

# QUARTERLY MONITORING REPORT

**DIRECTORATE:** Environment  
**SERVICE:** Stadium & Hospitality  
**PERIOD:** Quarter 2 to period end 30th September 2009

## 1.0 INTRODUCTION

This monitoring report covers the Stadium & Hospitality Department second quarter period up to year end 30<sup>th</sup> September 2009. It describes key developments and progress against all objectives and performance indicators for the service.

The way in which traffic lights symbols have been used to reflect progress to date is explained within Appendix 6.

## 2.0 KEY DEVELOPMENTS

### SCHOOL MEALS

#### **Kitchen Log Book**

A new Log book has been introduced into all kitchens to ensure all legal requirements are both complied with and the compliance is recorded on a daily basis, the areas covered include:- Records of menu , quantities of food served and food temperatures.

#### **High School Service**

The food served in schools is constantly being reviewed with the onus on us to find tastier and more teenage friendly products. Recently we have introduced hot tortilla wraps filled with marinated chicken, salad and tasty sauces, bread fortified with essential vitamins and minerals and tasty chicken fillets, these have all been very well received by the Pupils and Teaching Staff. Various promotions of meal deals have taken place to try and encourage the children to have a balanced meal.

Saints Peter & Paul and The Grange Comp are currently trying Sub Central which is based on the SUBWAY concept; so far it is proving very popular, each school is serving about 80 hot Subway style sandwiches per day. These nutritious hot sandwiches are an excellent way of providing good nutrition to the children (without them knowing).

#### **Increase in the price of the Meal to £2**

Normally many negative comments are received from both Headteacher and Parents when the meal price rises, however, this year we have received only compliments, the main comment being:- It is easier and much quicker for the staff to count in amounts of £2

### **Food Purchasing Contracts**

Following on from the successful evaluation for frozen food, the Grocery Supplier has also changed, the previous supplier was Brakes the new supplier being awarded the contract is Blakemore, this switch should realise a saving in the region of £36,000 per annum.

This contract has been arranged through the SNUPI contract (which purchases on behalf of Universities, Colleges and some local council) with the full support and guidance of the Halton Borough Council Procurement Team.

A major benefit in using the new supplier is that Blakemore uses more known branded goods which are generally superior in quality to “own label” brands.

Blakemore are also able to offer a split case of food at no extra charge, these split cases are far more appropriate for smaller schools, enabling better stock control and rotation, many of the cooks are reporting a much improved service from this supplier.

### **THE STADIUM**

#### **Video Conferencing**

A “state of the art” High Definition Video Conferencing system has now been installed in the Halton Suite (Executive Suite 8), this new facility will keep the Stadium at the sharp edge of conferencing facilities and plans are being drawn up to market this new system to both internal and external organisations.

#### **Challenge Cup Semi Final**

The Stadium successfully hosted a Challenge Cup Semi-Final, it took place on Saturday 8<sup>th</sup> August and the competing teams were Wigan Warriors and Warrington Wolves, the game was a complete sell out with a crowd of 13,000 attending the Stadium, therefore setting a new record attendance since the Stadium’s redevelopment. The total gross income for the event was over £80,000.

The representatives of the Rugby Football League were extremely complimentary about the Stadium, the staff and facilities, and intimated that they would use us again next year.

#### **Adult Learning**

The Adult Learning department of the Council have taken up occupancy of the IT Suite and an Executive Suite, they have a range of computer courses available to Adults, the venue has proved to be so popular with visitors and tutors that a formal twelve month contract has been agreed.

#### **The Marquee Suite**

During the month of August the Marquee Suite was used on three consecutive week-ends, the total gross sales from all events was over

£70,000. Had we not had the Marquee it is highly likely that these events would not have materialised.

A number of other high-profile events are scheduled over the next few months.

### **Representative Games**

In line with one of the Aims in the Stadium Business Plan – “Raise the Profile of the Stadium, regionally and nationally”, a number of meetings have taken place that will see a number of high-profile representative games being played here at The Stadium, they include:-

#### Rugby League

GB Youth V's Australia (November)

National Youth League Final (April)

Lancashire Cup Finals (4 Games) (March)

National Conference League (3 years) (May)

University Games Regional Championships (March)

Halton 7's (May)

Amateur Rugby League (May)

#### Football

Everton Reserves – for a further three-years

Everton Ladies (TBC)

England Schoolboy's Football (TBC)

## **3.0 EMERGING ISSUES**

### **SCHOOL MEALS**

#### **Savoy Trust Bid for Catering Apprentices**

A bid is currently being prepared in conjunction with Riverside College for 7, 19-24 year old apprentices. These apprentices would be provided with catering placements for 3 years and would attend Riverside College 1 day per week. The school kitchens are an excellent resource for catering students to gain practical experience in busy high schools in the preparation of healthy food and to promote tasty nutritious food to the whole school

### **THE STADIUM**

#### **Social Club**

As reported in previous Quarterly Performance Monitoring Reports and in line with the hospitality industry and particularly member clubs and bars, the Social Club has experienced a significant decrease in users since the financial down turn has started to take full effect.

The three-month trial of introducing food, that is part way through, is proving reasonably popular but user numbers are still significantly down

on previous years, we have also reduced the afternoon opening hours and are monitoring usage, if user numbers remain low then the next step will be to close completely of an afternoon, ultimately the viability of the Social Club must come under heavy scrutiny and if the user numbers can not be driven upwards then a decision will be made to review further the opening hours/days of the Club.

**Rugby League World Cup 2013 & Football World Cup 2018**

A fairly detailed meeting/site visit with Roger McLaughlin (England World Cup 2018 and Regional Development Agency Coordinator) has recently taken place. Roger was very impressed by the facilities and somewhat surprised by the quality of the offer here at the Stadium.




His role is to help coordinate Liverpool’s bid to be a host City for the World Cup 2018, as part of that bid Liverpool require support venues to either be Venue Specific Support Centres or Base Camp Training Facilities.

The benefit of being a Base Camp Facility is that a specific team would be based here for around 7 weeks and we could build up relationships with them, there is also the possibility of hosting a friendly with the base team and a local team, possibly Everton or Liverpool reserves.

Roger was so impressed with what he viewed that he is going to recommend that we be included in the Liverpool bid initially as a Venue Specific Centre, but the likelihood is that we will become a Base Camp Facility, the obvious benefit to us is that once accepted we can use it as a marketing tool and PA opportunity, we will know our fate within 4 weeks, but he was very optimistic.

The other benefit of his visit was that he will be a coordinator for the Rugby League World Cup in 2013, and apparently the NRDA are one of the main sponsors of the event, he again gave some very promising feedback about the likelihood of us being a venue for some of the World Cup games.

**4.0 PROGRESS AGAINST OBJECTIVES / MILESTONES**

<b>Total</b>	<b>15</b>		<b>12</b>		<b>1</b>		<b>2</b>
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Generally good progress towards objectives/milestones, however, the Stadium will not be hosting an on pitch “Pop Concert” this year and there have been no additional schools that have adopted the cashless payment Smart card scheme so far this year. For further details, please refer to Appendix 1.

## 5.0 SERVICE REVIEW

### Stadium Internal Audit

A detailed Internal Audit took place July/early August, it examined all the areas highlighted in the previous audit and also test systems, practices and procedures, the findings will be reported in the next Monitoring Report.

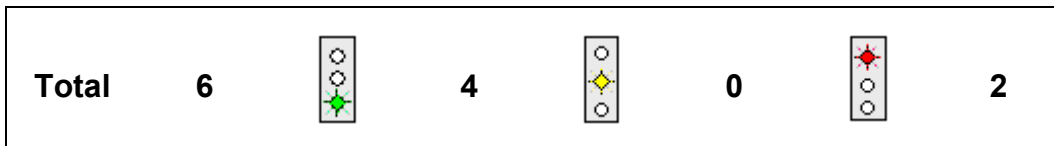
### Follow-up Audit of Café Bars

A follow-up Audit of the Council run Café Bars has taken place, the Auditor was pleased with the significant progress that has been made over the past six-months in reducing the trading losses in this area (from approx. £20k to £12k in the first 6 months of the year).

### Hospitality Assured

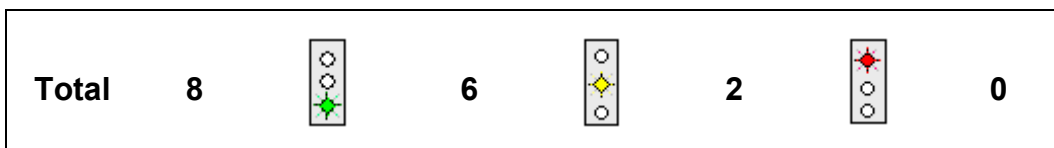
The annual Hospitality Assured inspection will take place during November, this year the Inspector's have indicated that it will be a "light touch" inspection following the past two-years continual improvement.

## 6.0 PROGRESS AGAINST KEY PERFORMANCE INDICATORS



Of the 6 "Key" performance indicators, 4 are on track to meet their annual target, however 2 targets set in relation to National Indicator 52 (Take up of school lunches) will not. For further details, please refer to Appendix 2.

## 6.1 PROGRESS AGAINST OTHER PERFORMANCE INDICATORS



Generally good progress towards targets set for "Other" performance indicators, with 6 of the 8 receiving green traffic lights and 2 amber. For further details, please refer to Appendix 3.

## 7.0 RISK CONTROL MEASURES

During the production of the 2009- 12 Service Plan, the service was required to undertake a risk assessment of all Key Service Objectives.

Where a Key Service Objective has been assessed and found to have associated 'High' risk, progress against the application of risk treatment measures is to be monitored, and reported in the quarterly monitoring

report in quarters 2 and 4.

No risks have been identified as High for the service.

## **8.0 PROGRESS AGAINST HIGH PRIORITY EQUALITY ACTIONS**

During 2008/09 the service was required to undertake an Equality Impact Assessment. Progress against actions identified through assessments, with associated High priority are to be reported in the quarterly monitoring report in quarters 2 and 4.






No actions have been identified as high priority for the service.





## **9.0 DATA QUALITY**

The author provides assurance that the information contained within this report is accurate and valid and that every effort has been made to avoid the omission of data. Where data has been estimated, has been sourced directly from partner or other agencies, or where there are any concerns regarding the limitations of its use this has been clearly annotated.






## **10.0 APPENDICES**


Appendix 1- Progress against Objectives/ Milestones  
Appendix 2- Progress against Key Performance Indicators  
Appendix 3- Progress against Other Performance Indicators  
Appendix 5- Financial Statement  
Appendix 6- Explanation of traffic light symbols

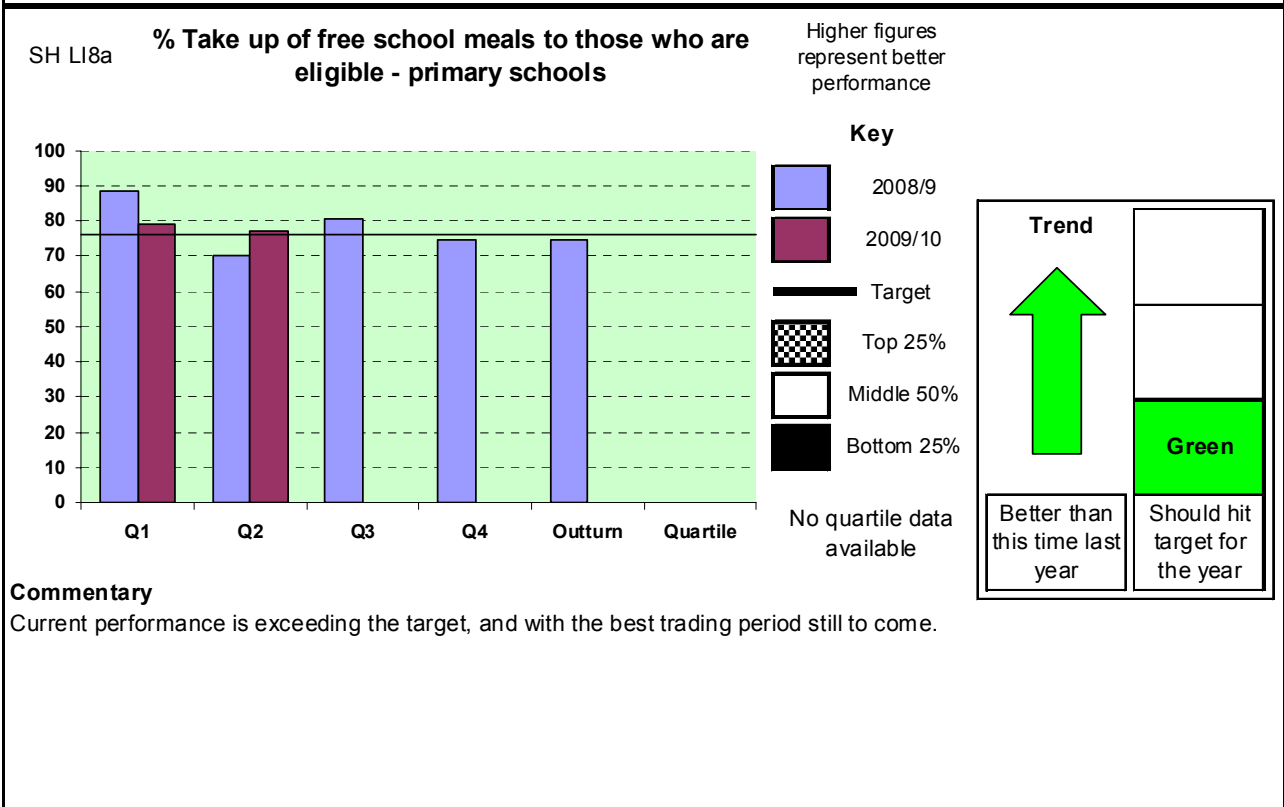
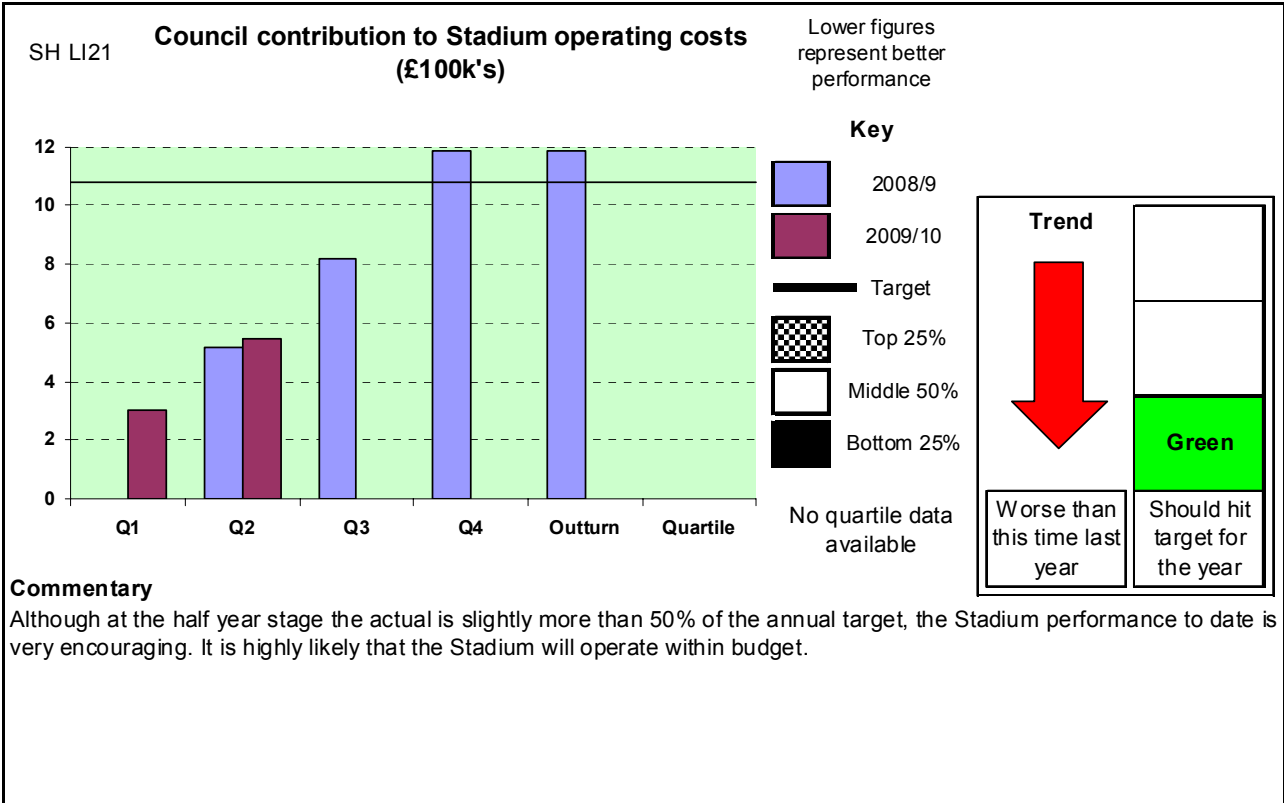
Service Plan Ref.	Objective	2009/10 Milestone	Progress to date	Commentary
SH 1	Increase the community usage of the stadium and to maintain and improve the health of Halton residents.	Identify areas for improvement in line with the Business Plan and Marketing Plan.(this will drive the development of milestones for 2009/10). <b>Oct 2009</b>		Improvement areas are continually reviewed and assessed with corrective action taken where required.
		Visit Riverside College Halton and local Sixth Forms to advise and promote to students the leisure facilities available at The Stadium. <b>Sep 2009</b>		Completed, September 2009.
		Measure customer satisfaction with Stadium Community Services. <b>Jan 2010</b>		General survey by end of December. Discussions underway to ascertain most appropriate questions to pose in the survey. Survey completed in June in relation to Stadium Fitness and a further survey planned for October.
		<i>Promote off peak opportunities at the start of each quarter to charitable and community organisations to utilise Stadium facilities at a reduced price. Quarterly</i>		This offer is still proving to be a popular offer with 6 events held in the first half of the year.
		Formulate proposals for event(s) linked to the London Olympics 2012. <b>Sep 2009</b>		The stadium has been registered as suitable venue for football training and table tennis. LOCOG (The London Organising Committee for the Olympic Games) has distributed its brochure to all

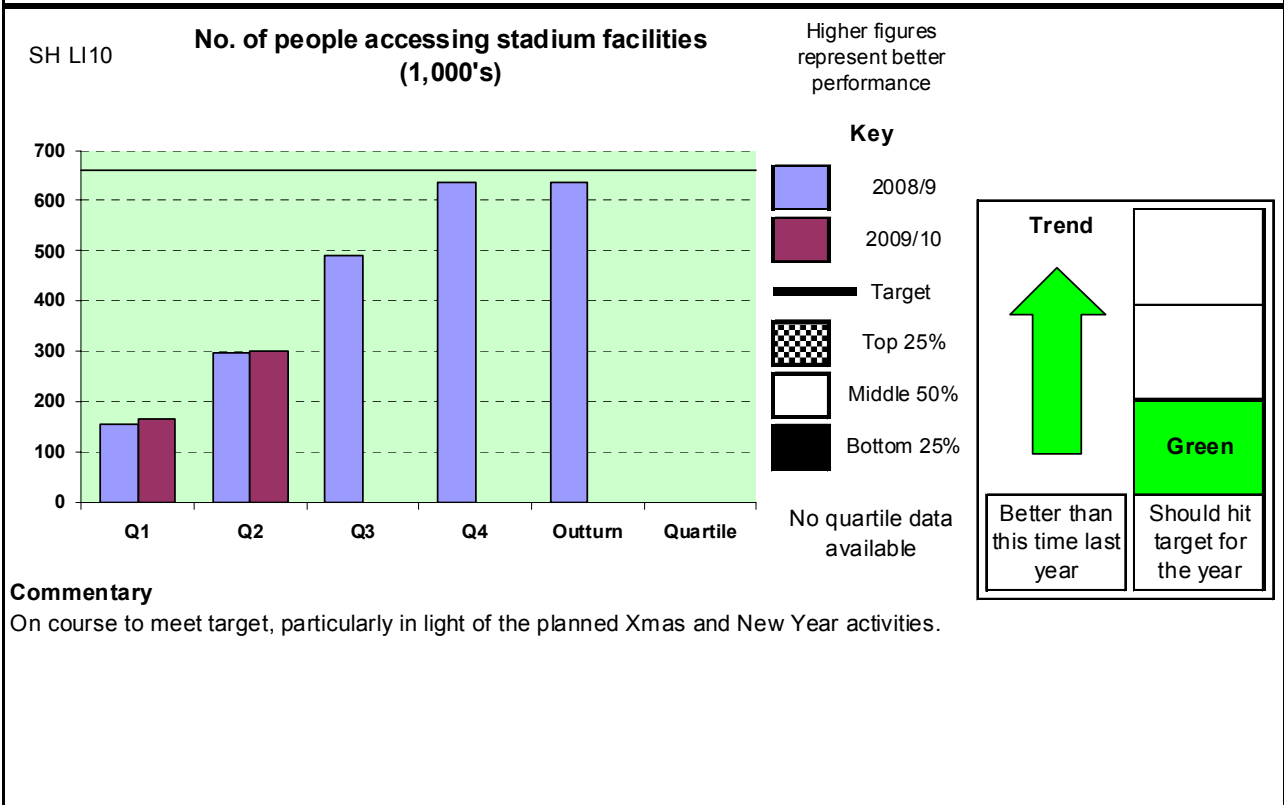
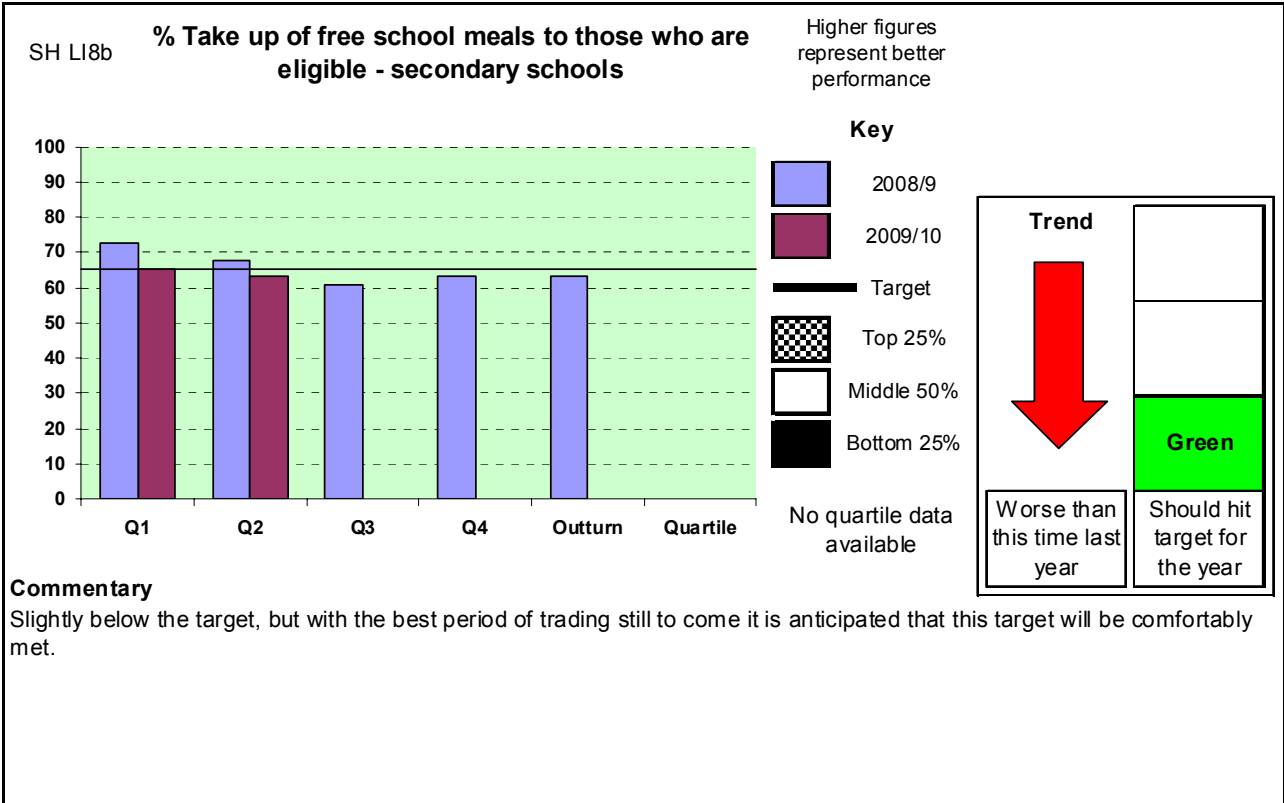
Service Plan Ref.	Objective	2009/10 Milestone	Progress to date	Commentary
				competing Olympic teams, that features the stadium as a training camp for the 2 sports.
SH 2	Increase the Stadium turnover and improve efficiency to reduce the level of Council contribution.	Review and identify areas for improvement in line with the Business Plan and Marketing Plan. <b>Oct 2009</b>		The 2009/10 Business Plan has been developed with all Business Managers and this year more than ever the emphasis has been on saving costs and reducing expenditure wherever possible, this approach has proved to be successful in that at Q2 the Stadium is operating within budget.
		Host a pitch based "Pop Concert" <b>Sep 2009</b>		Little progress made to date. A pitch based "Pop Concert" will not be held this year.
		Host a wedding fayre in <b>Feb 2009 and Oct 2009</b> and a business fayre in <b>Jul 2009</b>		The Stadium has hosted a wedding fayre in February and October and a Business Fayre in July all three events proved popular and where well attended. Details of attendees were collected (e.g. the names and addresses of 70 to be married couples) and will be used in future promotional campaigns.
		Continue to develop promotional strategy to attract a minimum of 4 large corporate events annually to the Stadium (new Marquee		This target has already been exceeded, the Marquee Suite is proving a fantastic investment and is contributing to the Stadium's

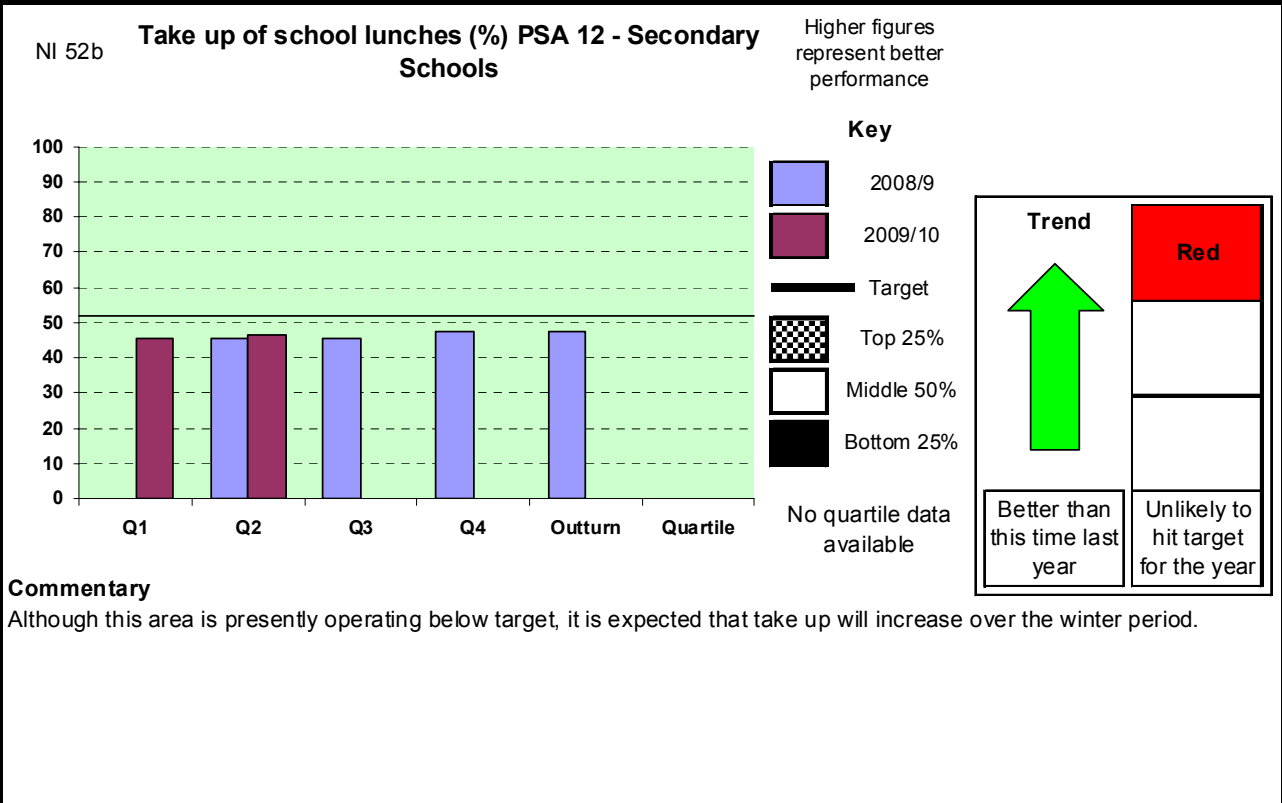
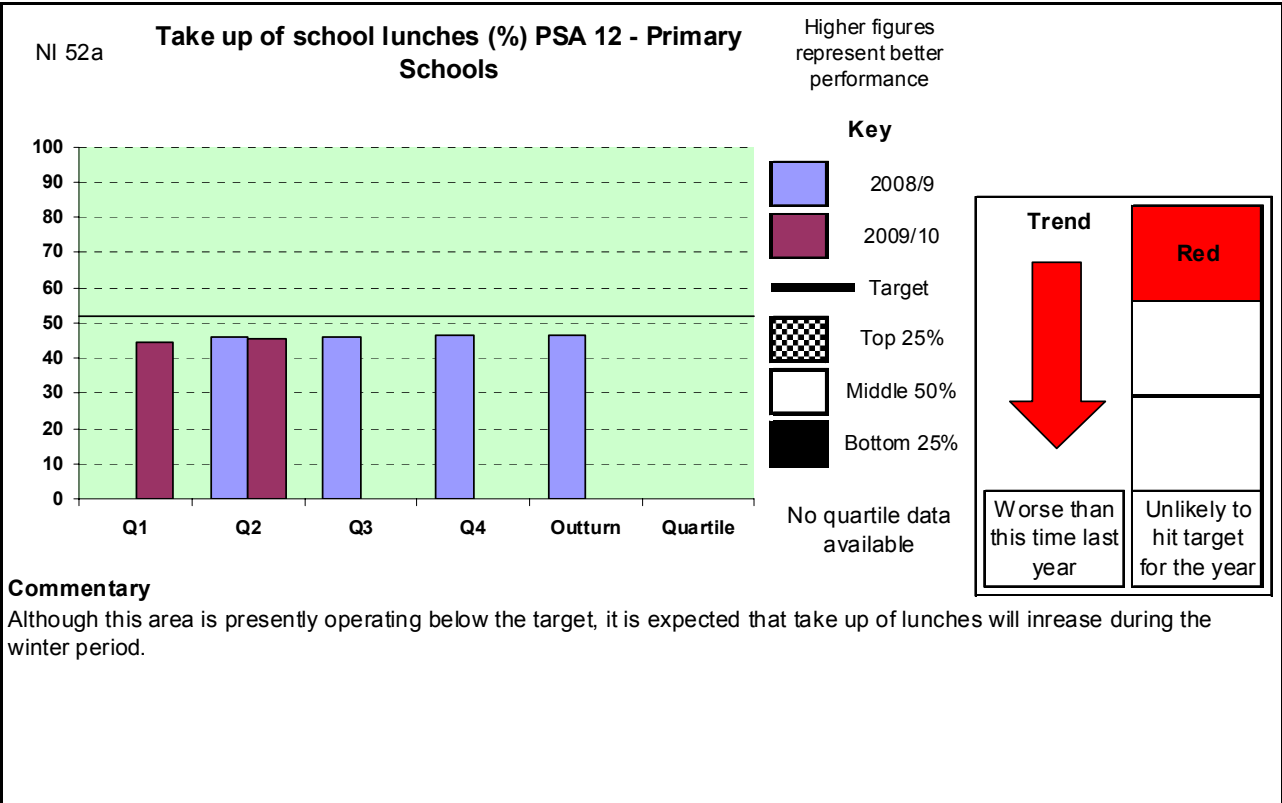


Service Plan Ref.	Objective	2009/10 Milestone	Progress to date	Commentary
		Suite) <b>Mar 2010</b>		improved overall financial performance, further events are programmed for December. (For further details please refer to the "Key Developments" section above).
		Introduce alcohol consumption on to the seated area of the Stadium for Rugby matches (it is not permitted for football matches) <b>Apr 2009</b>		Completed, with increased sales, average spend up by 35%, from £1.20 to £1.60.
		Extend concourse bar opening hours (on match days) by 30 minutes. <b>Apr 2009</b>		Completed, with increased sales, average spend up by 35%, from £1.20 to £1.60.
SH 3	Increase the number of Pupils having a school lunch, to raise awareness, and increase levels, of healthy eating	Deliver an early academic school year promotion and educational campaign <b>Sep 2009</b>		Complete. Overall there has been a 12% increase in school meal uptake in comparison with the same period last year.
		<i>Extend the cashless payment Smart Card scheme to additional schools which reduces queing times and helps parental monitoring of actual spend and food consumption <b>Sep 2009</b></i>		Not yet extended - discussions are underway with a number of schools. The stumbling block to achieving this target is the substantial initial outlay (£30K per site), but the benefits have been substantial in those schools that have introduced the system.
		<i>To conduct a benchmarking exercise which compares individual school performance. good performance to be</i>		Benchmarking successfully completed on a monthly basis. Action plans are updated as necessary.

Service Plan Ref.	Objective	2009/10 Milestone	Progress to date	Commentary
		<i>investigated and shared with all schools and producing individual School Action Plans including independently run schools. Dec 2009</i>		
		Conduct a questionnaire/satisfaction postal survey to all parents/guardians to learn of perceived barriers restricting uptake. Evaluate and produce Action Plan. <b>Dec 2009</b>		Methodology still under consideration, this may delay the activity until early in the new year.







Ref	Description	Actual 2008/9	Target 09/10	Quarter 2	Progress	Commentary
<b>Cost &amp; Efficiency</b>						
SH LI5	No. Of meals served versus hourly input of labour	8.53	8.5	8.23		Although the current actual is slightly below target, it is expected (as is usual) that during the winter months, the productivity rate will increase.
SH LI16	Turnover of the Stadium (£m)	1.95	2.10	0.936		The Stadium is presently performing well, although slightly below 50% of the annual target at the half year stage. Planned activities may allow the target to be met.
<b>Quality</b>						
SH LI3	% Of catering staff achieving a formal qualification	18	10	14		The target is currently being exceeded.
SH LI22a	Food cost per primary school meal (pence)	66.89	70	69.2		On target.
SH LI22b	Food cost per secondary school meal (pence)	88.32	90	92.32		Although current performance is slightly higher than the target, it is mainly due to high "start up" costs and it should level out over the coming months.
<b>Service Delivery</b>						
SH LI1	% Of schools complying with National Nutritional Guidelines (66 Schools)	100	100	100		All schools have maintained full compliance with the Guidelines.
SH LI11	Uptake of the Halton Leisure card	254	260	296		Following promotional/marketing activity, the target has been significantly exceeded.
SH LI18	Average number of healthy food initiatives per school	5	6	6		Performance is currently meeting target.

## STADIUM, CATERING & CAFÉ BARS

### STOBART STADIUM HALTON

#### Revenue Budget 2009/10

	Annual Budget	Budget to Date	Actual Spend	Variance (overspend)	Actual Including Committed Items
	£	£	£	£	£
<b>Expenditure</b>					
Operational Employee Costs	113	56	52	5	52
Admin/Clerical Employee Costs	291	146	144	2	144
Premises Employee Costs	74	37	40	-3	40
Support Employee Costs	35	18	19	-1	19
Crèche Employee Costs	8	4	5	-1	5
Coaching Employee Costs	9	4	11	-6	11
Catering Employee Costs	187	94	108	-15	108
Bar Employee Costs	236	118	107	11	107
Matchday Employee Costs	63	47	45	3	45
Premises	577	300	271	28	271
Supplies & Services	363	184	168	16	168
Food Provisions	205	103	71	31	71
Bar Provisions	270	135	137	-2	137
Vehicle Maintenance Unit - Fees	8	4	4	-0	4
Central Support Services	239	119	119	0	119
Departmental Support Services	123	61	61	0	61
Recycling	1	1	1	-0	1
Capital Financing	25	0	0	0	0
Asset Charges	561	281	281	0	281
<b>Total Expenditure</b>	<b>3,390</b>	<b>1,712</b>	<b>1,644</b>	<b>68</b>	<b>1,644</b>
<b>Income</b>					
Sales	-1,074	-512	-477	-35	-477
Fees & Charges	-450	-225	-163	-61	-163
Rents	-50	-25	-6	-19	-6
HBC Support Costs Income	-39	-19	-19	0	-19
Internal Fees Income	-130	-65	-124	59	-124
<b>Total Income</b>	<b>-1,743</b>	<b>-846</b>	<b>-789</b>	<b>-57</b>	<b>-789</b>
<b>Net Departmental Revenue Budget</b>	<b>1,648</b>	<b>866</b>	<b>855</b>	<b>11</b>	<b>855</b>

**STADIUM, CATERING & CAFÉ BARS**

**STOBART STADIUM HALTON**

**Revenue Budget 2009/10**

	Annual Budget	Budget to Date	Actual Spend	Variance (overspend)	Actual Including Committed Items
	£	£	£	£	£
<b>Expenditure</b>					
Catering Employee Costs	210	105	68	37	68
Supplies & Services	9	4	6	-2	6
Food Provisions	125	63	76	-13	76
Central Support Services	21	10	10	0	10
<b>Total Expenditure</b>	<b>365</b>	<b>182</b>	<b>161</b>	<b>22</b>	<b>161</b>
<b>Income</b>					
Sales	-346	-173	-135	-38	-135
Internal Income	-19	-10	-12	3	-12
<b>Total Income</b>	<b>-365</b>	<b>-182</b>	<b>-147</b>	<b>-35</b>	<b>-147</b>
<b>Net Departmental Revenue Budget</b>	<b>0</b>	<b>0</b>	<b>14</b>	<b>-14</b>	<b>14</b>



## STADIUM, CATERING & CLEANING

### Capital Programme 2009/2010

Scheme	Annual Budget	Budget to Date	Actual Spend	Variance (overspend)	Actual Including Committed Items
	£	£	£	£	£
Stadium Minor Works	30,000	9,000	9,000	0	9,000
<b>Total Capital Programme</b>	<b>30,000</b>	<b>9,000</b>	<b>9,000</b>	<b>0</b>	<b>9,000</b>

**Domestic Services Division 2009/2010.**

**Revenue Budget as at 30th September 2009.**




	Annual Revised Budget £'000	Budget To Date £'000	Actual Spend £'000	Variance (overspend) £'000	Actual Including Committed Items £'000
<b><u>Expenditure</u></b>					
Employees	2,867	1,372	1,332	40	1,332
Operational Buildings	21	11	11	0	11
Other Premises Costs	5	3	3	0	3
Supplies & Services	233	119	125	(6)	125
Hired & Contracted Services	8	4	6	(2)	6
Food Provisions	1,442	699	704	(5)	704
Transport	10	5	5	0	5
Agency Services	0	0	0	0	0
Internal Support Costs	57	27	27	0	27
Central Support Costs	198	99	99	0	99
<b>Total Expenditure</b>	<b>4,841</b>	<b>2,339</b>	<b>2,312</b>	<b>27</b>	<b>2,312</b>
<b><u>Income</u></b>					
Sales - School Meals	-2,111	-908	-888	(20)	-888
Sales - Civic Catering	-177	-89	-48	(41)	-48
Support Service Income	-105	-53	-53	0	-53
Government Grants	-200	-200	-200	0	-200
Reimbursements & Other Grants	-17	-9	0	(9)	0
School Meals - Free Children's Meals	-1,269	-546	-546	0	-546
School Meals - Catering Recharges	-294	-147	-167	20	-167
Civic Catering Recharges	-137	-69	-48	(21)	-48
<b>Total Income</b>	<b>-4,310</b>	<b>-2,021</b>	<b>-1,950</b>	<b>(71)</b>	<b>-1,950</b>
<b><u>Net Expenditure</u></b>	<b>531</b>	<b>318</b>	<b>362</b>	<b>(44)</b>	<b>362</b>

**Comments**

Overall the service is operating within acceptable variances.

However, civic catering sales continues to be a problem area and it is unlikely that we will achieve the annual target.

The traffic light symbols are used in the following manner:

	<u>Objective</u>	<u>Performance Indicator</u>
<b><u>Green</u></b>	 <p>Indicates that the <u>objective is on course to be achieved</u> within the appropriate timeframe.</p>	<p>Indicates that the <u>target is on course to be achieved</u>.</p>
<b><u>Amber</u></b>	 <p>Indicates that it is <u>unclear at this stage whether the objective will be achieved</u> within the appropriate timeframe.</p>	<p>Indicates that it is either <u>unclear</u> at this stage or too early to state whether the target is on course to be achieved.</p>
<b><u>Red</u></b>	 <p>Indicates that it is <u>highly likely or certain that the objective will not be achieved</u> within the appropriate timeframe.</p>	<p>Indicates that the <u>target will not be achieved</u> unless there is an intervention or remedial action taken.</p>