

# QUARTERLY MONITORING REPORT

**DIRECTORATE:** Environment  
**SERVICE:** Stadium & Hospitality  
**PERIOD:** Quarter 4 to period end 31st March 2009

## 1.0 INTRODUCTION

This monitoring report covers the Stadium & Hospitality Department fourth quarter period up to year end 31<sup>st</sup> March 2009. It describes key developments and progress against all objectives and performance indicators for the service.

Given that there are a considerable number of year-end transactions still to take place a Financial Statement for the period has not been included within this report in order to avoid providing information that would be subject to further change and amendment. The final 2008/09 financial statements for the Department will be prepared and made available via the Council's Intranet once the Council's year-end accounts have been finalised. A notice will be provided within the Members' Weekly Bulletin as soon as they are available.

The way in which traffic lights symbols have been used to reflect progress to date is explained within Appendix 4.

## 2.0 KEY DEVELOPMENTS

### SCHOOL MEALS

#### **PSHE Conference**

A conference was held at the Stadium in March for all the Healthy School leads from each school. They were given a presentation on the school meals service and also on the Million Meals Campaign which the School Food Trust are promoting in schools to try and increase the uptake of meals. The campaign encourages schools to investigate 10 areas that may restrict children from having a meal.

#### **Fairfield Infants Meal for £1 Trial**

A reduced price pilot was conducted at Fairfield Infants School, Widnes, from January until February half term. All paid meals were charged at £1 instead of the normal £1.90. The result saw a rise, compared to the same period last year, from 19% to 40%. In addition, since the trial ended, a substantial part of the increase has been maintained, the current paid meal uptake is 32%.

The trial was supported by both the school and parents, the latter informing that the most significant barrier to their children taking a school meal was the cost.

The results of the trial will be used to aid development of strategies to increase school meal uptake.

**Free School Meals Bid (extension of the entitlement for free school meals to include families on family tax credit)**

A bid has been submitted to DCSF to be one of the Authorities in the Country to pilot the extension of the free school meals pilot for a period of 2 years, this bid has had the full support of SMT and the PCT the latter having agreed funding in the region of £100,000 per year.

**THE STADIUM**

**Weddings**

The Stadium is now recognised as the number 1 venue in the area for Wedding Fayres, a recent event attracting over 40 exhibitors and in excess of 300 attendees. A dedicated room is to be developed in one of the Executive Suites that will allow wedding couples to sit and discuss their requirements, the room will contain graphics of previous weddings/events and also letters of commendation. The next event in November will include a change in format to introduce showcases on Make-up, Flowers, Diet & Fitness and other areas that would be of interest to Bride, (and Groom).

**Adult Learning**

The Adult Learning Department has taken occupancy of the IT Suite and an Executive Suite. They have provided a range of computer courses that have proved popular with tutors and user groups.

**Everton Ladies Football Match**

Everton Ladies are to play Arsenal Ladies on Sunday 10<sup>th</sup> May at the Stadium in what is likely to be the match that will decide who the Champions will be of this year's Ladies Premiere League.

**Conferences and Events**

A Business Fair will take place on Tuesday 19<sup>th</sup> May, the second year this event is being held at the Stadium. The event will be organised by an external company but plans are underway that will see Halton Chamber of Commerce, the Stadium and the Council's Economic Regeneration Department take the lead for any future events.

**Business Breakfast**

A Business Breakfast event was recently held at the Stadium that attracted over 100 local businesses for a meeting on "how the Council can help local businesses cope with the present financial downturn"; key speakers included the Chief Executive. Further events are planned.

### **Stadium Sports Bar and Reception Refurbishment**

Refurbishment is planned, over the next 2/3 months, to the Stadium's Sports Bar and Main Reception.

### **Cabaret Nights**

Following the success of the themed party nights over the Christmas Period, 3 events have been planned, they include a 70's "Boogie Nights" and the nationally acclaimed Queen tribute band "GAGA".

### **Stadium Fitness**

Membership has seen a decline (120 fewer permanent full members), that is consistent with this market sector in general, that can be attributed to the current financial down turn.

Stadium Fitness has a current membership of over 2500, this is a combined membership of permanent full members, casual users & Halton Leisure Card users. An extensive promotion of facilities is ongoing and development of the "Offer" is continuous. Such development has included,

- ladies only exercise and diet class, including a free crèche.
- Junior training that has proved so popular that there is now a waiting list.
- A GP referral scheme (recipe for health), designed for an outcome of improved mobility, reducing stress and weight loss.
- Cheeky Monkeys, a toddler group session, with a criteria of bringing an adult who is required to participate.
- Good Companions an over 50's social dance group.

## **3.0 EMERGING ISSUES**

### **THE STADIUM**

#### **Possible Flu Pandemic**

The Stadium has been identified as an excellent venue for an anti-viral distribution centre by the PCT. Additional security has been installed and wireless connectivity introduced so that it would be ready and fit for purpose.

#### **Public Inquiry**

The Mersey Gateway Inquiry commences on Tuesday 19<sup>th</sup> May and could run for a number of months, a number of rooms within the Stadium have been allocated and additional IT support systems will be put in place.

#### **Oak Meadow Re-location**

During the recent refurbishment of Oak Meadow (Day Centre), service

users have been relocated to the Stadium Social Club, where they enjoyed the facilities and ambience of the Club. To make the move permanent is an option if the temporary arrangement proves beneficial to the service users.

**Video Conferencing**

Discussions are at an advanced stage with HBC IT Department and external contractors in connection with the provision of a high speed “real time” Video Conferencing facility being introduced in to one or more of the Executive Suites.

**Semi Final Stand By**

The Rugby League have enquired about the possibility of the Stadium staging a Semi-Final of The Challenge Cup should the competing teams fit geographically.

**England School Boys Full International**

Following the successful England Schoolboy’s trial match in the Autumn of last year, negotiations are underway to bring a full England Schoolboy International to the Stadium early in 2010.

**SCHOOL MEALS**




**Food Cost Inflation**

Although the headline rate of inflation is around 4% the actual rate of inflation on a number of food products is exceeding 20%. It will be difficult to pass these over inflation increases on to the customer without it having a serious effect on the levels of meal uptake.

**Service Development**

The Secondary School nutritional standards become law in September 2009. There is a National campaign that is trying to get Central Government to re-think the new standards as it is thought that it will be very difficult to get Secondary age Pupils to spend a set sum of money at lunchtime.

**4.0 PROGRESS AGAINST OBJECTIVES / MILESTONES**

<b>Total</b>	<b>16</b>		<b>15</b>		<b>0</b>		<b>1</b>
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Good performance in respect of service objectives and milestones. For further details, please refer to Appendix 1.

## 5.0 SERVICE REVIEW

### SCHOOL MEALS

#### Customer Satisfaction Survey

It was reported in Q3 that satisfaction with school meals was 92% in the period September to November, this against a target of 86.66%. This satisfaction level was maintained during January to March.

#### Internal Audit Review (follow –up)

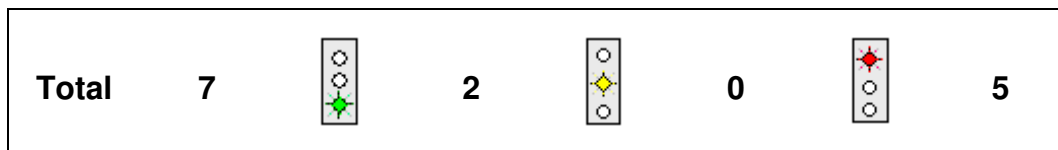
An internal audit of school meals has been completed and the findings have been presented to MT.

A recent review of the audit has confirmed that all the recommendations within the report have been actioned.

### THE STADIUM

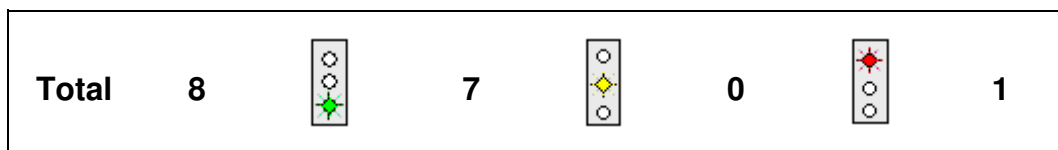
The Stadium is programmed for an Internal Audit within the next financial year.

## 6.0 PROGRESS AGAINST KEY PERFORMANCE INDICATORS



Five targets set for “Key” indicators were not met, although good performance was achieved around nutritional standards in schools and in the uptake of meals. For further details, please refer to Appendix 2.

## 6.1 PROGRESS AGAINST OTHER PERFORMANCE INDICATORS



Good performance in respect of targets set for “Other” indicators. For further details, please refer to Appendix 3.

## 7.0 PROGRESS AGAINST LPSA TARGETS

There are no LPSA targets for this service

## 8.0 RISK CONTROL MEASURES

During the production of the 2008- 09 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.

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

During 2007/08 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.







## **10.0 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.





## **11.0 APPENDICES**

Appendix 1- Progress against Objectives/ Milestones  
Appendix 2- Progress against Key Performance Indicators  
Appendix 3- Progress against Other Performance Indicators  
Appendix 4- Explanation of traffic light symbols

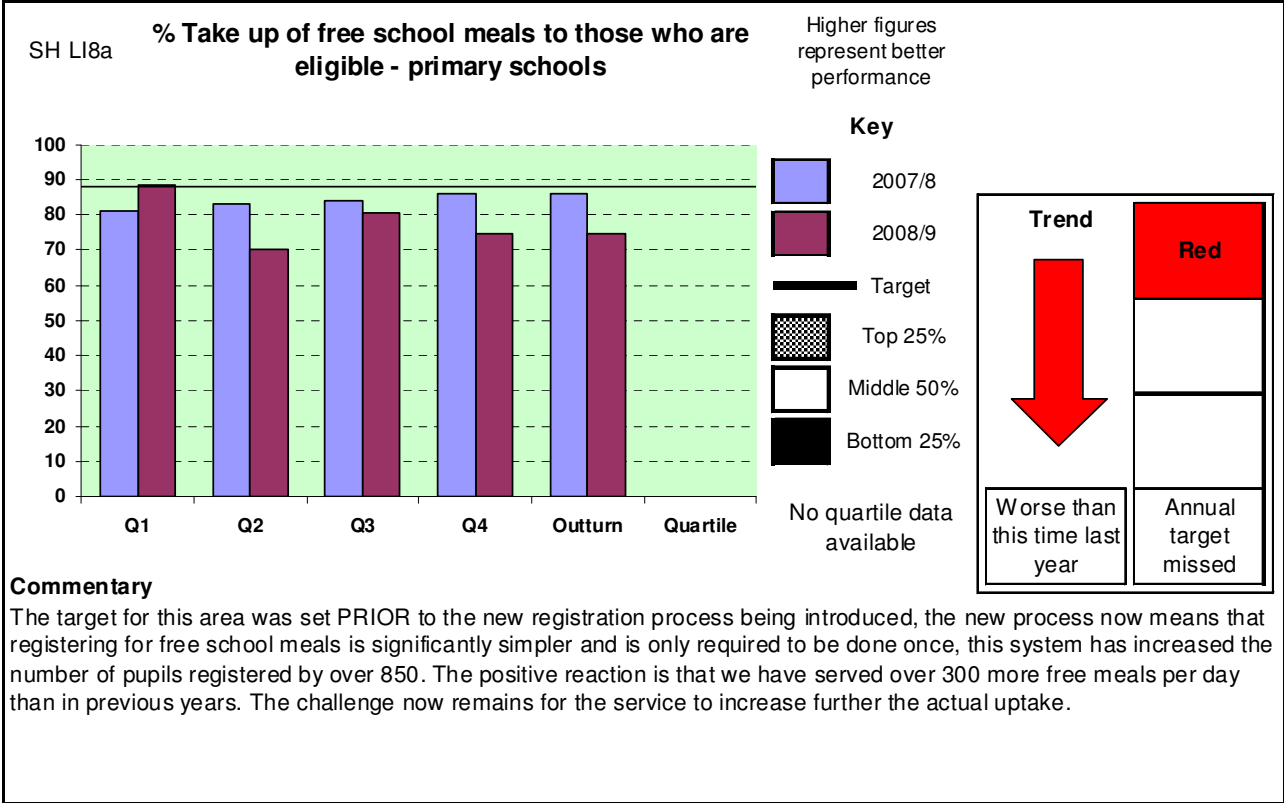
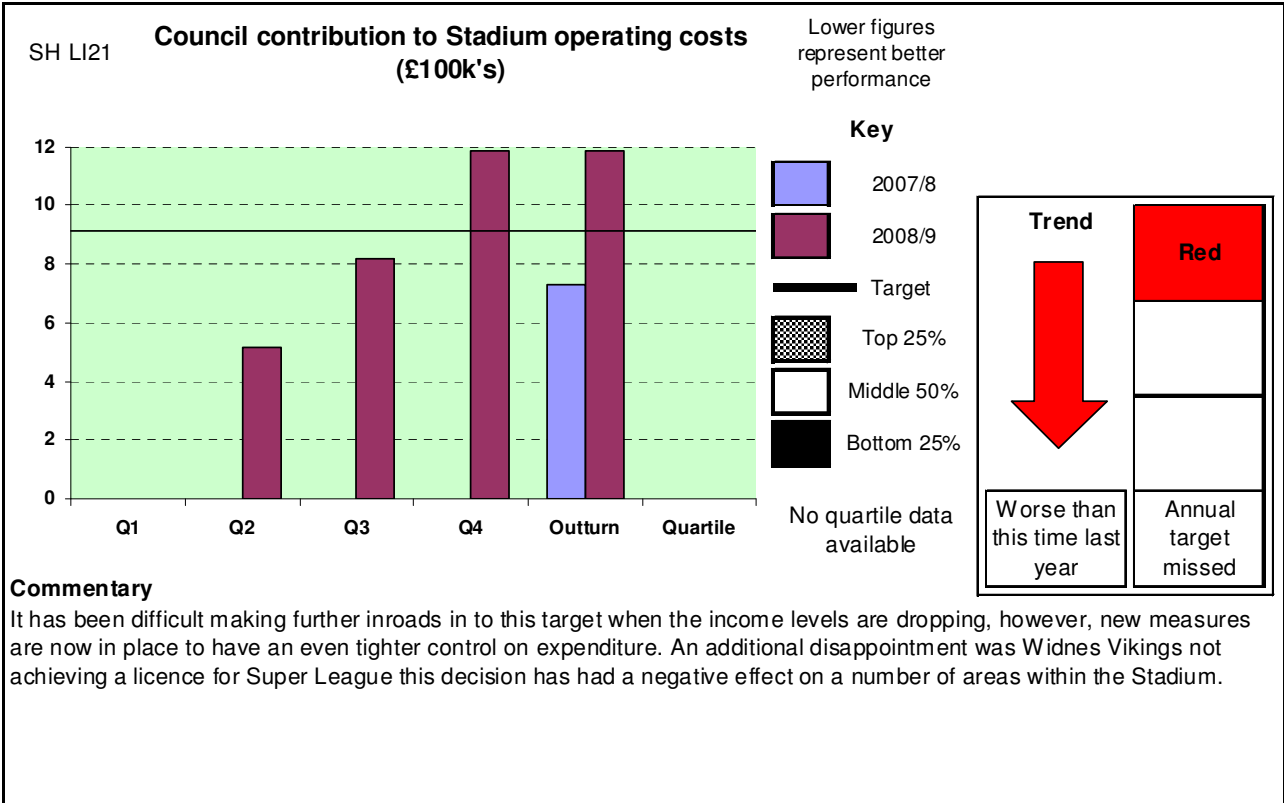
Service Plan Ref.	Objective	2008/09 Milestone	Progress to date	Commentary
SH 1	Increase the community usage of the stadium and to maintain and improve the health of Halton residents.	Identify areas for improvement in line with the Business Plan and Marketing Plan.(this will drive the development of milestones for 2009/10). Nov 2008		Completed. Detailed work is at an advanced stage for the new three-year Business Plan.
		Visit Riverside College Halton and local Sixth Forms to advise and promote to students the leisure facilities available at The Stadium. Sep 2008		Completed.
		Establish a regular forum to engage with all established community user groups to pursue development of activities and to encourage cross-activity cooperation May 2008		Completed, further meetings are to be programmed for 2009.
		Establish a formal process for measuring customer satisfaction with Stadium Community Services. Dec 2008		Completed.
		<i>Charitable and community organisations to utilise Stadium facilities during "off-peak" periods at a reduced price. Dec 2008</i>		Milestone achieved. Charitable and Community organisations utilise Stadium facilities during "off peak" periods at a reduced price. A promotional programme in respect of this is ongoing.
		<i>Host Capital Of Culture Youth event. July 2008</i>		Completed

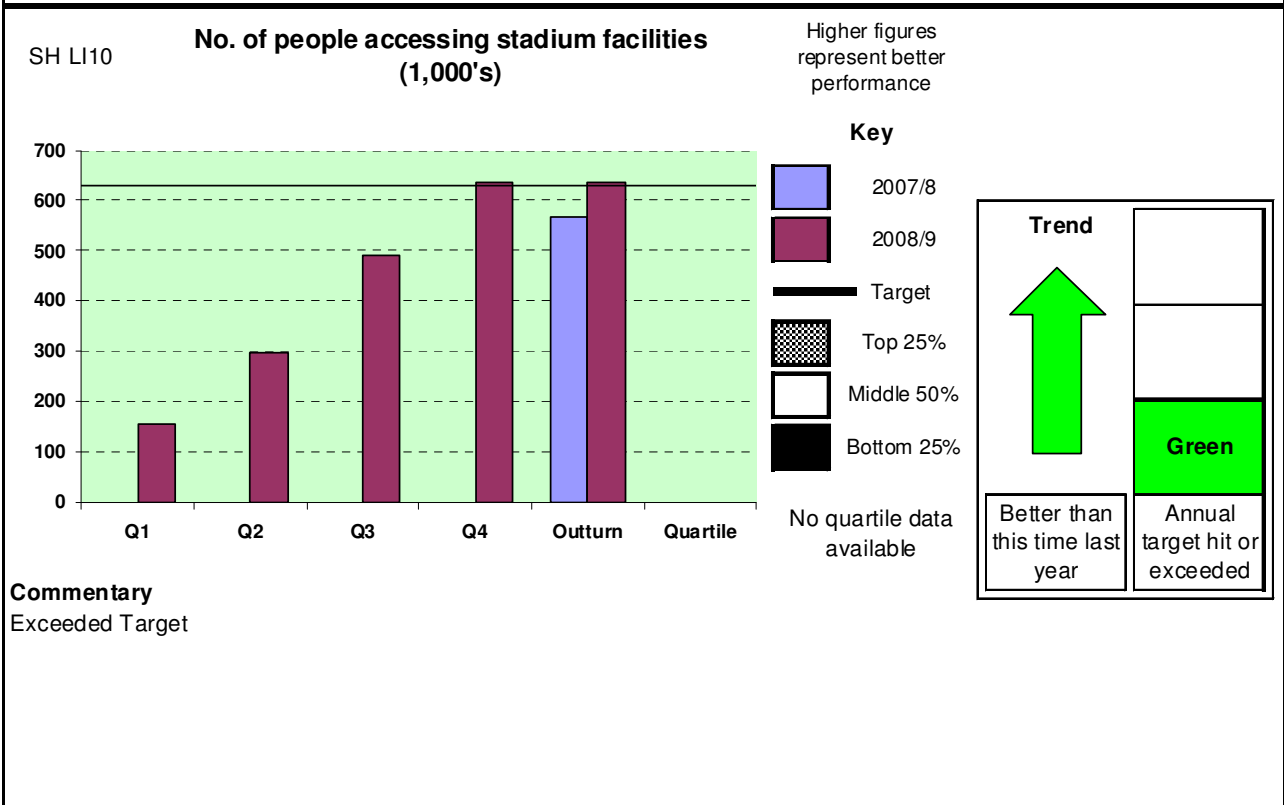
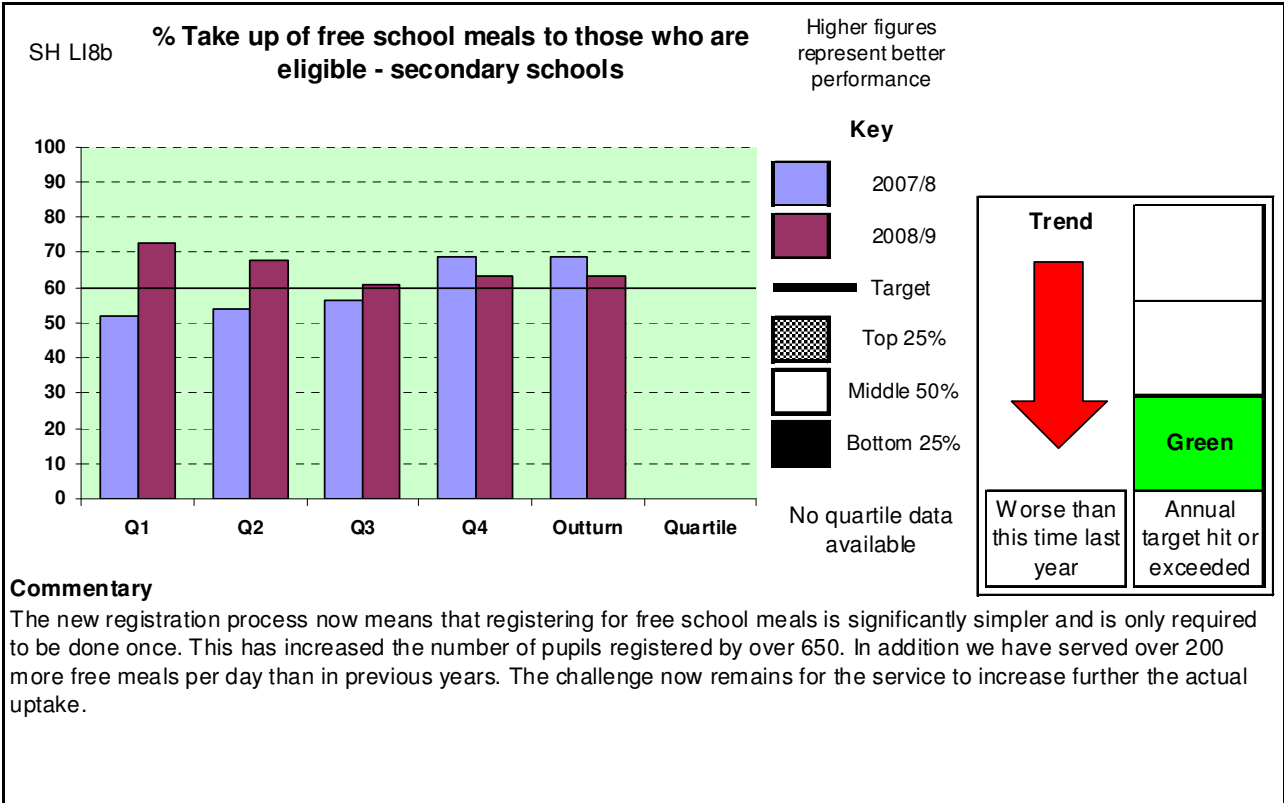
Service Plan Ref.	Objective	2008/09 Milestone	Progress to date	Commentary
SH 2	Increase the Stadium turnover and improve efficiency to reduce the level of Council contribution.	Implement promotional programme aimed at the Borough's school children to increase attendance at Widnes Vikings and Everton Reserve fixtures developed in conjunction with both clubs. Apr 2008		Programme developed and implemented. Further development of programme ongoing.
		Review and identify areas for improvement in line with the Business Plan and Marketing Plan. Nov 2008		Review completed, areas for improvement identified.
		Host a pitch based "Pop Concert". Sep 2008		The opening of the new Echo Arena coupled with the latest financial downturn has meant this milestone has not been achieved.
		Host a wedding and business fayre. Oct 2008		Hosted.
		Develop promotional strategy to attract large corporate events to the Stadium (new Marquee Suite). Dec 2008		Programme of events established that have included the Halton Chamber of Commerce and the Widnes Rotary Club annual dinners.
		<i>Increase the variety and quality of food offered on match days. Apr 2008</i>		Variety and quality of food improved, careful analyses of uptake figures are produced after each game.

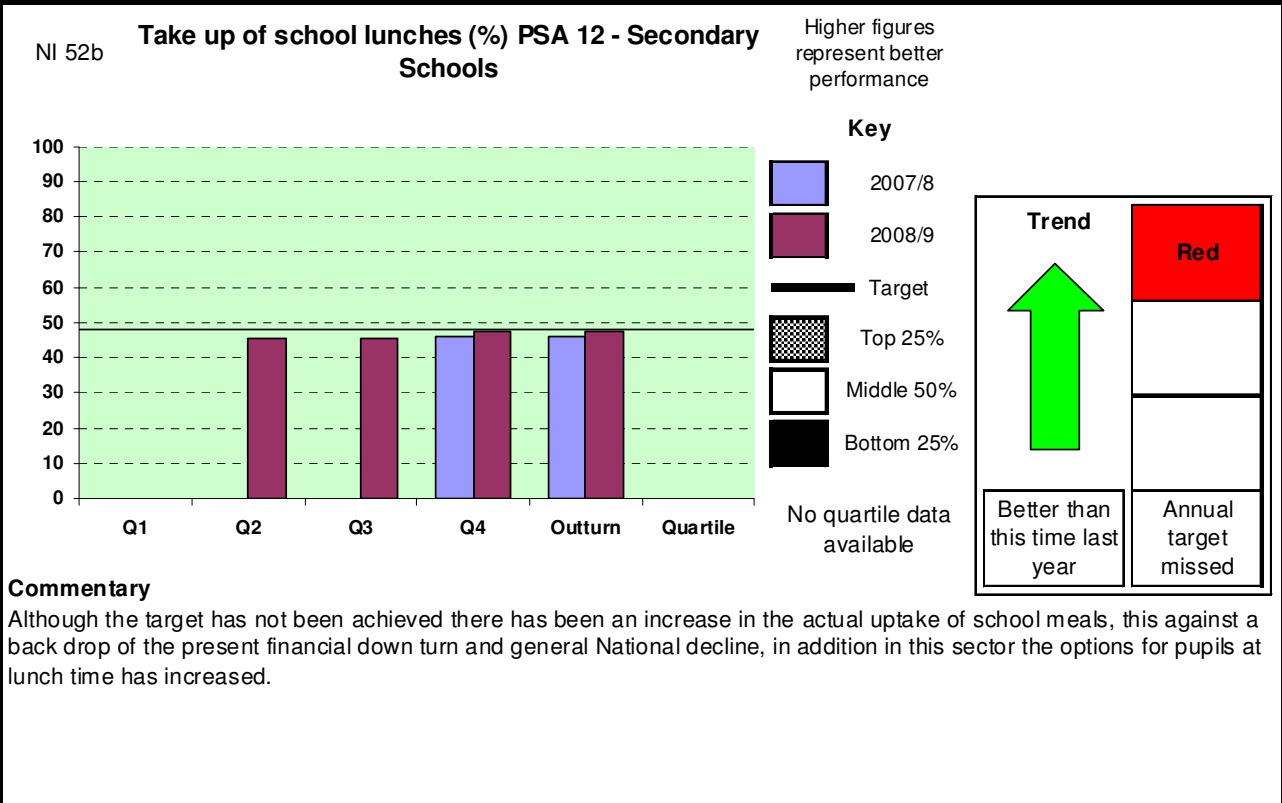
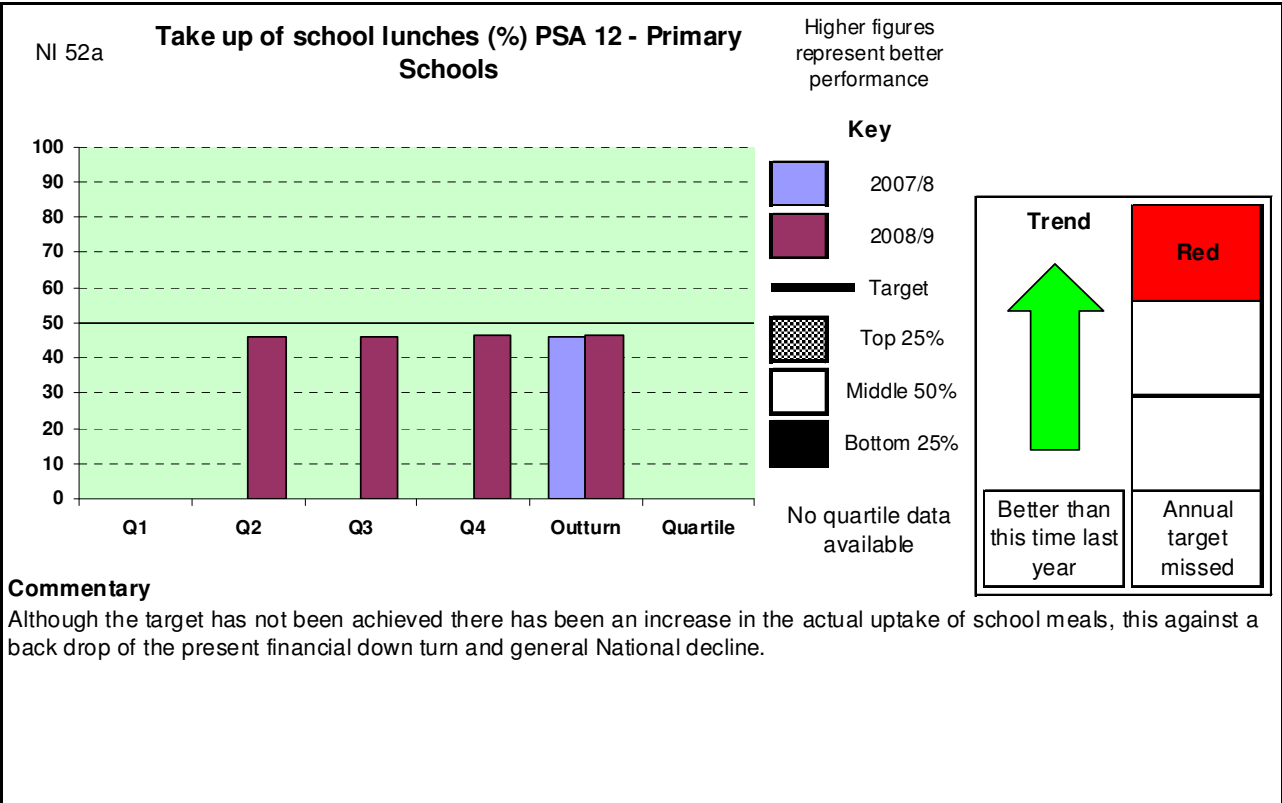


Service Plan Ref.	Objective	2008/09 Milestone	Progress to date	Commentary
SH 3	Increase the number of Pupils having a school lunch, to raise awareness, and increase levels, of healthy eating	Introduce an early academic school year promotion and educational campaign. Sep 2008		Completed.
		<i>Extend the cashless payment Smart Card scheme to additional schools which reduce queuing times and helps parental monitoring of actual spend and food consumption. Sep 2008</i>		Wade Deacon has adopted the system but as this initiative has to be funded by the school, although schools are showing an interest in the scheme, the initial capital outlay is proving to be a stumbling block for further expansion. It is hoped that the Building Schools For the Future initiative may allow more schools to adopt the scheme.
		<i>To conduct a benchmarking exercise which compares individual school performance? Good performance to be investigated and shared with all schools and producing individual School Action Plans including independently run schools. Dec 2008</i>		Action plans produced and implemented. This has included the introduction of a detailed profit and loss forecast for each school that lies within the Agresso system. This has met the recommendation of Internal Audit in the recent review.
		Conduct a questionnaire/satisfaction postal survey to all parents/guardians of pupils eligible to a free school meal, to learn of perceived		Survey completed. The new system has resulted in an increase of around 450 meals per day; there are still a large number of entitled pupils who do not take up their

Service Plan Ref.	Objective	2008/09 Milestone	Progress to date	Commentary
		barriers restricting uptake. Evaluate and produce Action Plan. Dec 2008		meal.



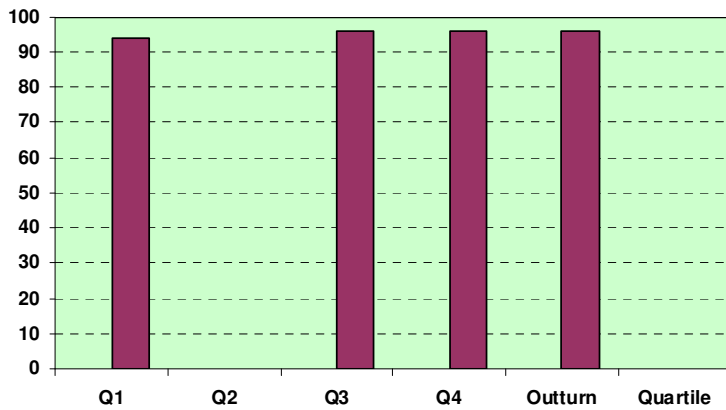




SH LI19

**% Of schools achieving The National Healthy School Standard**

Higher figures represent better performance



**Key**

- 2007/8
- 2008/9
- Target
- Top 25%
- Middle 50%
- Bottom 25%
- No quartile data available


Trend	
Red	
No data for same Qtr last year	Annual target missed

**Commentary**

Only 2 schools have not achieved the National standard, each school has a specific reason and it is anticipated that they will achieve full accreditation within the early part of 09/10.



Ref <sup>1</sup>	Description	Actual 2007/8	Target 08/09	Quarter 4	Progress	Commentary
<b>Cost &amp; Efficiency</b>						
SH LI5	No. Of meals served versus hourly input of labour	8.52	8	8.53		Achieved Target.
SH LI16	Increase in the turnover of the Stadium	2.221	2.65	1.950		Due to the present financial down turn two main sectors of the Stadium appear to be suffering heaviest, social activities – weddings, parties etc, the Social Club and Stadium Fitness, these are seen as “luxuries” and are among the first things that people tend to cut back on when money is tight.
<b>Quality</b>						
SH LI3	% Of catering staff achieving a formal qualification	9	10	18%		Achieved Target.
SH LI22a	Food cost per primary school meal	62.4	70.0	66.89		Achieved Target.
SH LI22b	Food cost per secondary school meal	83.0	90.0	88.32		Achieved Target.
<b>Service Delivery</b>						
SH LI1	% Of schools complying with National Nutritional Guidelines (66 Schools)	100	100	100		All schools fully compliant.
SH LI11	Uptake of the Halton Leisure card	208	200	254		Exceeded Target

<sup>1</sup> Key Indicators are identified by an **underlined reference in bold type**.

Ref <sup>1</sup>	Description	Actual 2007/8	Target 08/09	Quarter 4	Progress	Commentary
SH LI18	Average number of healthy food initiatives per school	4	5	5		Achieved Target.



The traffic light symbols are used in the following manner:

	<u>Objective</u>	<u>Performance Indicator</u>
<b><u>Green</u></b>	 Indicates that the <u>objective has been achieved</u> within the appropriate timeframe.	Indicates that the annual 08/09 target <u>has been achieved</u> or exceeded.
<b><u>Red</u></b>	 Indicates that that the <u>objective has not been achieved</u> within the appropriate timeframe.	Indicates that the annual 08/09 target <u>has not been achieved</u> .