Councillor M Unett explained the Town Council's grant application process.

The other members of the public were from the Alsager Gardens Association, one wished to explain that the membership of the National Allotments Society was only for reduced seeds and products not insurance. This followed with an enquiry to an explanation as to the reason the monies could not be collected by the Town Council and transferred to the AGA to continue individual membership to NAS. There was a query in relation to the proposed refund from the Town Council to the AGA as they felt it was insufficient. One member also enquired if Councillor P Hubbard was a member of the AGA.

The Chair responded that the Clerk would provide more information in relation to the refund to the AGA and Councillor P Hubbard was not a member of the AGA. She also offered to attend the next AGA meeting if they shared the invitation. The Clerk explained that sadly the Town Council could not facilitate membership to the NAS.

ACA26/37 Proposed fees and charges for Alsager Civic for FY2027/2028

There was concern that the room hire was operating at a loss at times and a suspicion that hirers were consuming their own alcohol on the premises. The Committee recognised that a deposit system was required on a minimum spend of £500 at the bar. There was a recommendation that the monies would have to be invoiced prior to the event and a refund if necessary would be actioned following the event. A statement was to be added in the booking hire form that it was unacceptable to consume drinks brought off site at a Civic event.

Councillor W Whitaker- Large felt as she had stated previously there needs to a Civic Business Model. The Chair responded this could be agreed at the CDWG.

Councillor C Venables proposed that a Sunday was charged at the same rate as Friday and Saturday.

Resolved:

a) That, the Committee recommends to Full Council that the new pricing structure was adopted for FY2027-28 subject to Sunday hire rates being the same as Friday and Saturday.

b) That, the Committee recommends to Full Council, that a minimum spend of £500 on the bar is introduced on the party package option and a minimum of a 4 hour bar on the room hire option and the £500 bar deposit is paid prior to the event then a refund actioned the following week of the event following the banking as evidence of the bar takings.

ACA26/38 Alsager Allotments

The Committee recognised the work this had generated for the office staff and the complications of the new processes being implemented. Councillors Venables and Whittaker Large were very keen that the Town Council were not financially supporting the allotments with the precept and they should be self-sufficient.

The Clerk reported that she had instructed that all allotments holders would pay a £25 deposit from October 2027 but out of area tenants would not charge double if they were a legacy tenant prior to 2024. The invoices had now been sent out and then there would be a clear indication of occupancy levels and the waiting list.
Councillor C Venables asked if there was any indication of the cost of the allotments to the Town Council at this stage. The Clerk replied that she would be able to present these figures at the next meeting.

Resolved:

a) That, the SLA with the AGA would be deferred to the next meeting.

b) That, the refund of £1,563.93 from the Town Council to the AGA for the management of the allotments being bought back in house would be deferred until it was evidenced the works which need to be carried out on the four sites since the transfer has taken place on 1 September.

ACA26/39 Civic Development Working Group

Resolved: That, it was noted the next meeting was scheduled for the 20 October at 2pm.

ACA26/40 Social Media Report

The Chair was concerned about the level of detail in the reports from the Civic Social Media content creators. She asked the Clerk for a copy of the contract so she could check it against the figures produced for Instagram and Facebook as she felt it was misleading.

Resolved: That, the Chair would challenge the reports and feedback at the next meeting.

ACA26/41 Public Toilets, Crewe Road

The Committee debated the Facilities Managers report at length. The members understood the consequences and associated cost that vandalism had at the public toilets but to charge fees to enter the toilet would be too impactful for many residents. Figures from 2023 indicated that 18,000 people visited toilets each year and to implement fees either by card or cash would be a poor reflection on the Town Council. The budget of approximately £18,000 per annum was an acceptable cost to provide the service of public toilets in the town and other ways of managing the vandalism should be undertaken.

Resolved: That, the public toilets would not be chargeable for access.

ACA26/42 Devolution of Services

The Clerk had been called to a meeting of Town Clerk's at Congleton Town Hall on 29 September to discuss the principle of process when transferring assets and services from Cheshire East

Council. Cheshire East Council had set up a working group which included three Town Clerk's to ensure the process of transferring assets was stream lined and effective.

These are the principles that the Town Clerks wish Alsager Town Council to support:-

General Principles

a) Cheshire East Council should create a list of assets and services (by type) which it promotes for transfer.
b) Transfers should be offered consistently to all applicable town/parish councils.
c) Both sides will cooperate to manage any arising TUPE implications.

Asset Transfer

The following principles should underpin asset transfers from Cheshire East Council to Town and Parish Councils.

a) Assets will be transferred for a consideration of £1.
b) There will be no 'dowry' payment – assets transferred in present condition.
c) There will be no ongoing funding from CEC for future maintenance, all ongoing costs assumed by the town/parish council.
d) The Freehold will be transferred.
e) The transfer will include restrictions to protect the asset which, whilst protecting any investment made by the town/parish council, may include:
    i. Tapered overage agreement over a period of 15 years OR
    ii. Option agreement to buy back the asset for the improvement value OR
    iii. Restriction on title requiring consent of Cheshire East Council for disposal
f) Transfers of public open space will usually include covenants prohibiting the construction of buildings except those which are ancillary to its use as public open space.
g) Each side will be responsible for their own legal costs.
h) Town/parish councils will use an agreed legal firm to streamline legal work in transfer programmes.

Service Transfer

The following principles should underpin service transfers from Cheshire East Council to Town and Parish Councils.

a) Town/parish councils to have delegated authority via Local Government Act 1972 s101 to fully deliver any services which it does not have express powers for
b) Any transfer of service will include a SLA setting out clearly the minimum standards to which a service must be delivered with town/parish councils having discretion on service delivery above this standard

The Committee at this stage do not want the transfer of any assets but agree that a process would be of benefit.

Resolved: That, the Committee recommends to Full Council that they support the suggested principles for the transfer of assets from Cheshire East to Town and Parish Council's.

ACA26/43 Exclusion of Public and Press

At the invitation of the Chair it was: -

Resolved: That, in accordance with the Public Bodies Admissions to Meetings Act 1960 as amended the public and press be excluded from the meeting for the following items of business on the grounds that they could involve the likely disclosure of private and confidential information, including staffing and salary issues.

ACA26/44 Civic Staff Absence

Resolved:

a) That, the Committee noted the effect of a long term absence was impacting the operation of the Civic.

b) That, the Town Clerk noted due to the impact of no civic credit card the Deputy Civic Manager had been allocated an additional credit card to assist the operation.

ACA26/45 Civic Staffing Structure Review

Resolved:

a) That, the Committee recommend to Full Council the new staffing structure as in the enclosure pack subject to the approval of the Personnel Committee which include the following recommendations:-

i. To permanently reduce the General Assistant post to 16 hours with immediate effect.

ii. To permanently reduce the Civic Admin post to 7 hours from January 2027 and increase to SCP10-14.

iii. To permanently increase the Finance Admin contract by 7 hours per week, to fill the Civic Admin role, these additional hours will be worked on one day at Alsager Civic as Civic Admin. The post holder will remain on a standard contract for all hours at SCP 10-14.

b) To note the budget implications for FY26/27 and FY27/28.

ACA26/46 Civic Staffing Quarterly Position

The Clerk noted that the Deputy Civic Managers overs had been paid from July to September.

Resolved: That, the report was noted.

ACA26/47 Town Office Lease

Resolved:

a) That, the Chair and the Clerk were granted delegated authority to liaise with the solicitors for the most preferred outcome on determining the lease with Cheshire East on 3 Lawton Road due to the planning permission approval for the extension of the Civic.

b) That, the Committee recommended to Full Council £3,000 from General Reserves to pay for the remaining work on the lease for 3 Lawton Road to Hill Dickenson Solicitors.

c) That, the Committee noted there was an overspend of £433 to Hill Dickenson Solicitors on legal fees to date due to the length of time on negotiations from 2023.

The meeting commenced at 7:00 p.m. and concluded at 9:30 p.m.

Signed by Councillor J Hearne
Chair

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ALSAGER TOWN COUNCIL

Report to: Alsager Civic and Asset Committee

Meeting date: 3 November 2026

Agenda item: 6

Prepared by: Finance Lead

Subject: Budget Monitoring Report – Quarter 2 (September 2026) 2026-27

1. Purpose of the Report

To update members on the forecast financial position of Civic and Assets budgets and delivery against the Civic's key performance measures as at Quarter 2 (to September 2026).

2. Civic and Assets – Budget and Performance

Delivery to date against the Civic's key performance measures are as follows:

2.1 Meet or exceed budget targets

Excluding income from the Banking Hub, the forecast deficit for the year after transfers to reserves of £174,081 is £12,619 adverse to budget, as a result of a downturn in income from room hire & related bar sales. We note that we reduced hire fees for 26/27 in a conscious effort to increase room hire bookings.
Income in the year (excluding the Banking Hub) is forecast to be £181,477 compared to £195,686 in the prior year which represents a reduction of 7%.

2.2 Maximise usage

YTD occupancy is positive in comparison to previous years with the main hall at 40% (slightly up on previous year Q2 37%), meeting room at 28% (equal to previous year Q2) and bar at 34% (previous year Q2 24% and 24% in 24/25 and 42% in 23/24).
An external marketing agency has been appointed and there is an increased offering of our own events which we do not feel has had a positive effect.

2.3 Civic Events deliver positive returns

Events are forecast to make a net profit of £14,225 (budget £13,658).
It should be noted that 3 events were delivered during the school summer holidays in FY2627 which were Community events which were not targeted to deliver a large financial return, but to offer great community benefit. A small financial return was generated and the events were very well attended.
The dog show and Santa's breakfast have been cancelled due to present resource constraints.

3. Civic and Assets - Budget Monitoring

Civic

The deficit forecast for Alsager Civic, after taking in to account forecast income from the Banking Hub of £22,200, is £151,881 which is £9,582 better than the budget.
Income (excluding the Banking Hub) is forecast to be £181,477 which is £25,149 adverse to the budget of £206,626 and represents a 7% reduction from the prior year (£195,686).

Income from bar sales (excluding own events) is forecast to be £17,864 lower than budget and room hire is forecast to be £8,872 lower than budget. Reflecting this, direct costs are forecast to be lower than budget.

In a conscious effort to recover income from reduced room hire and bar sales, more events have been planned to be delivered than the budget proposed. However, the expectations of income & profit from those events has been downgraded at Q2 forecasting based upon recent customer uptake. The external social media agency and the long term absence in the Civic has notably adversely impacted upon marketing at Alsager Civic in many areas. Income and costs from events are now forecast to be in line with the budget. The external social media agency will not be reappointed at the end of the current contractual period.

Despite incurring additional staffing costs of almost £10,000 to cover an extended period of sickness absence, indirect staffing costs are forecast to be lower than budget in the year. This is largely as a result of the conscious decision to hold the General Assistant ('GA') and Civic Admin posts vacant after early indications in the year of reduced bookings, plus some savings on employer's pension contributions and the pay award.

The supplies and services budget includes the Civic contingency of which £2,510 has been used to finance an unplanned boiler repair, which has been reported in premises costs. Supplies and services costs also includes £1,950 of unbudgeted expenditure on an external marketing agency whilst the Civic administrator post has being held vacant, which should be considered against the underspend to budget on indirect staffing costs. Supplies & services costs also includes a full year of budgeted expenditure on external cleaning contractor costs and are forecast to be higher than the prior year as a result.

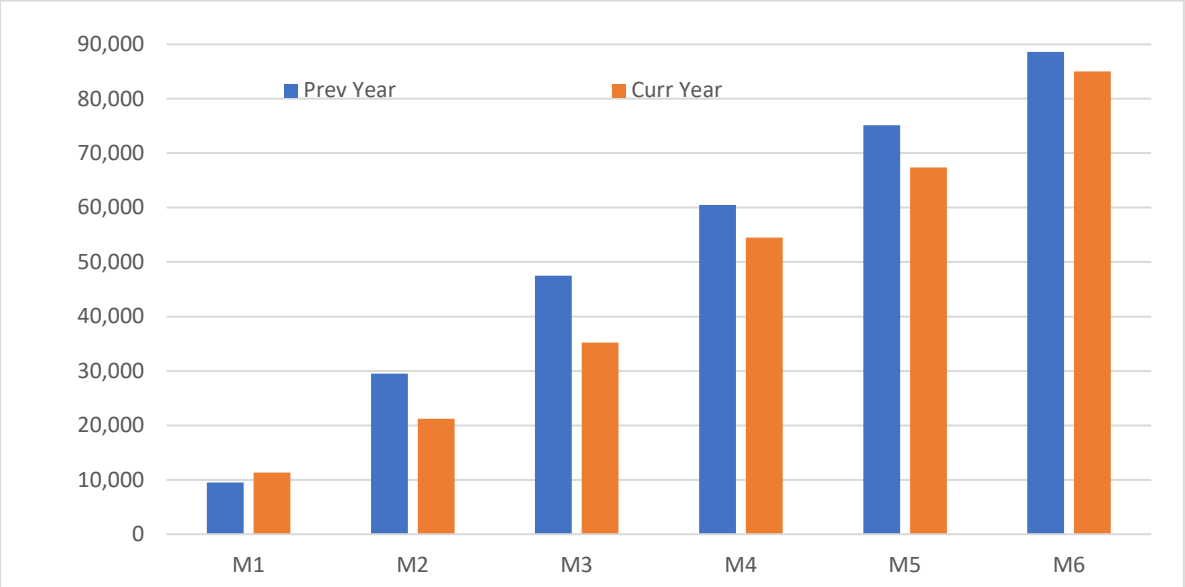
Premises costs is adverse to budget as a result of the unplanned boiler repair which is being financed from the Civic contingency budget in supplies and services, plus adverse expenditure compared to budget on electricity and water charges which are both the result of contractual price rises in excess of budgetary provision which are being financed by the Town Council Administration contingency budget. It is proposed to carry forward £4,000 of budget that was precepted for in 2026/27 to redecorate the main hall and undertake flooring maintenance, and to utilise that to finance the budget for redecoration works in the budget in 2027/28 that will be required due to the planned extension.

Additional unbudgeted income has been forecast from the banking hub of £22,200.

Appendix 1 shows the current and forecast position for the Civic and Asset budgets.

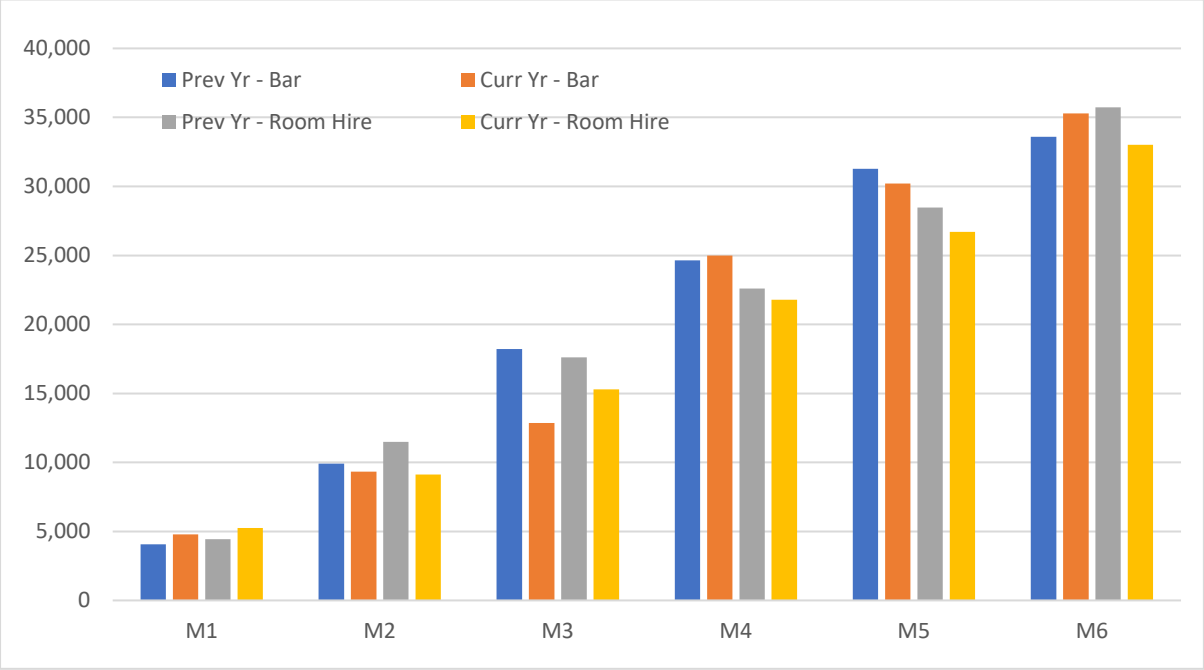
Charts 1 and 2 below show the Civic's performance compared with the previous year.

Chart **1. Alsager Civic – Cumulative Overall Income (excluding Banking Hub)**



Income	M1	M2	M3	M4	M5	M6
Prev Year	9,508	29,477	47,485	60,499	75,134	88,601
Curr Year	11,301	21,181	35,228	54,526	67,374	85,039

Chart 2. Alsager Civic – Cumulative Bar and Room Hire Income



Income	M1	M2	M3	M4	M5	M6
Prev Yr - Bar	4,068	9,905	18,212	24,638	31,274	33,593
Curr Yr - Bar	4,792	9,343	12,857	24,984	30,203	35,287
Prev Yr - Room Hire	4,431	11,494	17,621	22,608	28,465	35,734
Curr Yr - Room Hire	5,242	9,119	15,305	21,792	26,717	33,027

Assets

For Assets operated by the Council (public toilets & allotments), the forecast income and expenditure after use of reserves is £2,800 adverse to the budget set.

This is the result of the Council approval of £2,800 of additional expenditure from general reserves on fencing at Lawton Road allotments site (TC26/46 16/06/2026).

If Council staff costs relating to the Allotments were reported within the service, then the allotments would be £15,732 adverse to the budget in the year.

Table 1. Allotments Management & Administration

Income & expenditure at the Allotments will differ from the budget assumptions since the transfer of the management & administration of the Allotments sites to the Council was not anticipated in the 26/27 budget.

In line with resolution P24/37, the Council staff cost relating to the Allotments is not recharged to the service, these costs remain in the Town Council Administration budget and represent part of the Council's subsidy for those services.

However, for the purpose of illustrating the estimated financial change in the income & expenditure as a result of the Council administering the management of the allotments, those management administration recharges have been included in the analysis shown in the table below:

Allotments Costings	**FY25/26 Actual**	**FY26/27 Forecast**	**FY27/28 Draft Budget**
Management Basis	**AGA**	**AGA / Council 6 months each**	**Council**
Income	£3,879	£6,084	£7,217
IT Software & Support	-£1,457	-£1,026	-£1,057
Repair & Maintenance	-£985	-£6,140	-£4,491
Subscriptions	£0	-£85	-£88
Health & Safety	-£864	£0	-£255
Capital Developments	-£2,500	-£2,500	-£2,500
Water	£0	-£816	-£2,530
Management Admin Recharges	-£3,959	-£11,737	-£15,598
Net Cost	**-£5,886**	**-£16,220**	**-£19,302**

4. Civic Usage

H1 occupancy averages are positive in comparison to previous years, as follows:

- Main Hall 40% (Previous year 37%) (average availability 12hrs/day)
- Meeting Room 28% (Previous year 28%) (average availability 12hrs/day)
- Bar 34% (Previous year 24%) (average availability 4hrs/day)

Chart 3 captures H1 usage in 2026/27 and Chart 4 compares this with previous years.

Chart 3. Alsager Civic – H1 Usage in 2026/27 (percentages)

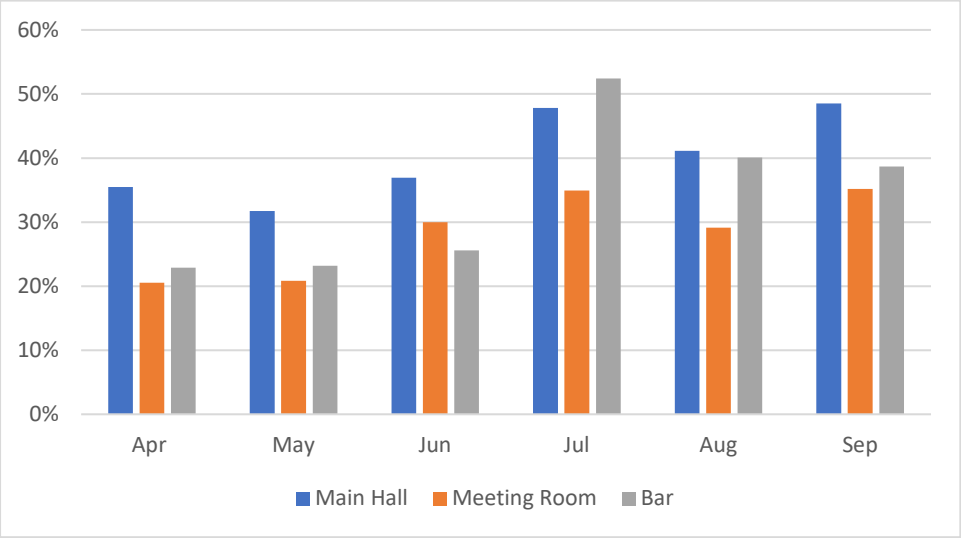
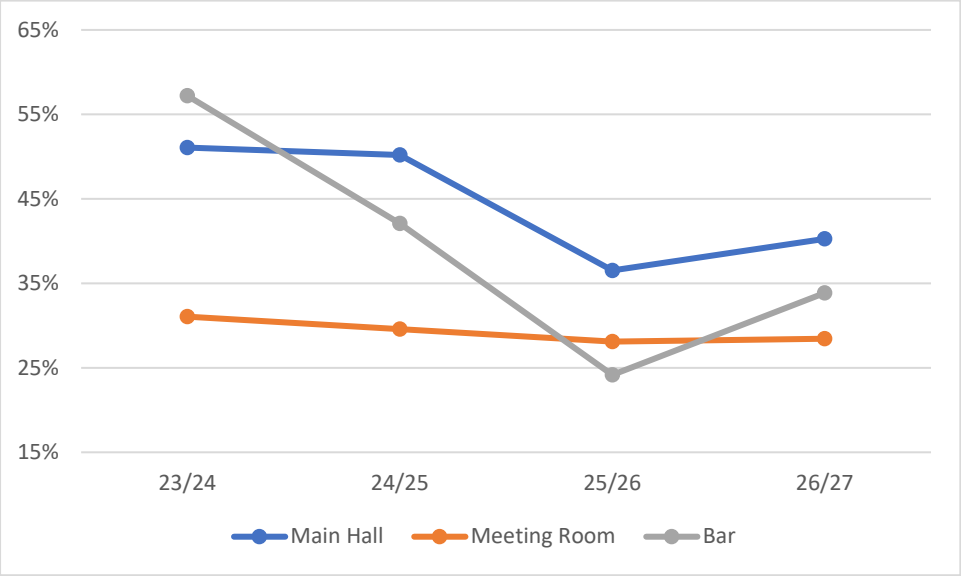


Chart 4. Alsager Civic – Usage in 2026/27 compared to prior years (percentages)

2026/27	**Apr**	**May**	**Jun**	**Jul**	**Aug**	**Sep**	**YTD**
Main Hall	35%	32%	37%	48%	41%	49%	**40%**
Meeting Room	21%	21%	30%	35%	29%	35%	**28%**
Bar	23%	23%	26%	52%	40%	39%	**34%**
2025/26	**Apr**	**May**	**Jun**	**Jul**	**Aug**	**Sep**	**YTD**
Main Hall	33%	39%	35%	33%	33%	45%	**37%**
Meeting Room	28%	30%	22%	24%	30%	35%	**28%**
Bar	15%	32%	31%	23%	25%	19%	**24%**
2024/25	**Apr**	**May**	**Jun**	**Jul**	**Aug**	**Sep**	**YTD**
Main Hall	59%	57%	51%	46%	43%	46%	**50%**
Meeting Room	27%	34%	31%	24%	27%	35%	**30%**
Bar	40%	41%	58%	30%	43%	41%	**42%**
2023/24	**Apr**	**May**	**Jun**	**Jul**	**Aug**	**Sep**	**YTD**
Main Hall	59%	48%	52%	51%	49%	47%	**51%**
Meeting Room	33%	28%	30%	32%	35%	28%	**31%**
Bar	55%	54%	67%	60%	58%	48%	**57%**

Chart 5. Alsager Civic – H1 YTD Usage Trend since 2023-24



H1 Occupancy	23/24	24/25	25/26	26/27
Main Hall	51%	50%	37%	40%
Meeting Room	31%	30%	28%	28%
Bar	57%	42%	24%	34%

Chart 6. Alsager Civic – FY2026/27 Full Year Usage Forecast vs Prior Year

Although H1 usage was favourable to the prior year, usage for the remainder of the year does not look so positive and the full year forecast for usage is a reduction overall from the prior year.

2026/27	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Full Year
Main Hall	35%	32%	37%	48%	41%	49%	51%	52%	31%	26%	26%	33%	**38%**
Meeting Room	21%	21%	30%	35%	29%	35%	36%	35%	16%	16%	16%	21%	**26%**
Bar	23%	23%	26%	52%	40%	39%	47%	39%	39%	8%	19%	17%	**31%**

Reports printed at 16.10.2026 so October to March are not yet finalised and subject to increase with further bookings.

2025/26	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Full Year
Main Hall	33%	39%	35%	33%	33%	45%	46%	59%	37%	34%	39%	48%	**40%**
Meeting Room	28%	30%	22%	24%	30%	35%	30%	37%	25%	23%	23%	31%	**28%**
Bar	15%	32%	31%	23%	25%	19%	36%	58%	42%	19%	15%	36%	**29%**

5. Civic Events

Table 1 below shows the forecast finances for the Civic events in the year.

Overall, these events are forecast to be profitable, more than covering all the associated pay and non-pay costs (direct and indirect).

As reported in Q1, in a conscious effort to recover income from reduced community hire and to maximise usage of the venue, there are more events planned to be delivered than the budget proposed.

Table 2. Alsager Civic – Event finances (commercial and non-profit)

Civic Events	**Outturn £**	**Budget £**	**Variance £**
Income: Tickets	23,088	21,974	1,114
Income: Bar	23,904	24,399	-495
Income: Catering	943	1,398	-455
Income: total	**47,935**	**47,771**	**164**
Expense: Staffing	-6,317	-8,163	1,846
Expense: Bar	-7,786	-8,052	266
Expense: Catering	-506	-785	279
Expense: Other	-19,101	-17,113	-1,988
Expense: total	**-33,710**	**-34,113**	**403**
Profit	**14,225**	**13,658**	**567**

6. Earmarked Reserves

Earmarked Reserve	Balance at 01/04/26	YTD Expense	Forecast Expense	Transfers In	Forecast balance at 31/03/27	Comments	Council Review
Energy Efficiency Scheme	£36,791	-£1,315	-£7,000	£0	£28,476	Retain for contribution towards Civic extension costs.	Approved by Council 17/03/2026
Civic R&M / equipment	£9,612	-£5,940	-£3,630	£4,000	£4,042	Approval requested to earmark £4k of budget from 26/27 to finance redecoration works in 27/28 following extension works.	Approved by Council 17/03/2026
Civic extension/roof repairs	£100,000	£0	£0	£38,500	£138,500	Additions of: £23,500 Precepted for in FY26/27, £15,000 Cap Rsvs budgeted for Civic roof repair in FY26/27.	£100k approved by Council 17/03/2026
CIL commitment to Civic Roof / Extension	£0	£0	£0	£15,000	£15,000	Must be utilised by 31/03/2028	C&A Recommended to Council 04/08/26 £15k commitment to Civic extension, Council approved 11/08/26 TC26/70.
Market in the Town	£3,400	-£3,400	£0	£0	£0	Reserve spent in 26/27	Approved by Council 24/02/2026
Public Toilets R&M	£1,000	-£1,000	£0	£0	£0	Reserve spent in 26/27	To cover legionella inspections & replacement TMVs. Council approved 19/05/2026
Civic training	£885	-£150	-£735	£0	£0	Reserve planned to be fully spent in 26/27	Approved by Council 17/03/2026
Civic extension professional fees	£28,750	-£7,296	-£21,123	£0	£331	Costs are reported in Town Council Administration.	Reviewed & approved by Council 11/08/26 TC26/70

7. Resolution Required

1. That the report on Civic and Asset finances at the end of Quarter 2 (to September 2026) be received, including the summary of balances on earmarked reserves at year end that are applicable to this committee.

2. To recommend to Council to earmark £4,000 of budget that was precepted for in 2026/27 for the redecoration of the main hall and flooring maintenance, to be used in 2027/28 to finance redecoration works at Alsager Civic following the extension works to accommodate office staff.

3. Further to Council resolution TC26/69 11/08/2026, to note that the forecast budget savings on Town Council Administration office accommodation costs in the year may not be available to contribute towards the extension costs for Alsager Civic if they are required for financing to wind up of the lease at 3 Lawton Road.

Budget Monitoring Report: Alsager Civic **Period: Apr26 to Sep26** **Date: 15/10/26**

	Year to date				Year End Projection				Prev Year	
	Actual	**Budget**	**Reserves**	**Variance**	**Forecast**	**Budget**	**Reserves**	**Variance**	**YTD**	**Full Year**
Income										
Bar Sales (excl Events)	35,287	36,082	0	-795	54,300	72,164	0	-17,864	33,593	63,451
Room Hire - commercial	16,814	17,500	0	-686	29,713	35,000	0	-5,287	16,309	29,983
Room Hire - community	16,213	20,700	0	-4,487	37,816	41,400	0	-3,585	19,425	45,477
Market	3,142	2,101	0	1,042	7,467	4,201	0	3,266	2,828	5,591
Cafe	1,996	2,235	0	-239	2,812	4,469	0	-1,657	2,726	5,201
Events & other	11,588	24,696	0	-13,108	49,369	49,392	0	-23	13,724	45,983
Total Income	85,040	103,313	0	-18,273	181,477	206,626	0	-25,149	88,605	195,686
Direct Costs										
Bar (excl Events)	-11,044	-11,907	0	863	-18,154	-23,814	0	5,660	-10,982	-20,391
Catering	-614	-1,341	0	727	-1,687	-2,681	0	994	-1,231	-2,351
Events (incl staffing)	-10,438	-17,442	0	7,004	-35,017	-34,884	-109	-23	-9,466	-29,108
Security	-3,557	-2,559	0	-998	-5,767	-5,117	-650	0	-2,719	-4,663
Total Direct Non-staff Costs	-25,653	-33,248	0	7,595	-60,625	-66,497	-759	6,630	-24,398	-56,513
Gross Profit	**59,387**	**70,065**	**0**	**-10,678**	**120,852**	**140,130**	**-759**	**-18,519**	**64,207**	**139,173**
Indirect Costs										
Staffing	-71,864	-83,769	0	11,905	-157,226	-167,538	0	10,312	-74,450	-151,737
Other staff related	-1,615	-1,230	0	-385	-3,483	-2,459	-885	-139	-2,151	-2,841
Supplies and services	-24,060	-22,843	0	-1,217	-46,594	-45,685	-880	-29	-20,496	-36,284
Premise costs	-24,747	-22,945	-2,942	1,140	-50,370	-45,891	-235	-4,244	-22,064	-51,522
Capital equipment	-3,049	-1,000	-1,797	-252	-7,657	-2,000	-5,657	0	-5,697	-7,786
Capital maintenance	0	-23,500	23,500	0	0	-23,500	23,500	0	0	0
Capital developments	-1,315	0	-1,315	0	-8,315	0	-8,315	0	-900	-3,209
Public Works Loan	-5,807	-7,260	0	1,453	-14,519	-14,519	0	0	-5,697	-14,409
Total Indirect Costs	-132,457	-162,546	17,446	12,643	-288,165	-301,592	7,527	5,901	-131,455	-267,788
Total Operating Deficit	**-73,070**	**-92,481**	**17,446**	**1,965**	**-167,313**	**-161,462**	**6,768**	**-12,618**	**-67,248**	**-128,615**
Banking Hub	11,100	0	0	11,100	22,200	0	0	22,200	0	22,200
From earmarked reserves	N/A	N/A	N/A	N/A	-6,768	N/A	N/A	N/A	11,100	0
Deficit after Banking Hub income	**-61,970**	**-92,481**	**17,446**	**13,065**	**-151,881**	**-161,462**	**6,768**	**9,582**	**-56,148**	**-106,415**

Budget Monitoring Report: Services **Period: Apr26 to Sep26** **Date: 15/10/26**

	Year to date				Year End Projection				Prev Year	
	Actual	**Budget**	**Reserves**	**Variance**	**Forecast**	**Budget**	**Reserves**	**Variance**	**YTD**	**Full Year**
Public Toilets										
Cleaning	-4,148	-4,260	0	112	-8,570	-8,520	0	-50	-3,634	-8,349
Repairs, maintenance and equipment	-1,190	-2,487	0	1,297	-4,973	-4,973	0	0	-579	-2,914
Electricity and water	-739	-1,076	0	337	-2,422	-2,152	0	-271	-647	-2,184
Other costs	-2,199	-851	-1,000	-348	-2,711	-1,703	-1,000	-9	-1,730	-2,567
Capital developments	0	0	0	0	0	0	0	0	0	0
Total Net Expense - Public Toilets	-8,276	-8,674	-1,000	1,398	-18,677	-17,347	-1,000	-330	-6,590	-16,014
Allotments										
Income	4,013	4,014	0	-1	6,084	4,014	0	2,071	3,879	3,879
Capital developments	-2,500	-2,500	0	0	-2,500	-2,500	0	0	0	-2,500
Repairs and other costs	-4,028	-513	-1,000	-2,515	-8,067	-1,026	-2,500	-4,541	-1,823	-3,306
Total Net Expense - Allotments	-2,515	1,001	-1,000	-2,516	-4,482	488	-2,500	-2,470	2,056	-1,927
Totals for Alsager Town Council Services	**-10,791**	**-7,673**	**-2,000**	**-1,118**	**-23,159**	**-16,860**	**-3,500**	**-2,800**	**-4,534**	**-17,941**

Civic Development Working Group

Meeting notes of Meeting held on 20 October 2026 at 2PM

Present

Councillors: Hearne (Chair), Venables, Hubbard, Whittaker- Large and Longhurst.

Officer: Julie Mason Town Clerk

Apologies for Absence

No apologies were received. All members were present.

1. **Declarations of Interest**

Declaration noted as Cllr JH - Trustee of Jane Maddock Homes.

Declaration noted as Cllr DL- Chair of Cedars Patient Participation Group.

2. **Meeting notes of Previous Meeting**

The meeting notes of the previous meeting dated 26 July 2026 were reviewed.

Resolved: That, the meeting notes dated 26 July 2026 be approved as a correct record.

3. **Budget Monitoring Report (BMR)**

The Town Clerk presented the latest draft Budget Monitoring Report.

Members noted:

- Room hire income remained below budget, although income from events had improved.
- Market income had increased following changes to charging arrangements.
- Direct costs had reduced.
- Staffing costs remained broadly within budget despite long-term staff absence and vacant posts.
- The Banking Hub had renewed its licence for a further 12 months until October 2027.
- The Civic continues to operate with a significant subsidy requirement.

A detailed discussion took place regarding staffing arrangements at the Civic, particularly where staff are present during events despite limited operational requirements.

Members discussed:

- Opportunities to reduce staffing costs through alternative operating arrangements.

- Learning from models used by other councils and community venues.
- Potential risks relating to health and safety, insurance and security.
- The importance of maintaining service standards whilst ensuring value for money.

Resolved:

a) That, Councillor Venables and the Town Clerk undertake further work to model Civic staffing requirements and identify potential efficiencies.
b) That, information be gathered on how comparable councils operate their town halls and civic venues.
c) That, findings be reported back to the Working Group to inform budget setting for 2027/28.

4. Banking Hub Update

The Town Clerk reported that the Banking Hub had signed a further 12-month agreement extending occupation until October 2027.

Members welcomed the extension and noted increasing community use of the facility.

Resolved: That, the update be noted.

5. Civic Business Model Review

A discussion was held regarding a draft Civic Business Model paper from Cllr WWL .

Members considered:

- Opportunities to reduce the Civic subsidy.
- Maximising income from commercial hires whilst safeguarding community use.
- The importance of understanding room profitability and utilisation rates.
- Maintaining alignment with the Neighbourhood Plan and Community Hub objectives.
- Potential impacts of relocating Town Council offices into the Civic.

Members recognised that:

- Community use remains a key priority.
- Existing staff already work proactively to balance commercial and community requirements.
- Further detailed analysis is required before any significant changes are considered.
- The Civic office relocation project remains the immediate priority.

Resolved:

a) That, further work be undertaken to refine and validate the business model data.

b) That, staffing, room utilisation and income generation opportunities continue to be explored.
c) That, any future proposals be considered alongside the Civic extension project and office relocation programme.

6. Civic Extension Project Update

The Town Clerk provided an update on progress with the Civic extension.

Members were advised that:

- Revised plans now include a reception area for public-facing services.
- The meeting room size has been reduced to accommodate reception facilities.
- Technical surveys, structural assessments and foundation investigations are underway.
- An asbestos survey has been commissioned.
- Air conditioning has been included within the specification for consideration.
- Planning and procurement preparations continue.

Members discussed:

- Maximising natural light within offices.
- The use of glazed partitions and doors where appropriate.
- Procurement arrangements and project management.

The architect is expected to bring forward procurement recommendations, with a target for works to commence in Spring 2027.

Resolved:

a) That, progress on the Civic extension be noted.
b) That, officers continue to progress surveys, costing exercises and procurement preparations.
c) That, revised layouts incorporating improved light provision be explored where practical.

7. Civic Roof Works

Members discussed the condition of the remaining flat roof sections at the Civic and the estimated repair costs.

It was considered advantageous to carry out roof works alongside the extension project in order to minimise disruption and secure efficiencies.

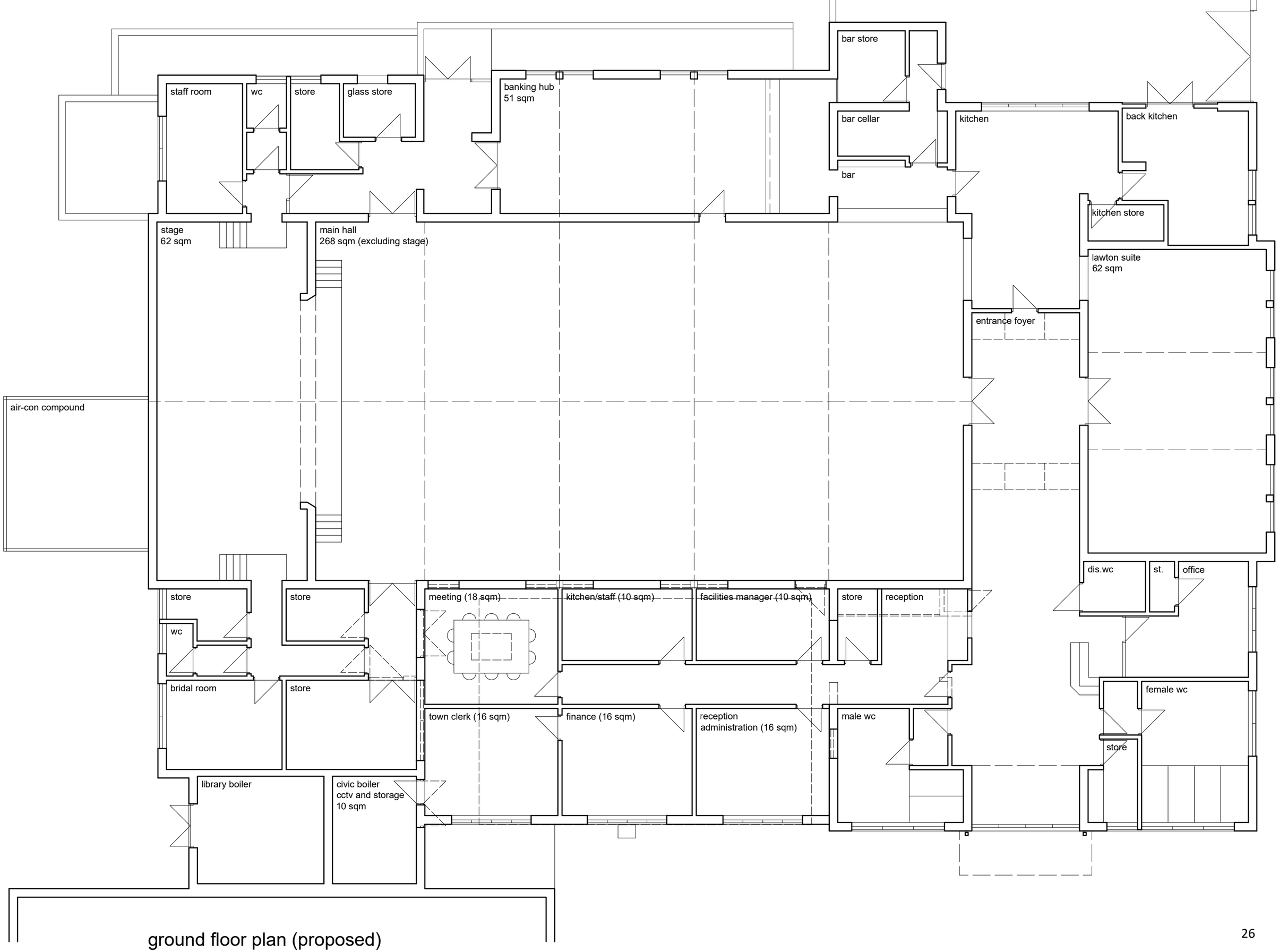
Resolved:

a) That, officers explore incorporating the remaining Civic roof works within the overall extension contract.
b) That, the estimated roof costs (currently approximately £95,000) be considered as part of any future Public Works Loan Board borrowing proposal.
c) That, detailed scoping and cost estimates be obtained and reported back.

8. Date of Next Meeting

To be arranged.

The meeting closed at 3:30 pm.



ground floor plan (proposed)

ALSAGER TOWN COUNCIL

Report to: Alsager Civic and Assets Committee

Meeting date: 3 November 2026

Agenda item: 8b

Prepared by: Facilities Manager

Subject: Alsager Allotments – AGA refund

Purpose of the Report

Further to Min. Ref. ACA26/38 dated 13 October 2026, which resolved:-

> That, the refund of £1,563.93 from the Town Council to the AGA for the management of the allotments being bought back in house would be deferred until it was evidenced the works which need to be carried out on the four sites since the transfer has taken place on 1 September.

For the Council to agree the refund amount to the AGA since the transfer back to the Town Council.

Background Information

The Town Clerk submitted a report to the Civic and Assets Committee on 13 October 2026, detailing the actions undertaken following the transfer of the four allotment sites from the Alsager Gardens Association (AGA) to Alsager Town Council.

The report gave the following refund guidance:-

Rent credit	01/10/26 – 31/3/27	£4613.50
Reclaim of discount	01/9/26 – 31/03/27	-£2691.21
Reclaim of water discount	26/08/26 – 31/03/27	-£358.36
Total credit and refund due to AGA		£1563.93

Since undertaking plot inspections and discussing the condition of the sites with the respective site managers, I have identified a number of outstanding maintenance and clearance requirements that are likely to result in additional costs to the Town Council. These relate to waste removal, overgrown plots and the preparation of vacant plots for re-letting, which would ordinarily have been managed through the previous allotment management arrangements.

At a meeting held at the Town Council offices on 11 September 2026, attended by the Town Clerk, myself, the site managers and Adrian Ford representing the AGA, it was agreed that

the AGA would fund skips at the allotment sites to remove waste left behind by previous tenants.

The agreed provision was as follows:

- **Coronation Avenue:** Two skips.
- **Talke Road:** One skip.
- **Lawton Road:** One skip.
- **Cedar Avenue:** No skips required, as skips had previously been provided annually.

I understand that these skips have been provided. However, considerable quantities of waste remain at some sites, preventing certain plots from being re-let and potentially presenting a significant challenge for prospective new tenants.

Coronation Avenue has already requested a further two skips, in addition to the two originally provided, as these were insufficient to remove all the accumulated waste.

Inspections have identified a number of vacant plots across all four sites that require substantial clearance and the cutting back of overgrowth before they can be made suitable for new tenants.

For example, plots 18.1, 18.2, 18A1 and 18A2 at Cedar Avenue are severely overgrown, with tools, broken machinery and rubble also having been left behind. Clearing this area is likely to require a large skip, estimated to cost approximately £300, in addition to the Ranger Service's time and associated labour costs.

This is one example of the additional expenditure that may be incurred across the sites as the Town Council continues to bring the allotments into a suitable condition for ongoing management and future lettings.

Even after the current waiting list has been processed, and assuming all applicants accept their plot offers, there are likely to be vacancies across the four sites. At present there are 44 plots available with a current wait list of 11.

To reduce the ongoing maintenance burden and help prevent further overgrowth, I recommend that the Town Council considers purchasing weed control matting for suitable vacant plots. This would help manage vegetation while plots remain unoccupied and reduce the amount of clearance work required before future lettings.

It has been established that a further three skips will be required to address the outstanding waste at the allotment sites, comprising two at Coronation Avenue and one at Cedar Avenue, at an estimated cost of £300 per skip, giving a total of £900.

A further decision is required regarding three plots at Lawton Road, where a mini digger may be necessary to remove a substantial tree and its root system, at an estimated cost of £185 per day plus fuel. The tree appears to have been allowed to grow beyond the requirements of the allotment rules, which state: “All fruit trees must be on dwarf rootstock which may be grown to a maximum height of 2.5 metres with all tree branches to remain

within the boundary of the plot and which should not obstruct any pathways, cause shading or root spread to neighbouring plots."

The machinery would also be required to cultivate a plot where it has been reported that rubble within the soil makes digging extremely difficult.

In addition, there are 33 plots across the four sites requiring some level of clearance, preparation and the laying of weed control matting. Based on an estimated one working day per plot for two Rangers, at a combined labour cost of £225 per day, this represents a further £7,425.

These costs are in addition to the previously identified maintenance requirements and should be considered when assessing the overall financial implications of the allotment transfer and the proposed refund to the AGA.

Recommendation

In view of the additional maintenance and clearance requirements identified since the transfer of the allotment sites, it is recommended that the Town Council considers the potential financial implications before finalising the proposed refund to the AGA.

The additional costs associated with skip provision, waste removal, Ranger Service labour and weed control measures should be assessed and documented to establish the likely financial impact on the Council.

This would enable the Council to make an informed decision regarding the proposed refund, taking into account both the financial arrangements previously discussed and the condition of the allotment sites following the transfer of management responsibility.

Resolution Requested

As above

ALSAGER TOWN COUNCIL

Report to: Alsager Civic and Assets Committee

Meeting date: 3 November 2026

Agenda item: 9a

Prepared by: Finance Lead

Subject: Alsager Civic Draft Budget 2027/28 and Medium-Term Finance Plan

Purpose of the Report
To set out to the Committee a draft budget for 2027/28 in the context of a three-year Medium-Term Finance Plan ('MTFP') for its review and recommendation.

This drafting, along with any appropriate updates, will be presented to Finance and Governance Committee on 11 November 2026. The finalised budget, Precept and MTFP will be agreed by Town Council on 12 January 2027.

Financial Planning Review and Assumptions
The figures in the draft budget and MTFP for the Civic, see **Appendix 1**, have been compiled based on the following assumptions.

Forecast 2026/27
Based upon Q2 forecasting, updated for the most recent position.

Sales
- Bar prices are assumed to increase in line with inflation at 3% in 27/28 and 4% in 28/29 and 29/30.
- Prices for community & commercial room hire, market stall fees and equipment hire have been modelled in the budget in line with the new pricing structure that the Committee recommended to Council on 13 October 2026.
- Bar Lounge – income from the Banking Hub through to the end of October 2027 consistent with their most recent commitment, with a lower value of rental income modelled for the remainder of 27/28 and throughout the remainder of the planning period.
- Events run by Alsager Civic are targeted in budget 27/28 to deliver the same level of profit as budget 26/27 and to build on that by 4% each year into 28/29 and 29/30.

Expenditure
- Management Admin Recharges - in line with resolution P24/37, the draft budget includes only the costs of staff directly working in the Civic. Staff costs of those indirectly involved (e.g. Town Council, Finance & Facilities) is included in the Town Council budget which is overseen by the Finance and Governance Committee.
- Staffing costs for events – costs for organising & hosting events have been identified separately and included in the appropriate event costing.

- Staff costs have been modelled in line with the recommendations made by the Committee under resolution ACA26/46 on 13 October 2026 which were considered by Personnel Committee on 21 October 2026, which includes:
    - Civic admin post – reduced from 20hrs/week to 7hrs/week, to be delivered by Finance Admin officer
    - A General Assistant role at 16hrs/week to deliver both GA and marketing duties (not budgeted for in 2026/27)
- Pay award – costs are assumed to increase by an average of 4% in each of the next three years.
- Events costs – the budget would cover directly related costs for the running of those events including staffing.
- Energy costs -
    - Gas - the Council is currently in a fixed price contract until August 2029 and so the rates are fixed for the majority of the planning cycle.
    - Electricity - prices are fixed until summer 2027 (only fixed for 1 year 2due to Civic extension and solar panels being installed) and the planning assumption is an increase of 5% in each of the next three years.
    - Water charges - assumed to increase by 10%, 8% and 6% respectively over each of the next three years, reflective of the approvals granted by Ofwat to improve on network infrastructure.
- Refuse costs – assumed to increase by 5% reflective of the increased prices being driven by the fuel surcharges.
- Other non-pay costs - assumed to increase by 3% in each of the next three years.

The total amount required by the Civic to be covered by Precept in 2027/28 is £154,859 (£161,462 in 2026/27). Based on the current tax base (5,821.53), the contribution required per household to support the Civic in 2027/28 is £26.60 (£27.74 in 2026/27 budget).

Civic Budget and MTFP

Alsager Civic	**Forecast 2026-27**	**Budget 2026-27**	**Budget 2027-28**	**MTFP 2028-29**	**MTFP 2029-30**
Income (excl events)	£155,317	£158,855	£151,161	£148,593	£154,537
Direct Costs (excl events)	-£26,380	-£32,384	-£26,160	-£27,142	-£28,161
Staff Costs (excl events)	-£160,710	-£169,998	-£178,303	-£185,426	-£192,832
Supplies & Services	-£46,594	-£45,684	-£48,432	-£46,892	-£48,404
Premises Costs	-£50,371	-£45,891	-£54,300	-£53,064	-£48,043
Events profits	£14,225	£13,659	£13,755	£14,506	£15,294
Civic Operating Deficit	**-£114,622**	**-£121,443**	**-£142,280**	**-£149,424**	**-£147,610**
Total Civic Capital Costs	-£30,492	-£58,043	-£17,815	-£17,914	-£21,016
Civic Total Deficit	**-£145,114**	**-£179,485**	**-£160,095**	**-£167,338**	**-£168,625**
Operating costs covered by EM Res	£2,524	£0	£0	£0	£0
Premises costs covered by EM Res	£4,235	£0	£4,000	£0	£0

Premises costs budget proposed to be tfrd to EM Res	-£4,000	£0	£0	£0	£0
Precept for solar tfr to EMR	-£23,500	£0	£0	£0	£0
Capital cost covered by Capital Res	£13,973	£18,024	£1,236	£1,273	£4,311
Underlying Civic Deficit	**-£151,882**	**-£161,462**	**-£154,859**	**-£166,065**	**-£164,314**

Commentary on key revenues and expenditure

Total Income
Income from all activities, including events, is budgeted at £200,117 which is £6,510 (3%) lower than budgeted in 2026/27. Income is also budgeted to be below the level forecast in 26/27 as a result of the reduction in income from the bar lounge year on year.

Bar sales
Bar sales, including income at events, is budgeted at £82,753 which represents 6% growth on the current year forecast which is consistent with current year activity levels, and the proposed price increase.
That represents a 14% reduction from the budget of £96,418 in 2026/27 following a 12% reduction from the bar sales budget in 2025/26.

Room Hire
Despite an increase of 5% to the hire prices, income budgeted from room hire across both community & commercial has been budgeted at a total of £65,400 in line with the current year forecast which is a 12% reduction from the budget of £74,000 in 2026/27.
This represents an assumed further decline in activity levels to the current year.

Bar Lounge
With the contract for the existing hirer due to end in October 2027, substitutional income has been modelled in the budget for the remainder of the year.
Total expected income in 27/28 is £15,283 against a full year forecast of £22,200 in the current year.

Events
Event income (£48,956) and profit (£13,755) is modelled to be comparable to 2026/27 budget which is slightly lower than the forecast for the current financial year (forecast profit of £14,225).

Staff costs
Staff costs in the draft budget are £184,873 against £178,161 in budget 26/27.

Supplies & Services
External cleaning contractor - costs continue to be budgeted for in 27/28.
Initially budgeted in 2026/27 in place of the vacant General Assistant (GA) post (20hrs/wk).

The GA post has now been incorporated back into the staffing budget at 16hrs/wk in 27/28 (following ACA26/46 and Personnel Committee 21 October 2026) and the intention is to continue to utilise the services of an external cleaning contractor. The GA will be undertaking both GA and marketing duties.

Refuse collection costs – increase in the budget indicative of large price increases seen in 26/27 from fuel surcharges being passed on by suppliers. Contract due to be renewed from 27/28 and quotes are still to be obtained (too early to obtain quotes).

H&S costs – periodic costs included to renew fire risk assessment and fixed wiring test in 27/28.

Premises Costs
Unplanned R&M – includes a £10,000 budget to undertake redecoration works following the extension. £4,000 proposed in budget monitoring report to this Committee to be earmarked from funds precepted for in 26/27 to contribute towards financing of this.

Capital Programme
The draft budgeting includes the following capital expenditure to ensure the facilities and equipment are kept in good order and fit for purpose:

Alsager Civic	**Forecast 2026-27**	**Budget 2027-28**	**MTFP 2028-29**	**MTFP 2029-30**
Replacement Equipment	-£6,012	-£2,060	-£2,122	-£2,185
IT Equipment	-£1,646	-£1,236	-£1,273	-£1,311
Public Works Loan Repayment	-£14,519	-£14,519	-£14,519	-£14,519
Solar Panels	-£23,500	£0	£0	£0
Capital R&M	£0	£0	-£0	-£3,000
Capital developments	-£8,315	-£0	£0	£0
Totals	**-£53,992**	**-£17,815**	**-£17,914**	**-£21,016**

A roof inspection report undertaken in 2025 identified non urgent roof repairs requiring action within 1-3 years with an estimated repair cost of £95,000. There is no provision in the draft budget to undertake those works as the Civic Development Working Group have recommended that it is combined with the Civic extension works.

Use of Reserves
Civic development works and the replacement IT programme costs are to be funded from Capital and Earmarked Reserves, all other costs in the Civic finance plan are to be covered by Civic income, with the deficit covered by Precept.

Risk
When reviewing this drafting the following key risks should be considered:

Area	Risk	Mitigations	Potential Cost
Income	Failure to deliver against the events profit challenge.	Promotions. Challenge to Civic Operations Manager. An increase in deficit would be covered by the General Reserve in so far as this is possible.	Up to £13,647 profit at risk.
Income	Failure to secure a substitutional hirer for the bar lounge following departure of the Banking Hub.	An increase in deficit would be covered by the General Reserve in so far as this is possible.	£2,333 of income in the budget not delivered.
Income	Other factors mean revenue is lower than planned.	Successful implementation of the Civic Development Plan.	Dependant on actual performance.
Income	Business interruption impact of Civic extension works No income reduction has been budgeted due to the extension impact.	An increased deficit would be covered by the General Reserve in so far as this is possible	Dependant on extent of impact.
Income	Market stalls – potential negative impact of recently implemented price increases.	An increased deficit would be covered by the General Reserve in so far as this is possible	£8,750 market income
General cost inflation	Costs are higher than planned.	Effective management, re-procuring where necessary. If there is a fundamental market shift, adverse changes must be covered by contingency budgets and reserves	A 10 % increase on what is planned would cost an additional £4,297.
Utility costs	Electricity prices increase between now & summer 2027 such that prices upon	An increase in electricity costs would be covered by contingency budgets and the General Reserve in so far as this is possible.	Prices being 10% higher than budget assumptions would cost an additional £1,423.

Area	Risk	Mitigations	Potential Cost
	contract renewal are higher than budget assumptions.		
Staff costs	2027/28 pay award is higher than budgeted.	Draft budgeting will include the most up to date information. Post budget setting, any adverse changes must be covered by contingency budgets and reserves.	A pay award increasing staff costs 1% more than budgeted would cost £1,820 at Alsager Civic.
Replacement equipment	Renewal / replacement equipment in excess of £2,000 budget. The 25/26 budget planned for a replacement oven but the condition at present is adequate and there is no plan replace. Funds have utilised elsewhere.	An increase in replacement equipment costs would be covered by contingency budgets the General Reserve in so far as this is possible.	Uncapped, depending on the need.
Unplanned repairs	Facility and equipment repair costs exceed budget due to unexpected failures.	The planned maintenance programme, compiled with external professional support, is funded and implemented. An increase in costs would be covered by contingency budgets and the General Reserve in so far as this is possible.	Uncapped, depending on the need.
New equipment: coffee machine	No budgetary provision for a coffee machine lease which is a matter on the same agenda.	Committee to propose an increase to the budget to incorporate the lease cost, if they wish to go ahead.	£143/month lease cost.

Recommendation Required

1. For the Committee to consider any changes to the draft budget as proposed within this report, after considering the content of the draft budget including the risks and opportunities listed above.
2. That the draft budget for 2027/28 and MTFP be put forward as proposed to the Finance and Governance Committee for consolidation in the overall Council budget. This is with the understanding that there may be some marginal changes arising from new information prior to this consolidation.

(1) Events and Other Income

Alsager Civic	Forecast 2026-27	Budget 2026-27	Budget 2027-28	MTFP 2028-29	MTFP 2029-30
Events	-	-	-	-	-
Commercial: income - tickets	21,540	£20,478	£20,713	£21,541	£22,403
Commercial: income - bar	23,904	£24,254	£25,753	£26,783	£27,855
Commercial: income - catering	943	£1,398	£943	£980	£1,019
Commercial: income - total	**£46,387**	**£46,130**	**£47,408**	**£49,304**	**£51,277**
Commercial: expense - staffing	-6,111	-£7,785	-£6,356	-£6,610	-£6,874
Commercial: expense - bar	-7,786	-£8,004	-£8,499	-£8,838	-£9,192
Commercial: expense - catering	-506	-£785	-£522	-£537	-£553
Commercial: expense - other	-18,098	-£15,829	-£18,641	-£19,200	-£19,776
Commercial: expense - total	**-£32,501**	**-£32,402**	**-£34,017**	**-£35,186**	**-£36,396**
Non-profit: income - tickets	£1,548	£1,496	£1,548	£1,610	£1,674
Non-profit: income - bar	£0	£145	£0	£0	£0
Non-profit: income - catering	£0	£0	£0	£0	£0
Non-profit: income - total	**£1,548**	**£1,641**	**£1,548**	**£1,610**	**£1,674**
Non-profit: expense - staffing	-£206	-£378	-£214	-£223	-£231
Non-profit: expense - bar	£0	-£48	£0	£0	£0
Non-profit: expense - catering	£0	£0	£0	0	0
Non-profit: expense - other	-£1,003	-£1,284	-£971	-£1,000	-£1,030
Non-profit: expense - total	**-£1,209**	**-£1,710**	**-£1,185**	**-£1,222**	**-£1,261**
Events profit	**£14,225**	**£13,659**	**£13,755**	**£14,506**	**£15,294**

Alsager Civic	Forecast 2026-27	Budget 2026-27	Budget 2027-28	MTFP 2028-29	MTFP 2029-30
Other Income	-	-	-	-	-
Bar	£54,300	£72,164	£57,000	£59,280	£61,651
Catering	£2,812	£4,469	£1,956	£2,034	£2,116
Room hire - Community	£35,687	£39,000	£35,687	£37,114	£38,599
Room hire - Commercial	£29,713	£35,000	£29,713	£30,902	£32,138
Bingo tickets (community)	£2,129	£1,800	£2,129	£2,214	£2,303
Market stall rent	£7,467	£4,201	£8,750	£9,100	£9,464
Equipment hire	£643	£1,621	£643	£669	£695
Security Income	£366	£0	£0	£0	£0
Bar Lounge room hire	£22,200	£0	£15,283	£7,280	£7,571
All Abilities (Community)	£0	£600	£0	£0	£0
Other Income - total	**£155,317**	**£158,855**	**£151,161**	**£148,593**	**£154,537**

(2) Direct, Staffing and Supplies and Services Costs

Alsager Civic	Forecast 2026-27	Budget 2026-27	Budget 2027-28	MTFP 2028-29	MTFP 2029-30
Dir costs - Bar purchases	-£17,919	-£23,814	-£18,810	-£19,562	-£20,345
Bar wastage & staff drinks	-£235	£0	£0	£0	£0
Dir costs - Catering	-£1,687	-£2,681	-£900	-£936	-£973
Dir costs - Bingo Costs	-£196	-£196	-£202	-£208	-£214
Dir costs - T/cloth Laundry	-£576	-£576	-£507	-£522	-£538
Dir costs - Security Costs	-£5,767	-£5,117	-£5,741	-£5,913	-£6,091
Total Direct Costs	**-£26,380**	**-£32,384**	**-£26,160**	**-£27,142**	**-£28,161**
Staff costs - Salaries	-£157,226	-£167,538	-£175,436	-£182,453	-£189,751
Staff costs - Mileage	-£52	-£52	-£54	-£55	-£57
Staff costs - Eye Tests	-£164	-£164	-£169	-£174	-£179
Staff costs - Training	-£1,671	-£750	-£773	-£796	-£820
Staff costs - Insurance	-£1,597	-£1,494	-£1,873	-£1,948	-£2,026
Staff costs - Recruitment	£0	£0	£0	£0	£0
Total Staff Costs	**-£160,710**	**-£169,998**	**-£178,303**	**-£185,426**	**-£192,832**
S&S - Photocopier Lease	-£720	-£400	-£742	-£764	-£787
S&S - Photocopier Charges	-£412	-£412	-£329	-£338	-£349
S&S - Stationery & postage	-£618	-£618	-£637	-£656	-£675
S&S - Telephones & BB	-£1,283	-£1,275	-£1,320	-£1,360	-£1,401
S&S - Equipment Hire	-£1,056	-£1,056	-£1,001	-£1,031	-£1,062
S&S - IT Software support	-£5,940	-£5,940	-£5,761	-£5,987	-£6,166
S&S - Website support	-£721	-£693	-£764	-£787	-£810
S&S - Audit Fees (Internal)	-£338	-£338	-£350	-£361	-£371
S&S - Payroll Service	-£1,261	-£1,261	-£1,299	-£1,337	-£1,378
S&S - Professional Fees	-£2,592	-£1,690	-£1,792	-£1,846	-£1,901
S&S - Bank Charges	-£2,060	-£2,060	-£1,728	-£1,780	-£1,834
S&S - Refuse Collection	-£3,295	-£2,792	-£3,835	-£3,950	-£4,069
S&S - External Contractors	-£10,988	-£10,988	-£11,108	-£11,441	-£11,784
S&S - Cleaning Supplies	-£1,906	-£1,906	-£1,442	-£1,485	-£1,530
S&S - Uniforms	-£544	-£544	-£515	-£530	-£546
S&S - H&S/Compliance	-£4,428	-£4,427	-£7,154	-£4,412	-£4,740
S&S - Licences & Fees	-£3,934	-£3,934	-£3,597	-£3,704	-£3,816
S&S - Promotions/Marketing	-£4,300	-£2,350	-£2,060	-£2,122	-£2,185
S&S - Contingency	-£170	-£3,000	-£3,000	-£3,000	-£3,000
S&S - Financial Loss	-£30	£0	£0	£0	£0
Total Supplies & Services	**-£46,594**	**-£45,684**	**-£48,432**	**-£46,892**	**-£48,404**

(3) Premises and Capital Costs, Use of Reserves and Overall Deficit

Alsager Civic	Forecast 2026-27	Budget 2026-27	Budget 2027-28	MTFP 2028-29	MTFP 2029-30
Prem. costs - Insurance	-£2,166	-£2,637	-£2,716	-£2,798	-£2,882
Prem. costs - Window clean	-£283	-£283	-£291	-£300	-£309
Prem. costs - R&M planned	-£4,566	-£5,865	-£12,396	-£9,468	-£2,542
Prem. costs - R&M unplanned	-£9,545	-£5,500	-£5,500	-£5,665	-£5,835
Prem. costs - Grounds maint	£0	£0	£0	£0	£0
Prem. costs - Rates	-£7,566	-£7,560	-£7,793	-£8,027	-£8,268
Prem. costs - Electricity	-£14,566	-£13,000	-£14,946	-£15,693	-£16,478
Prem. costs - Gas	-£6,501	-£6,500	-£4,962	-£4,962	-£5,210
Prem. costs - Water	-£5,178	-£4,546	-£5,696	-£6,152	-£6,521
Total Premises Costs	**-£50,371**	**-£45,891**	**-£54,300**	**-£53,064**	**-£48,043**
Civic Operating Deficit	**-£114,622**	**-£121,443**	**-£142,280**	**-£149,424**	**-£147,610**
Capital - Replacement Equip	-£6,012	-£2,000	-£2,060	-£2,122	-£2,185
Capital - IT Equipment	-£1,646	-£1,236	-£1,236	-£1,273	-£1,311
Capital - Repair & Main.	£0	-£23,500	£0	£0	-£3,000
Capital - Public Works Loan	-£14,519	-£14,519	-£14,519	-£14,519	-£14,519
Capital - Solar Panels	£0	£0	£0	£0	£0
Capital - Civic Development	-£8,315	-£16,788	£0	£0	£0
Total Civic Capital Costs	**-£30,492**	**-£58,043**	**-£17,815**	**-£17,914**	**-£21,016**
Summary: Total Income	£203,677	£206,627	£200,117	£199,507	£207,488
Summary: Total Expenditure	-£348,791	-£386,112	-£360,211	-£366,845	-£376,113
Total Civic Deficit	**-£145,114**	**-£179,485**	**-£160,095**	**-£167,338**	**-£168,625**
EM Res. - Operating costs	£2,524	£0	£0	£0	£0
EM Res. - Premises costs	£235	£0	£4,000	£0	£0
Capital Res. - Precept	-£23,500	£0	£0	£0	£0
Capital Res. - Capital costs	£13,973	£18,024	£1,236	£1,273	£4,311
Total Use of Reserves	**-£6,768**	**£18,024**	**£5,236**	**£1,273**	**£4,311**
Underlying Civic Deficit	**-£151,882**	**-£161,462**	**-£154,859**	**-£166,065**	**-£164,314**

ALSAGER TOWN COUNCIL

Report to: Alsager Civic and Assets Committee

Meeting date: 3 November 2026

Agenda item: 9b

Prepared by: Finance Lead

Subject: Services Draft Budget 2027/28 and Medium-Term Finance Plan

Purpose of the Report
To set out to the Committee a draft budget for Services for 2026/27 in the context of a three-year Medium-Term Finance Plan ('MTFP') for its review and recommendation.

This drafting, along with any appropriate updates, will be presented to Finance and Governance Committee on 11 November 2026. The finalised budget, Precept and MTFP will be agreed by Town Council on 12 January 2027.

Overall Financial Planning Review and Assumptions
The figures in the draft budget and MTFP for Services, see **Appendix 1**, have been compiled based on the following:

Sales
- Zero income in the budget for charging to access the public toilets (ACA26/41 13 October 2026), access to the public toilets is to continue to be free of charge.
- With limited experience of running the allotments, the charges to tenants for allotments rent and water charges to be applied from 1 October 2027 are still to be determined by the Council. Tenancy agreements provide for 2 months' notice to be given and the matter will be subject to review by this Committee in due course. The budget has been modelled on the most prudent basis which is a zero increase in income from allotments rents.

Expenditure
- In line with resolution P24/37, the draft budget includes only the costs of staff directly delivering Services. Staff costs of those indirectly involved is included in the Town Council budget which overseen by the Finance and Governance Committee which includes those staff now dealing with the management and administration of the allotments.
- Pay costs are assumed to increase in line with the pay award being offered for 2025/26, i.e. pay will increase an average of 4% in each of the next three years.
- Electricity - prices are fixed until summer 2027 and the planning assumption is an increase of 5% in each of the next three years.
- Water charges - assumed to increase by 10%, 8% and 6% respectively over each of the next three years, reflective of the approvals granted by Ofwat to improve on network infrastructure.

- Other non-pay costs are assumed to increase by 3% in each of the next three years.

The total amount required by Services to be covered by Precept in 2027/28 is £18,967 (£16,860 in budget 2026/27).

The total amount required to be covered by Precept in 2027/28 including the cost of staff indirectly involved in the delivery of Services is £52,592 which is an increase of £14,731 from budget 2026/27. The increase is largely attributed to the additional indirect staff cost budgeted in 2027/28 for the management and administration of the allotments.

Commentary on Services

Public Conveniences
The amount required to be covered by Precept in 2027/28 is £17,764 (£17,347 in 2026/27).

The public conveniences continue to be free of charge (ACA26/41 13 October 2026).

It is expected that costs increase in line with the assumptions set out above.
Flooring & redecoration works identified in the PMP for 2026/27 have been deferred. The Facilities Manager has assessed the flooring to be in a good state of repair and so the cost has been incorporated in the MTFP for 29/30. The redecoration works have not been included in the MTFP as, due to the current level of vandalism being experienced, it is not considered to be an effective use of public funds.
Details are given below, see Capital Programme.

Lighting upgrades to LEDs are to be undertaken in 2026/27 in line with the planned maintenance programme, with financing from the available budgets in public conveniences and Town Council Administration contingency.

Allotments
As the Council has only very recently taken responsibility for the management and administration of the Allotments, there is uncertainty surrounding the costs to run the service in house.

As mentioned above, allotments income modelled in the budget assumes a zero increase to the rent & water charges to be invoiced to tenants from 1 October 2027. Allotments rents are governed by the different iterations of the Allotments Act. The Committee will review that matter in detail in due course and resolve on it accordingly.

As mentioned above, in line with resolution P24/37, there is an additional cost of £11,358 in the budget 2027/28 for those staff involved in the management and administration of the allotments and that is included in the Town Council budget which is overseen by the Finance and Governance Committee.

Repairs and maintenance costs includes £2,060 for unplanned works and £2,431 to provide 2 x skips per annum to each allotment site.

The capital programme includes £2,500 for currently unspecified works in 2027/28, see Capital Programme below. It is thought that there may be a requirement for further repairs / replacements to be undertaken to fencing, but this requires further inspection from the Facilities Manager.

IT maintenance & support costs are related to the IT package for allotments administration and invoicing.
Water charges are the gross costs of the water provided at the 4 allotments sites.
Health & safety costs in the budget allows for annual legionella risk assessments to be undertaken and for a tree survey to be undertaken in 28/29 which is a 3 yearly requirement. Any remedial works that may be identified in the legionella risk assessments and tree inspections would be financed from the unspecific repair & maintenance budget.

The amount required to be covered by Precept in 2027/28 is £1,204 (a surplus of £488 was budgeted in 2026/27).

Table 1. Allotments Management & Administration
Income & expenditure at the Allotments in the forecast for 26/27 differs from the budget assumptions since the transfer of the management & administration of the Allotments sites to the Council was not anticipated in the 26/27 budget.

In line with resolution P24/37, the Council staff cost relating to the Allotments is not recharged to the service, these costs remain in the Town Council Administration budget and represent part of the Council's subsidy for those services.

However, for the purpose of illustrating the estimated financial change in the income & expenditure as a result of the Council administering the management of the allotments, those management administration recharges have been included in the analysis shown in the table below:

Allotments Costings	**FY25/26 Actual**	**FY26/27 Forecast**	**FY27/28 Draft Budget**
Management Basis	**AGA**	**AGA / Council 6 months each**	**Council**
Income	£3,879	£6,084	£7,217
IT Software & Support	-£1,457	-£1,026	-£1,057
Repair & Maintenance	-£985	-£6,140	-£4,491
Subscriptions	£0	-£85	-£88
Health & Safety	-£864	£0	-£255
Capital Developments	-£2,500	-£2,500	-£2,500
Water	£0	-£816	-£2,530
Mgmt Admin Recharges	-£3,959	-£11,737	-£15,598
Net Cost	**-£5,886**	**-£16,220**	**-£19,302**

Capital Programme
The draft budgeting includes the following capital expenditure to ensure the facilities and equipment are kept in good order and fit for purpose:

Services	Budget 27-28	MTFP 28-29	MTFP 29-30
Public Conveniences – Flooring replacement	£0	£0	-£3,000
Public Conveniences – Decoration	£0	-£0	£0
Public Conveniences – total	**£0**	**-£0**	**-£3,000**
Unspecified	-£2,500	-£2,575	-£2,652
Allotments – total	**-£2,500**	**-£2,575**	**-£2,652**
Total Services	**-£2,500**	**-£2,575**	**-£5,652**
Service's Capital Programme funding:	-	-	-
Capital Reserve – allotments & public conven.	£2,500	£2,575	£5,652
Total funds for Services Capital Programme	**£2,500**	**£2,575**	**£5,652**

Use of Non-Precept Funds
Capital reserve funds are being used for capital development costs at the Allotments and Public Conveniences. All other costs in the Service finance plan are to be covered by allotments income and Precept.

Risk
When reviewing this drafting the following key risks should be considered:

Area	Risk	Mitigations	Potential Cost
Utility costs	Electricity prices increase between now & summer 2027 such that prices upon contract renewal are higher than budget assumptions.	An increase in electricity costs would be covered by contingency budgets and the General Reserve in so far as this is possible.	Relatively low impact - prices being 10% higher than budget assumptions would cost an additional £140.
Unplanned repairs	Facility and equipment repair costs exceed budget due to unexpected failures.	The planned maintenance programme, compiled with external professional support, is funded and implemented. An increase in costs would be covered by the Town Council Administration contingency budget and	Unquantifiable, dependent upon emergent requirements.

		General Reserve in so far as this is possible.	
External contractor	Costs increase higher than planned	Effective contract management, re-procuring if necessary. If there is a fundamental market shift adverse changes must be covered by reserves	An increase 5% higher than planned would cost £400 in 2027/28.
Allotments legionella remedials	It will be the first legionella risk assessments undertaken since the Council took on the management of the allotments. No specific budgetary provision - unspecified R&M budget of £2,060 identified for funding any remedials that may be identified.	Any remedial works identified as being required in excess of the R&M budgetary provision would be covered by the contingency budget in Town Council Administration and the General Reserve in so far as this is possible.	Unquantifiable at this time pending the legionella risk assessments being undertaken.
Allotments remedial costs	Costs to reinstate allotment plots to a lettable condition, ongoing risk.	Unspecified R&M budget of £2,060 identified for funding any remedials that may be identified. Costs incurred in excess of the R&M budgetary provision would be covered by the contingency budget in Town Council Administration and the General Reserve in so far as this is possible.	Unquantifiable at this time. This should be manageable with regular plot inspections being undertaken and the ability to retain tenant deposits to contribute, although they're low in value in comparison to the potential cost.

Recommendation Required

1. For the Committee to consider any changes to the draft budget as proposed within this report, after considering the content of the draft budget, including the risks and opportunities listed above.
2. That the draft budget for Services for 2027/28 and MTFP be put forward as proposed to the Finance and Governance Committee for consolidation in the overall Council

budget. This is with the understanding that there may be some marginal changes arising from new information prior to this consolidation.

Services Draft Budget for 2027/28 and MTFP – Appendix 1

Services	Forecast 2026-27	Budget 2026-27	Budget 2027-28	MTFP 2028-29	MTFP 2029-30
Public Conveniences	-	-	-	-	-
Broadband for CCTV	-£395	-£386	-£407	-£419	-£432
Equipment purchases	-£206	-£206	-£212	-£219	-£225
External contractors	-£8,030	-£7,979	-£8,209	-£8,455	-£8,709
Cleaning supplies	-£541	-£541	-£557	-£574	-£591
R&M planned	-£3,653	-£3,653	-£1,473	-£1,862	-£1,563
R&M unplanned	-£1,114	-£1,114	-£2,000	-£2,060	-£2,122
Capital works	£0	£0	£0	£0	-£3,000
Electricity	-£1,436	-£1,272	-£1,466	-£1,539	-£1,616
Water	-£986	-£880	-£1,037	-£1,130	-£1,231
H&S	-£2,316	-£1,316	-£2,403	-£2,263	-£2,550
Public Conveniences costs	**-£18,677**	**-£17,348**	**-£17,764**	**-£18,521**	**-£22,038**
Allotments	-	-	-	-	-
Allotments Income - Rent	£7,804	£9,227	£6,332	£6,521	£6,717
Allotments Income - Water	£443	£0	£886	£912	£939
Allotment Income Total	**£8,247**	**£9,227**	**£7,217**	**£7,434**	**£7,657**
IT Maintenance & Support	-£1,026	-£1,026	-£1,057	-£1,088	-£1,121
Repairs & Maintenance	-£6,140	-£2,500	-£4,491	-£4,626	-£4,764
Capital Developments	-£2,500	-£2,500	-£2,500	-£2,575	-£2,652
Subscriptions	-£85	£0	-£88	-£90	-£93
Water	-£816	£0	-£2,530	-£2,732	-£2,896
AGA Water charges reduction	-£242	-£600	£0	£0	£0
Health & Safety	£0	£0	-£255	-£1,430	-£271
AGA management fee	-£1,922	-£4,614	£0	£0	£0
Allotments Total Costs	**-£12,731**	**-£11,239**	**-£10,921**	**-£12,542**	**-£11,798**
Allotment Net Deficit before Reserves	**-£4,484**	**-£2,012**	**-£3,704**	**-£5,108**	**-£4,141**
Total Services net deficit	**-£23,161**	**-£19,360**	**-£21,467**	**-£23,629**	**-£26,180**
Use of Reserves	-	-	-	-	-
Em Rsv - Public Conveniences	£1,000	£0	0	£0	£0
Cap Rsv - Public Conveniences	£0	£0	£0	£0	£3,000
Cap Rsv - Allotments	£2,500	£2,500	£2,500	£2,575	£2,652
Net costs after Reserves	**-£19,661**	**-£16,860**	**-£18,967**	**-£21,054**	**-£20,527**

Town Council	Forecast 2026-27	Budget 2026-27	Budget 2027-28	MTFP 2028-29	MTFP 2029-30
Staff costs - Allotments	-£11,737	-£4,240	-£15,598	-£16,221	-£16,870

ALSAGER TOWN COUNCIL

ALSAGER CIVIC AND ASSETS COMMITTEE
TERMS OF REFERENCE

All delegation to be in line with Standing Orders and Financial Regulations.

9 Members of the Authority **Co-opted Members as Required**	**Quorum = 3 Town Councillors**

1.	**Function of the Alsager Civic and Assets Committee**	**Delegation of Function**
1.1	Power to provide and encourage the use of conference facilities, Local Government Act 1972, S144	Strategic management to Committee Operational management to Town Clerk
1.2	Power to provide and equip community centres for the use of clubs having athletic, social or recreational objectives, Local Government (Miscellaneous Provisions) Act 1976 S19	Strategic management to Committee Operational management Town Clerk
1.3	Power to provide public buildings and halls, Local Government Act 1972, S133	Strategic management to Committee Operational management to Civic Operations Manager
1.4	Power to provide Markets Food Act 1984 s.50	Strategic management to Committee Operational Management to Town Clerk
1.5	Civic Regalia	Civic and Services Committee or Town Council in line with Financial Regulations
1.6	Recommendations on budget virements and overspend	Committee to recommend to Town Council
1.7	To consider reports on outstanding debts due to the Council and to recommend to Town Council to undertake recovery or write off	Committee to recommend to Town Council

2.	**Policy and Governance**	**Delegation of Function**
2.1	Terms of Reference	Committee to recommend to Town Council
2.2	To make recommendations to the Council on: • Publicity and Marketing Policies • Other policies specifically in relation to the Committee	Committee to recommend to Town Council

3.	Communications/Public Relations and Marketing	Delegation of Function
3.1	To promote customer care and equality in service delivery and access	Strategic Overview to Committee.
3.2	To co-ordinate and promote access to Council Services and public information in accordance with the Town Council's Publication Scheme and Communications Policy	Operational Management to the Town Clerk
3.3	To promote the public face of the Council through the management of public and media relations in accordance with the Town Council's Media Policy	Operational Management to Town Clerk
3.4	To promote implementation of corporate policies in respect of corporate marketing & communication	Strategic Overview to the Committee Operational Management to the Town Clerk

4.	Specific Alsager Civic operation	Delegation of Function
4.1	Acceptance of bookings	Civic Operations Manager in line with the booking terms and conditions
4.2	Accounting arrangements	Town Clerk/Finance Manager
4.3	Banking of Civic receipts	Finance Department
4.4	Reconciling Civic income	Civic Operations Manager
4.5	Annual Budget Preparation	Civic and Services Committee recommendation to Full Council
4.6	Cleaning schedules	Civic Operations Manager
4.7	Refuse collection, repairs and maintenance	Civic Operations Manager in conjunction with Facilities Manager
4.8	Review of annual fixed room hire charges	Civic and Services Committee with approval by Town Council
4.9	Costs and pricing of any civic booking including Council led one-off events including annual calendar of events	Town Clerk/Civic Operations Manager
4.10	Costs and pricing of Council led regular events including Bowls, Cinema, Bingo and any future initiatives	Civic Operations Manager/Town Clerk
4.11	Discounts or variation to charges	Town Clerk in conjunction with Civic Operations Manager with clear justification noted
4.12	Bar pricing including bar promotions	Civic Operations Manager
4.13	Daily security procedures	Facilities Manager/Civic Operations Manager

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4.14	Health and Safety	Civic Operations Manager/Facilities Manager
4.15	Permanent Licenses	Civic Operations Manager/Town Clerk
4.16	Review and approval of the wedding license	Civic and Services Committee
4.17	Temporary Variations to the Premises License	Civic Operations Manager
4.18	Promotion of Hall, events and functions	Civic Operations Manager within budget
4.19	Branding	Civic and Services Committee with recommendations from Civic Operations Manager
4.20	Staff rotas and allocation of hours and casual staff rotas and bar rotas	Civic Operations Manager
4.21	Stock control including bar stock take	Civic Operations Manager. Approval of external contractor by Civic and Services Committee
4.22	Purchases to include: • Uniforms • Training (Civic staff) • Professional fees • Marketing of Civic • Event costs including cinema and bingo • Door security • Window cleaning • Grounds Maintenance • Minor repairs and maintenance • Bar purchases to a maximum of £3,000	Civic Operations Manager within budget and in line with Financial Regulations
4.23	Equipment purchases and routine repair and maintenance	Civic Operations Manager with approval of Town Clerk within Budget and in line with Financial Regulations
4.24	Structural repairs and maintenance	Facilities Manager in conjunction with Civic Operations Manager with approval of Town Clerk within Budget and in line with Financial Regulations
4.25	Capital Developments	Civic and Services Committee or Town Council in line with Financial Regulations
4.26	Rejection of Bookings	Civic Operations Manager/Town Clerk/Committee Chairman in line with Terms and Conditions of hire.
4.27	Staffing Issues	Personnel Committee following approved procedures

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4.28	Appointment and Management of Commercial Contract	Committee in line with Financial Regulations
4.29	To appoint task groups as appropriate	Civic and Services Committee

5.	**Allotments**	**Delegation of Function**
5.1	Power to provide allotments, improve land and let rights under S23, 26 and 42 of the Smallholdings & Allotments Act 1908	Committee
5.2	To be responsible for the overall management of the Allotment service within the policy aims of the Town Council	Committee
5.3	Operational management of the Allotment Service	Facilities Manager under the direction of the Town Clerk
5.4	To develop a strategy for the future development of the allotment service	Committee recommendation to Town Council
5.5	To prepare a ~~management~~ operational agreement between the Alsager Gardens Association & the Town Council	Town Clerk Approval to Committee to recommend to Town Council
5.6	Tenancy Agreement and Allotment Rules	Committee
5.7	Appeals against any decision relating to Allotments or the administration thereof with the acceptation of rent and water charges as this decision is final.	Town Clerk in conjunction with the Chair
5.8	Allotment Policies	Committee
5.9	Annual Budget Preparation	Committee to recommend to Town Council
5.10	Review of annual rental charges and water charges	Committee to recommend to Town Council
5.11	To be responsible for health and safety ~~issues including:~~ • ~~Risk assessment~~ • ~~Water Supply/Safety~~ • ~~Security~~	Facilities Manager in conjunction with Town Clerk
5.12	Authority to spend – to delegate authority to spend at an appropriate level for council work to continue under ~~£1000~~£2000	Facilities Manager in conjunction with Town Clerk within Budget and in line with Financial Regulations

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6.	Markets	Delegation of Function
6.1	Power to hold an outdoor market on Fairview Car Park under license from Cheshire East Council for 20 years (2033) under the Food Act 1984	Committee
6.2	Power to hold other markets under Food Act 1984	Committee
6.3	Operational management of Wednesday Market	Civic Operations Manager in conjunction with the Town Clerk
6.4	Market promotion in line with agreed strategy	Civic Operations Manager in conjunction with the Town Clerk
6.5	Markets Strategy for future service development	Committee recommend to Town Council
6.6	Preparation of Annual Service Budget	Committee recommend to Town Council
6.7	Stallholders rents and charges	Committee recommend to Town Council
6.8	Collection of rents and charges	Civic Operation Manager in conjunction with the Town Clerk
6.9	Liaison with Market Traders	Civic Operations Manager in conjunction with the Town Clerk
6.10	Health & Safety issues including: First Aid Refuse collection Risk assessments Security	Civic Operations Manager in conjunction with Facilities Manager and Town Clerk
6.11	Authority to spend – to delegate authority to spend at an appropriate level for council work to continue under £1000	Civic Operations Manager in conjunction with Town Clerk within Budget and in line with Financial Regulations

7.	Public Conveniences	Delegation of Function
7.1	Power to provide public conveniences, Public Health Act 1936. S.87	Committee
7.2	To be responsible for management of the Public Conveniences within the policy aims of the Town Council	Committee
7.3	To be responsible for the operational management of the public conveniences	Facilities Manager
7.4	To develop a strategy for future public conveniences in the Town	Committee to recommend to Town Council
7.5	Cleaning, Opening and Closing Contract	Committee
7.6	Annual Budget Preparation	Committee to recommend to Town Council

7.7	Ordering/Purchase of Supplies and Stock Control	Facilities Manager
7.8	To be responsible for health & safety issues including: • First Aid • Risk Assessment • Water Supply/Safety • Security	Facilities Manager
7.9	Authority to spend – to delegate authority to spend at an appropriate level for council work to continue under £1000	Town Clerk within Budget and in line with Financial Regulations

8.	**Town Council offices – 3 Lawton Road**	**Delegation of Function**
9.1	Approval of Lease agreement with Cheshire East	Committee to recommend to Full Council
9.2	Agreements with other tenants	Committee
9.3	Health and Safety	Facilities Manager

9.	**Memorials**	**Delegation of Function**
10.1	Power to maintain, repair, protect and alter War Memorials (Local Authorities Powers) Act 1923 s.1 as extended by the LGA 1948 S133	Committee

NOTES: Any action delegated to the Town Clerk may in his/her absence be undertaken by the Deputy Clerk after seeking relevant advice, if the matter cannot wait until the Town Clerk's return.

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