

QUARTERLY MONITORING REPORT

DIRECTORATE: Environment
SERVICE: Stadium & Hospitality
PERIOD: Quarter 4 to year-end 31st March 2010

1.0 INTRODUCTION

This monitoring report covers the Stadium & Hospitality Department fourth quarter period up to year end 31st March 2010. It describes key developments and progress against “key” 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 2009 / 10 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 symbols have been used to reflect progress to date is explained within Appendix

2.0 KEY DEVELOPMENTS

THE STADIUM

St Helens RLFC

Negotiations are now at an advanced stage and a formal announcement will be made within the next two weeks concerning St Helens Rugby League Club playing a number of matches here next season.

The present home ground of Saint Helens RLFC, Knowsley Road, is to be vacated in November 2010 and a new ground built with a completion date of around July 2011.

It is a testimony to how the Stadium is held in high regard by both The Rugby League and other Super League Clubs that we were the 1st choice venue for the present Super League Champions.

These games will generate considerable income for the Stadium as the Saints have an average attendance of over 9,000 per game

It is also felt that this decision by both St Helens and the RFL will only help cement the Super League Licence application by Widnes Vikings in the Spring of 2011.

TESCO interviews

To staff the new distribution centre on the 3MG site TESCO have been holding a number of interviews here at the Stadium, they are using upwards of 8 rooms on a daily basis with interview taking around 30 – 45 minutes, the rooms have been booked for a total of seven weeks with the present end date being W/C 31st May.

The management of TESCO have been very complimentary about the support offered by HBC and the excellent facilities here at the Stadium.

SCHOOL MEALS

New Management Structure

The recent Efficiency Programme has resulted in a reduction of 20% in the Management Structure of School Meals, work streams and responsibilities have been redesigned resulting in a saving on budget of around £25K per year.

Awards Evening

An Awards evening was held at the Stadium in March for the School Catering Staff. This evening recognises the catering staff's hard work and motivates them to try and further increase the school meal numbers to make the service more cost effective.

The staff were presented with their NVQ certificates. There are also a variety of Special Awards; these awards are specifically to motivate the staff to improve performance

Savoy Trust Bid for Catering Apprentices

The Catering Service was invited to submit a full submission in partnership with Riverside College for funding for 7 Catering Apprentices.

We have been awarded the funding for one year only.

The 2nd year funding will depend on whether the first year evaluation is successful.

However since the award, Riverside College who had identified funding

of £33,000 have informed us that they are now unable to use any of this funding towards wages.

The College are now investigating other possible funding streams.

We are also in negotiation with HPIJ and other Council departments to seek match funding.

FINANCIAL PERFORMANCE

Stadium

For the first time the Stadium has operated within budget, this has been down to significant effort by the operational managers in controlling expenditure, particularly casual hours and overtime, in addition the hosting of the Semi-Final coupled with a very successful Christmas period has also contributed.

It should also be noted that this has been achieved on the back of a recession when surplus personal spend is at an all time low.

Coffee Shops

The Coffee Shops, three of which are operated on behalf of other Council departments have reported a small loss which is mainly down to increases of £24K for central overheads, a charge not previously charged to the Coffee Shops direct.

School Meals

School Meals has for the first time operated under budget (£34K) there has been a significant increase in free meals served and a major contributing factor to the under spend is the move to the new SNUPI food contracts.

3.0 EMERGING ISSUES

THE STADIUM

Community Use

A Twilight Walk (in aid of Halton Hospice) has been arranged for 3rd July leaving from The Stadium 9 p.m. and returning 11p.m. for refreshments – using the Sports Hall.

Children of Halton Sing summer event – 1200 children taking part along with Halton Youth Choir and Concert Band. They will be practising all day and then in the evening the concert will be held 7.30 to 9.00 for parents and guests.

Using the South West and North West – staging to be in the West Stand. Again using Stadium Fitness for entry for children –

Foster Care Fortnight on the Thursday 20th May between 5.00pm – 8.00pm the café bar is to be used for displaying literature and as a drop in centre to support Foster Care Fortnight.

New Shoots Fruit & Veg Scheme – This is a neighbourhood project that enables local residents to have access to affordable fresh produce, the group already has over 70 members in the first month of opening, it operates from Stadium Fitness on a Wednesday afternoon between 3.00pm and 5.00pm.

Alive 'N' Kicking Weight Management Programme – This is a National programme that aims to assist overweight young adults to take control and become active in physical activity, two members of staff are based at the Stadium and the first course of is due to start within the next few weeks.

All the above compliment the substantial community activities that are already well established here at the Stadium

Representative Games

The Stadium is to play host to a number of representative games, these games in addition to supporting the Stadium's community objectives also keep us firmly in the sites and minds of the RFL for future games such as Semi-Finals, World Cup matches etc.

Forthcoming Games

Carnegie Champion Schools Tournament Wednesday 5th May 2010

Girls Final – Cardinal Newman (Warrington) v Deanery (Wigan)

Boys Final – St Peter and St Pauls (Halton) v Whitehaven

National Youth Final – Sunday 16th May

National Conference League Finals – Sunday 22nd May

Runcorn ICI Shield (Football) Primary School Final – June 16th

STADIUM FITNESS UPDATE

Fitness Suite

Fitness Suite Members Peak/Off Peak	787
Fitness Suite Casual	1375

Fitness Suite H/Leisure Card

270

Programmed Classes

Ladies only kick fit starts 13th May new equipment purchased with funding from sports development.

Ladies Morning 2 hour session 9.30 exercise 10.30 diet & nutrition

Men's health circuit training

Children's Activities

Cheeky Monkey's Mums & tots meet every Tue & Thurs

Tumble Tot's Mondays

Crèche Daily

Junior Training 11- 16 yrs Saturday afternoon

Family Gym from 11yrs Sunday Morning

Karate Tue, Wed & Fri

Over 60'S

Sequence dancing every Tuesday they now have around 85 members.

Hearts table Tennis

Move on sessions (exercise class for the over 60's who have been ill or in hospital)

Recipe for Health GP referral Tue & Sat

Falls prevention class run by the PCT

Horizon Hypnotherapy is also new to stadium fitness, a new approach to health, diet and wellbeing.

SCHOOL MEALS/CATERING

Review of Bread, Milk, Fruit & Vegetable Contracts

The above contracts have all been recently reviewed; previously the Bread and Milk contract was separate from the Fruit and Vegetable contract.

In order to make efficiency savings and reduce the number of deliveries to kitchens, and therefore reduce delivery vehicles crossing playing areas, it was decided to combine the 2 contracts.

Oliver Kay is the new supplier, this company uses a lot of locally grown (Lancashire/ Cheshire) Fruit and vegetables and is a reputable quality supplier, the contract started on the 1st April and we are already noticing a significant increase in quality and at the same time a reduction in costs.

4.0 PROGRESS AGAINST OBJECTIVES / MILESTONES

Total	15		11		0		4
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A small number of milestones have not been achieved as planned and additional details are provided in Appendix 1.

5.0 SERVICE REVIEW

SCHOOL MEALS

Hospitality Assured 3 day inspection Nov 17th, 18th and 19th

Each year the School Meals Service is subject to an external review where all aspects of the service are measured against a number of specific criteria.

This year the annual inspection achieved a score of 69.1% compared with 66.7% in our last assessment.

The Inspector commented that an overall improvement had been recorded in 9 out of the 10 areas assessed.

This is an excellent result which means that the Service will retain the Industry Quality Service Award “Hospitality Assured Status” for a further year.

The report stated that the increase in score should be seen as a **significant** achievement and reflects the changes and improvements since the last assessment visit.

Only a small number of Local authorities have achieved this standard.

Food Purchasing Contracts

Due to the substantial increase in food costs Management and HBC Procurement Unit are reviewing all food contracts to try and make savings.

Our recent arrangement with SNUPI (which buys on behalf of Universities, Colleges and some Local Councils) has resulted in significant savings when compared to our previous arrangement with Cheshire County Council.

The latest area to be reviewed is the Fruit & Vegetable contract, incorporating Bread and Milk deliveries.

Stadium Internal Audit

A detailed Internal Audit of the Stadium was completed in November 2009. It examined closely all the areas highlighted in the previous audit and also tested systems, practices and procedures.

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.

6.0 PROGRESS AGAINST KEY PERFORMANCE INDICATORS

Total	6		3		0		3
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For further details, please refer to Appendix 2.

6.1 PROGRESS AGAINST OTHER PERFORMANCE INDICATORS

Total	8		7		0		1
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The majority of remaining indicators for the service have achieved or exceeded target and additional details are provided in 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 4 - 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). Oct 2009		<p>Due to the Stadium restructure business areas have been redefined and specific managers now have responsibility for more specific budget areas.</p> <p>In addition a number of areas within the Stadium have been reviewed and Managers have had an input into progress against last years Business Plan and are presently looking at areas for improvement for the 2010/2011 Business Plan.</p>
		Visit Riverside College Halton and local Sixth Forms to advise and promote to students the leisure facilities available at The Stadium. Sep 2009		A formal visit took place in September, further visits are planned to all Riverside Campuses' before the end of this term, with further sessions planned for September.
		Measure customer satisfaction with Stadium Community Services. Jan 2010		No formal questionnaire has yet been produced, Stadium Management are presently considering options for approaching the Stadium Community User groups.









Service Plan Ref.	Objective	2009/10 Milestone	Progress to date	Commentary
		<i>Promote off peak opportunities at the start of each quarter to charitable and community organisations to utilise Stadium facilities at a reduced price.</i> Quarterly		This offer is still proving to be a popular offer, particularly with the Charitable sector. The Stadium has played host to a number of events recently.
		Formulate proposals for event(s) linked to the London Olympics 2012. Sep 2009		Ongoing
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. Oct 2009		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 year end the Stadium is operation within budget for the first time.
		Host a pitch based "Pop Concert" Sep 2009		No Progress to date
		Host a wedding fayre in Feb 2009 and Oct 2009 and a business fayre in Jul 2009		The Stadium has hosted a wedding fayre in October and February and Business Fayre in July both events proved popular. Further events have been planned for 2010/2011.

Service Plan Ref.	Objective	2009/10 Milestone	Progress to date	Commentary
		Continue to develop promotional strategy to attract a minimum of 4 large corporate events annually to the Stadium (new Marquee Suite) Mar 2010		<p>This target has already been exceeded, the Marquee Suite is proving a fantastic investment and is contributing to the Stadium's improved overall financial performance.</p> <p>The Marquee will be in situ for the whole of August with a number of events, including large Weddings and Private Parties taking place.</p> <p>The work is now complete on a more permanent bar structure that will speed up service and enhance the customer experience.</p>
		Introduce alcohol consumption on to the seated area of the Stadium for Rugby matches (it is not permitted for football matches) Apr 2009		<p>Completed, in addition, a review of the Concourse Bar layout has also been undertaken and following consultation a new queuing systems has proved successful in the North West Concourse Bar.</p> <p>The Safety Team have now fully endorsed this decision and it will continue indefinitely.</p>




Service Plan Ref.	Objective	2009/10 Milestone	Progress to date	Commentary
		Extend concourse bar opening hours (on match days) by 30 minutes. Apr 2009		Completed
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 Sep 2009		Complete, a new Parent leaflet has been distributed that is having a positive effect on meal numbers. (these are available from the HOS on request).
		<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 Sep 2009</i>		The cost (£30k) is proving prohibitive in progressing this initiative
		<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 2009</i>		This data is collected and shared on a monthly basis, all areas of good practice are highlighted and examined to assess the feasibility of cascading to other Schools.
		Conduct a questionnaire/satisfaction postal survey to all parents/guardians to		Progress is being made and an action plan is being drawn up.

Service Plan Ref.	Objective	2009/10 Milestone	Progress to date	Commentary
		learn of perceived barriers restricting uptake. Evaluate and produce Action Plan. Dec 2009		

Ref	Description	Actual 2008/9	Target 09/10	Quarter 4 year-end	Progress	Commentary
Cost & Efficiency						
SH LI21	Council contribution to Stadium operating costs (£100K's)	11.80	10.78	10.46		The Stadium is performing exceptionally well, a serious drive on expenditure has resulted in some significant under spends which have helped reduce the impact of some areas experiencing a “drop off” in income.
Service Delivery						
SH LI8a	% Take up of free school meals to those who are eligible - Primary Schools	74.38	76	73.73		Due to the significant increase in actual pupils entitled (due to the new simplified registration process) it has been difficult attaining this target, a further promotional campaign aimed specifically at free pupils is planned for early Summer.
SH LI8b	% Take up of free school meals to those who are eligible - Secondary Schools	63.47	65	66.91		Despite the issues outlined above, this target has been met, historically Secondary Pupils are more difficult to get to stay for a school lunch, much effort has been spent on marketing this year which has had a positive effect on meal numbers.
SH LI10	No. of people accessing stadium facilities (1,000's)	635	660	670		Due to the semi-final, representative games and a successful Christmas, this target has been exceeded.
NI 52a	Take up of school lunches – primary schools	46.32	52	46.38		Although the uptake of meals for free pupils is increasing the cost of a paid meal is continuing to be a barrier for increasing overall uptake.
NI 52b	Take up of school lunches – secondary schools	47.21	52	48.75		Although the uptake of meals for free pupils is increasing the cost of a paid meal is continuing to be a barrier for increasing overall uptake.

Ref	Description	Actual 2008/9	Target 09/10	Quarter 4 year-end	Progress	Commentary
Cost & Efficiency						
SH LI5	No. Of meals served versus hourly input of labour	8.53	8.5	8.52		A full staffing review has resulted in the Service achieving this target, all casual and overtime hours are now approved only after consultation with service manager.
SH LI16	Increase in the turnover of the Stadium	1.95	2.10	2.00		Although the Stadium has failed to increase turnover to the anticipated level, we have increased turnover by 50K, this is at a time when optional spend is reducing, this trend has seen a reduction in income in both the Social Club and Stadium Fitness, areas that historically are those that people cut back on when times are hard.
Quality						
SH LI3	% Of catering staff achieving a formal qualification	18	10	12.6		Once again the training section of this service has excelled, Halton now has the highest number of qualified catering staff in the Country, both in terms of actual numbers and in % terms.
SH LI22a	Food cost per primary school meal	66.89	70	69		The new food procurement partnerships are working excellently, despite a general increase over inflation of food costs the service has performed within budget.
SH LI22b	Food cost per secondary school meal	88.32	90	90.45		
Service Delivery						
SH LI1	% Of schools complying with National Nutritional Guidelines (66 Schools)	100	100	100		Fully Compliant
SH LI11	Uptake of the Halton Leisure card	254	260	270		Exceeding Target
SH LI18	Average number of healthy food initiatives per school	5	6	8		Exceeding Target

The traffic light symbols are used in the following manner:

	<u>Objective</u>	<u>Performance Indicator</u>
<u>Green</u>	 Indicates that the <u>objective is on course to be achieved</u> within the appropriate timeframe.	Indicates that the <u>target is on course to be achieved</u> .
<u>Amber</u>	 Indicates that it is <u>unclear</u> at this stage, due to a lack of information or a key milestone date being missed, <u>whether the objective will be achieved</u> within the appropriate timeframe.	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.
<u>Red</u>	 Indicates that it is <u>highly likely or certain that the objective</u> will not be achieved within the appropriate timeframe.	Indicates that the <u>target</u> will not be achieved unless there is an intervention or remedial action taken.