

Departmental Quarterly Monitoring Report

Directorate: Adult and Community Directorate

Department: Catering and Stadium Services

Period: 1st June 2010 – 30th September 2010

1.0 Introduction

This quarterly monitoring report covers the Catering and Stadium Services second quarter period up to 30th September 2010. It describes key developments and progress against all objectives and performance indicators for the service.

The way in which RAG symbols and Travel Indicator symbols have been used to reflect progress to date is explained in Appendix 8.

2.0 Key Developments

THE STADIUM

Pitch Activities

Everton Reserves/Everton Ladies

Although we are presently in the “close season” as far as Rugby League is concerned Everton Reserves and Everton Ladies have started to play here.

Everton Ladies are competing this year for the first time in the Ladies Champions League, they played here against Hungarian opposition and won 7 – 1, this now means they will play Brondby (Denmark) in the last 16 on November 11th, this match is likely to be screened on ESPN.

Representatives from UEFA were very complimentary about the facilities and support given from Stadium staff.

St Helens RLFC

A formal licence to play has been drawn up with input from the Council’s Legal and Property services Departments, a final planning meeting is planned for November 2nd when the agreement will be signed.

It is now highly likely that St Helens will play all their matches for the Super League season 2011 here at the Stadium; this will include pre-season friendly matches and hopefully end of season play-off games.

St Helens presently have an average attendance of around 9,000 with this figure increasing to over 12,000 for the bigger games.

These extra games will significantly increase the turnover at the Stadium, the challenge will be for us to maximise this income and ensure all income streams are fully explored.

Widnes Vikings

Although the end of the 2010 season was disappointing the Vikings Management Team are working hard preparing the bid for the Super League application for 2012 – 2015. A formal announcement will be made on March 31st 2011 regarding which Championship team will be admitted to Super League for a minimum three-year period.

English Schools FA

The Stadium has been selected to host an English Schools Football match between the North of England and the Midlands. This trial match will be held on Saturday 13th November.

This is the second time the Stadium has hosted this event, it is hoped that this could lead to a full Schoolboy International sometime in 2012.

Non pitch activities

Wedding Fayre

The Stadium hosted another successful Wedding Fayre on Monday 4th October, over 60 brides to be, 35 exhibitors and 300 guests attended the event.

The Stadium has two of these events each year and is now regarded as the main Wedding Fayre in Halton. In these trying times where finances are stretched any opportunity to promote our offer should be maximised to its full potential.

Christmas Events

The Christmas Party Packages for 2010 have been released, already uptake has been brisk and it is anticipated that numbers will exceed those of last year.

A range of events have been organised including:-

Senior Citizens Christmas Lunches
Buffet style Party Nights

Carvery Dinner Dances Themed Party Nights (in the Marquee Suite)

These events can account for as much £120,000 in revenue over the Festive period.

Formal Dinners

A number of formal dinners/events have been held recently they include: - North West Counties Cricket dinner, Halton Sports Awards, Widnes Past Players a large number of weddings and charity fundraisers.

Energy Conservation Programme

A new heating system has been installed and the old boilers have been removed, this is part of the Stadium's ongoing commitment to Energy Conservation.

A recent survey has placed the building as operating above the standard expected of buildings of a similar nature.

New Gantry

Plans are well underway that will see the introduction of a new TV gantry at the rear of the North Stand, SKY TV are contributing £25K to this project, the advantages are that no temporary scaffolding will need to be erecting for televised games which usually results in a significant reduction in seats and can cause concern to building control and the safety team.

CATERING

Victoria Park Coffee Shop

The Coffee Shop in Victoria Park has performed really well during the Summer, this is despite the great British weather, a number of events where held that attracted a host of visitors, interestingly the staff report that a number of visitors are from outside the Borough.

The Brindley Coffee Shop

The Brindley Coffee Shop is doing very well, during the summer period the coffee shop was particularly well used by visitors. A recent initiative is that of afternoon tea which is proving popular.

Halton Lea Library

Following the removal of the canteen provision at Grosvenor House the new Coffee Shop at Halton Lea Library is proving very popular with a number of Council employees from the surrounding offices, It is fairly common to have full occupancy during the busy lunch period.

Stadium Catering

In addition to the functions highlighted earlier in this report the Commercial Catering Manager has made contact with a number of local businesses, including Marks and Spencer and The Nat West Bank to offer the facilities here at the Stadium but also to explore the possibility of us offering a delivered service to their premises.

Both these companies have booked significant places for our Christmas promotions.

STADIUM FITNESS

Gym Membership

As previously reported Stadium Fitness is feeling the effects of the present financial situation, members are choosing to “cut their cloth” as far as disposable income is concerned.

Our present membership has dropped to around 680, a number of initiatives are planned that will hopefully see this number increase.

Our full membership fee is still only £25.00 per month and £20.00 to HBC staff and family members.

Full members 681
Casual 2500

Income from membership fees did slightly increase in August & September.

Family Inclusive Activities

A number of “Family Inclusive” activities are held at the Stadium, these activities are proving very popular and the feed back from both adults and children is very positive.

These activities include:-

Junior Table Tennis (PESSCL) Saturday mornings 10am – 12pm
Junior Fitness Sessions 11yrs – 16yrs Saturday afternoon 2pm – 4pm
Family Gym Sunday Mornings 10am – 12pm
Family Table Tennis Monday evenings 7pm-8pm
Karate Tuesday, Wednesday & Friday evenings.
Cheeky Monkeys Tuesday & Thursday mornings
Tumble Tots Mondays
Crèche sessions 2 hours a day Monday to Friday
Alive n Kicking (6 week weight loss and healthy living programme.)

In addition for our “mature members/guests”:-
Table Tennis Monday, Wednesday & Friday
Sequence dancing every Tuesday
Chair based exercise Thursdays
GP referral gym sessions take place on a Tuesday & Saturday.

New Shoots Community Food Club

This Club is now well established and has extended to other areas of the Borough, it allows people to buy bags of fruit, vegetables and salad all locally produced and at affordable prices, presently over 80 residents are taking up this offer each week.

Apprentices/Work Experience

The Stadium has fully embraced the Council's commitment to offering opportunities to a range of disadvantaged groups, we presently have 5 youngsters working on various schemes throughout the Stadium, and a number of these have taken the opportunity to work as casuals on match days and at busy functions.

SCHOOL MEALS

Hospitality Assured

The school meals service is due to have the annual inspection in November. The inspectors have suggested that the inspection be put back to March 2011 due to the success of the last inspection.

School Lunch Grant

The school lunch grant which is approximately £200,000 which is used to contribute towards food costs finishes at the end of this financial year. It was expected that this grant was going to end as a result of the Comprehensive Spending Review; however it has been included in schools standard funds but unfortunately **not** ring fenced for food ingredients.

This grant has enabled us to significantly improve the quality of the meal on the plate and the resulting uptake figures would indicate that Parents see our meals as being value for money.

Winter Lunch Leaflet

In an attempt to promote interest in school food within the classroom Primary Schools were invited to design the front cover of the winter menu.

Jaish Talib from Moore Primary School came up with the winning design.

The winter menu starts on the 1st November and consists of a range of the Children's favourite dishes.

The Heath /Ormiston Bolingbroke Academy

The Heath Secondary School was recently inspected by OFSTED; the school received an outstanding report which made reference to the quality of food provision.

The Head teacher was delighted with the kitchen staff's contribution.

The School Meals Service is also providing the catering at the new Ormiston Bolingbroke Academy.

The Principal is currently delighted with the quality of the service that he is receiving.

This school is being closely monitored to ensure a quality service is provided for the changing needs of the school.

Food issues

As has been previously reported the food inflation rate is presently significantly higher than the headline inflation rate, a number of food prices increased from 1st September-Bread, Meat, Chicken and Cheese which are all having an impact on food costs

There have been a **few** quality issues with Oliver Kay, the newly appointed fruit and vegetable supplier. In response to our complaints they have contacted every unit for their comments and are addressing the situation. Oliver Kay supplies many quality restaurants in the North West and we are keen to ensure that we are getting the same "class one" quality produce.

3.0 Emerging Issues

Coffee Shop Municipal Building

A brand new "Starbucks" style Coffee Shop will open on the 10th January 2011 on the ground floor of the newly refurbished Municipal Buildings, this new service will give us an opportunity to improve the quality on offer and also look to increase income from attracting new custom including the public.

Food issues

The frozen and chilled food contract ends at the end of December 2010, this contract is presently operated through a Framework Agreement with SNUPI which has strong purchasing power and hopefully the new contract will be more competitive as SNUPI has recently joined TUCO another university purchasing organisation.

4.0 Service Objectives / milestones

4.1 Progress against 'key' objectives / milestones

Total	6		6		0		0
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All key milestones have either been achieved or are on target to be achieved. For details see Appendix 1.


4.2 Progress against 'other' objectives / milestones

Total	10		8		0		2
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The two red symbols are allocated to milestones that are now unfeasible due to the current economic situation which is limiting funding. Details of all the 'other' milestones can be found in Appendix 2

5.0 Performance indicators

5.1 Progress Against 'key' performance indicators

Total	6		4		0		2
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The two red symbols relate to indicators for primary and secondary school meals, which are currently down on the target figures, however the next six months tend to be the busier period of the year so it is still hoped the target will be met. Details of all the key indicators can be found in Appendix 3.

5.2 Progress Against 'other' performance indicators

Total	9		8		0		1
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The red symbol relates to food costs per secondary school, which has increased this year due to a number of increased food prices greater than the inflation rate anticipated. In view of this the risk of overspend is being controlled by reviewing all food contracts and the mix of food bought to try and reduce costs. Details of this and the 'other' performance indicators can be found in Sections 2 and 6 and Appendix 4.

6.0 Risk Control Measures

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.

7.0 Progress against high priority equality actions

There are no high priority equality actions to report.

8.0 Data quality statement

The author provides assurances 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 sources directly from partner or other agencies, or where there are any concerns regarding the limitations of its use this has been clearly annotated.

9.0 Appendices



- Appendix 1 Progress Against 'key' objectives / milestones
- Appendix 2 Progress against 'other' objectives / milestones
- Appendix 3 Progress against 'key' performance indicators
- Appendix 4 Progress against 'other' performance indicators
- Appendix 5 Financial Statement
- Appendix 6 Explanation of use of symbols

Appendix 1: Progress Against 'key' objectives / milestones

Ref	Objective
SH 1	Increase the community usage of the stadium and to maintain and improve the health of Halton residents.

Milestones	Progress Q 2	Supporting Commentary
Identify areas for improvement in line with the Business Plan and Marketing Plan. (This will drive the development of milestones for 2011/12). Oct 2010 . (AOF2)		<p>Due to the recent 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> <p>Although a number of areas are still causing concern (mainly Stadium Fitness and The Sports Bar, progress is being made).</p>
Develop new, user friendly, interactive, Stadium website, Dec 2010 (AOF7)		A number of meetings have taken place with representatives from the Communications and Marketing Team, we have been assured that the Stadium figures highly on their priority list and that work is progressing, it is possible that this will be completed within the outlined timescales.

Appendix 1: Progress Against 'key' objectives / milestones

SH 2	Increase the Stadium turnover and improve efficiency to reduce the level of Council contribution	
Milestones	Progress Q 2	Supporting Commentary
Review and identify areas for improvement in line with the Business Plan and Marketing Plan. Oct 2010.		<p>Due to the recent 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> <p>Although a number of areas are still causing concern (mainly Stadium Fitness and The Sports Bar, progress is being made).</p>
Host a wedding fayre in Oct 2010 and Feb 2011 and a business fayre in Jul 2010.		<p>The Stadium hosted another successful Wedding Fayre on Monday 4th October, over 60 brides to be, 35 exhibitors and 300 guests attended the event.</p> <p>The Stadium has two of these events each year and is now regarded as the main Wedding Fayre in Halton.</p> <p>In these trying times where finances are stretched any opportunity to promote our offer should be maximised to its full potential.</p>





Appendix 1: Progress Against 'key' objectives / milestones

Ref	Objective
SH 3	Increase the number of Pupils having a school lunch, to raise awareness, and increase levels, of healthy eating

Milestones	Progress Q 2	Supporting Commentary
Develop a strategy and action plan to increase the uptake of free school meals. July 2010.	<input checked="" type="checkbox"/>	A full promotion has been implemented on the Pupils return to school in September; we have tried to raise awareness by involving schools in the design of the Winter menu.
Conduct a monthly benchmarking exercise that compares individual school performance. Good performance to be investigated and shared with all schools and producing individual School Action Plans including independently run schools. Mar 2011.	<input checked="" type="checkbox"/>	Ongoing




Appendix 2: Progress Against 'other' objectives / milestones

Ref	Objective
SH 1	Increase the community usage of the stadium and to maintain and improve the health of Halton residents.

Milestones	Progress Q 2	Supporting Commentary
<i>Visit Riverside College Halton and local Sixth Forms to advise and promote to students the leisure facilities available at The Stadium. Sep 2010. (AOF2)</i>		Complete, further visits are planned prior to Christmas, a range of offers have been made to students regarding the facilities at the Stadium.
<i>Measure customer satisfaction with Stadium Community Services. Jan 2011 (AOF2)</i>		Ongoing
<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. (AOF6 & 7)</i>		This offer is proving very popular with a wide range of organisations including sporting, recreational and charitable. We have noted an increase in occupancy levels due to this offer.
<i>Formulate proposals for events linked to the Football World Cup bid 2018/22 and the Rugby World Cup 2013. Mar 2011. (AOF2 & 7)</i>		A number of formal events are being planned and both the Stadium Manager and Executive Director for Adult & Community are to attend.




Appendix 2: Progress Against 'other' objectives / milestones

Ref	Objective
SH 2	Increase the Stadium turnover and improve efficiency to reduce the level of Council contribution

Milestones	Progress Q 2	Supporting Commentary
<i>Implement Social Club action plan designed to improve profitability, April 2010</i>		Although this Action Plan has been fully implemented the present occupancy levels during the afternoon are still causing concern, a full costing exercise is now underway.
<i>Continue to develop promotional strategy to attract a minimum of 6 large corporate events annually to the Stadium (new Marquee Suite) Mar 2011.</i>		This target has been reached within six months.
<i>Review alcohol consumption on to the seated area of the Stadium for Rugby matches (it is not permitted for football matches) June 2010</i>		This review has now been completed and the Safety Team have fully endorsed the decision to allow alcohol on to the seated areas indefinitely.



Appendix 2: Progress Against 'other' objectives / milestones









Ref	Objective
SH 3	Increase the number of Pupils having a school lunch, to raise awareness, and increase levels, of healthy eating

Milestones	Progress Q 2	Supporting Commentary
<i>Deliver a promotion and educational campaign Sep 2010 and Jan 2011.</i>		A full promotion has been implemented on the Pupils return to school in September; we have tried to raise awareness by involving schools in the design of the Winter menu. A further advertising campaign is being prepared for January.
<i>Extend the cashless payment Smart Card scheme to additional schools, which reduces queuing times and helps parental monitoring of actual spend and food consumption Sep 2010.</i>		It is highly unlikely in the present financial climate that any further funds will be available to progress this initiative.
<i>Develop effective joint working and agree funding, with the PCT to address childhood obesity, Sep 2010.</i>		There are significant issues in dealing with the PCT in the present climate, we will await the decision on delegated funding and seek to secure funding from any source linked to obesity or healthy eating.



Appendix 3: Progress Against 'key' performance indicators

Ref	Description	Actual 2009/10	Target 2010/11	Quarter 2	Current Progress	Direction of Travel	Supporting Commentary
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


Cost & Efficiency							
SH 1	No. Of meals served versus hourly input of labour (Previously SH LI5)	8.52	8.75	8.65			Although the Q2 actual is slightly lower than the 2011 target, we are approaching our most productive period for meal uptake and the annual target figure will be exceeded.

Service Delivery							
SH 7	% Of schools complying with National Nutritional Guidelines (66 Schools) (Previously SH LI1)	100	100	100			All schools fully compliant.
SH 8a	% Take up of free school meals to those who are eligible - Primary Schools (Previously SH LI8a)	73.73	78	77.52			Although the Q2 actual is slightly below the 2011 target, there has been a significant increase in the uptake since last year, and if that trend continues then the 2011 target will be exceeded.
SH 8b	% Take up of free school meals to those who are eligible - Secondary Schools (Previously SH LI8b)	66.91	67.5	71.27			The uptake has increased significantly since last year and is already exceeding the 2011 target.
NI 52a	Take up of school lunches (%) – primary schools	46.38	48	45.78			Although the total uptake figure is down on the 2011 target, we are moving into our busiest period and it is hoped that the uptake over the next 6 months will bring this target back in line.



Appendix 3: Progress Against 'key' performance indicators







Ref	Description	Actual 2009/10	Target 2010/11	Quarter 2	Current Progress	Direction of Travel	Supporting Commentary
NI 52b	Take up of school lunches (%) – secondary schools	48.75	49	47.21			Although the total uptake figure is down on the 2011 target, we are moving into our busiest period and it is hoped that the uptake over the next 6 months will bring this target back in line.

Appendix 4: Progress Against 'other' performance indicators

Ref	Service Area	High Priority Action			Progress	Supporting Commentary	
Cost & Efficiency							
SH 2	Turnover of the Stadium (£m's) (Previously SH LI16)	2.00	2.10	.90			Although the Q2 turnover figure is slightly lower than target we are moving into our busiest period (Christmas) and have the added benefit of St Helens starting their games early January 2011.
SH 3	Council contribution to Stadium operating costs (£100K's) (Previously SH LI21)	10.46	10.70	.45			The increased anticipated turnover will help meet this target by year end.
Fair Access							
SH 4	Diversity – number of community groups accessing stadium facilities (Previously SH LI23)	19	22	19			This target is well on track to be exceeded by year end.
Quality							
SH 5	Number of catering staff achieving a formal qualification (previously SH LI3)	12	10	15			The award winning training programme within the catering sector continues to deliver, over 340 catering staff now have a formal NVQ.
SH 6a	Food cost per primary school meal (pence) (Previously SH LI22a)	69	72	71			On target.

Appendix 4: Progress Against 'other' performance indicators

Ref	Service Area	High Priority Action			Progress	Supporting Commentary	
SH 6b	Food cost per secondary school meal (pence) (Previously SH LI22b)	90.45	92	98			The Q2 actual is slightly concerning, we are presently investigating the menu mix to ensure maximum profitability is achieved.

Service Delivery							
SH 9	No. of people accessing stadium facilities (1,000's) (Previously SH LI10)	670	680	302			On target.
SH 10	Uptake of the Halton Leisure card scheme (Previously SH LI11)	270	300	220			There has been a significant increase in the number of people registering for a Halton Leisure Card.
SH 11	Average number of healthy food initiatives per school (Previously SH LI18)	8	7	8			Exceeding target.

Appendix 5: Financial Statement

CATERING DIVISION

Revenue Budget as at 30th September 2010

	Annual Budget	Budget To Date	Actual To Date	Variance To Date (overspend)	Actual Including Committed Items
	£'000	£'000	£'000	£'000	£'000
Expenditure					
Employees	2,883	1,509	1,515	(6)	1,518
Other Premises	5	5	0	5	0
Food Provisions	1,962	687	646	41	662
Supplies & Services	305	152	103	49	113
Transport	161	45	41	4	41
Total Expenditure	5,316	2,398	2,305	93	2,334
Income					
Sales Income	-2,482	-869	-814	(55)	-814
Fees & Charges Income	-121	-61	-94	33	-94
Government Grant Income	-200	0	0	0	0
Reimbursements & Other Grant Income	-17	-1	0	(1)	0
Internal Fees Income	-1,996	-1,249	-1,249	0	-1,249
Total Income	-4,816	-2,180	-2,157	(23)	-2,157
Net Controllable Expenditure	500	218	148	70	177
Recharges					
Premises Support	18	0	0	0	0
Central Support Services	2	1	1	0	1
Net Total Recharges	20	1	1	0	1
Net Departmental Total	520	219	149	70	178

Comments on the above figures:

In overall terms revenue spending at the end of quarter 2 is £70k below budget profile, due to expenditure relating to supplies & services for repairs and advertising, and food provisions being lower than expected at this point of the year.

Employee expenditure is over budget profile due to some additional expenditure for equal pay.

Sales Income is under achieving due to school term dates, it is expected higher income in winter months will address this.

Fees & Charges income is over achieving due to higher than expected usage of Meals on wheels at this point of the year.

Appendix 5: Financial Statement

STADIUM & CATERING DEPARTMENT

Revenue Budget as at 30th September 2010

	Annual Budget	Budget To Date	Actual To Date	Variance To Date (overspend)	Actual Including Committed Items
	£'000	£'000	£'000	£'000	£'000
Expenditure					
Employees	3,782	1,958	2,053	(95)	2,056
Other Premises	312	159	163	(4)	275
Food Provisions	2,178	762	694	68	714
Bar Provisions	284	142	137	5	144
Supplies & Services	675	337	269	68	295
Transport	173	51	47	4	47
Other Agency Costs	1	1	1	0	1
Total Expenditure	7,405	3,410	3,364	46	3,532
Income					
Sales Income	-3,577	-1,282	-1,186	(96)	-1,186
Fees & Charges Income	-550	-320	-349	29	-349
Rents Income	-50	-25	-6	(19)	-6
Government Grant Income	-200	0	0	0	0
Reimbursements & Other Grant Income	-17	-1	0	(1)	0
Internal Fees Income	-2,126	-1,314	-1,344	30	-1,344
Total Income	-6,520	-2,942	-2,885	(12)	-2,885
Net Controllable Expenditure	885	468	479	(57)	647
Recharges					
Premises Support	18	0	0	0	0
Central Support Services	13	12	12	0	12
Asset Charges	660	0	0	0	0
HBC Support Costs Income	-123	0	0	0	0
Net Total Recharges	568	12	12	0	12
Net Departmental Total	1,453	480	491	(11)	659

Comments on the above figures:

In overall terms revenue spending at the end of quarter 2 is £34k below budget profile.

The main variances against the profiled budget relate to employee expenditure being over budget profile because of additional expenditure for casual staff to cover match days and sickness in the Stadium Fitness. The redesign of the rotas has continued and will result in a reduced demand for casual staff in the future.

Appendix 5: Financial Statement

Food Provisions and Supplies & Services are under budget profile due to Stadium room bookings being made without additional food orders and less events resulting in lower security costs, this is partially offset by a subsequent under achievement of sales income.

Fees & Charges and Internal Fee income is over achieving at this point in the year due to a higher proportion of membership and room hire income.

Rents Income is under achieving due to income for football fixtures being later than usual.

STADIUM CAPITAL

Capital Budget as at 30th September 2010

	2010/11 Capital Allocation £'000	Allocation To Date £'000	Actual Spend To Date £'000	Allocation Remaining £'000
Stadium Minor Works	30	0	3	27
Total Spending	30	0	3	27

Comments on the above figures:

Expenditure of approximately £13k is committed with further projects involving the Concourse area planned, it is anticipated that the allocation will fully spend by year end.

Appendix 5: Financial Statement

STADIUM DIVISION Revenue Budget as at 30th September 2010

	Annual Budget	Budget To Date	Actual To Date	Variance To Date (overspend)	Actual Including Committed Items
	£'000	£'000	£'000	£'000	£'000
Expenditure					
Employees	899	449	538	(89)	538
Other Premises	307	154	163	(9)	275
Food Provisions	216	75	48	27	52
Bar Provisions	284	142	137	5	144
Supplies & Services	370	185	166	19	181
Transport	12	6	6	0	6
Other Agency Costs	1	1	1	0	1
Total Expenditure	2,089	1,012	1,059	(47)	1,197
Income					
Sales Income	-1,095	-413	-372	(41)	-372
Fees & Charges Income	-429	-259	-255	(4)	-255
Rents Income	-50	-25	-6	(19)	-6
Internal Fees Income	-130	-65	-95	30	-95
Total Income	-1,704	-762	-728	(34)	-728
Net Controllable Expenditure	385	250	331	(81)	469
Recharges					
Central Support Services	11	11	11	0	11
Asset Charges	660	0	0	0	0
HBC Support Costs Income	-123	0	0	0	0
Net Total Recharges	548	11	11	0	11
Net Divisional Total	933	261	342	(81)	480

Comments on the above figures:

In overall terms revenue spending at the end of quarter 2 is £36k above budget profile, due to additional employee expenditure of casual staff to cover match days and sickness in the Stadium Fitness. The redesign of the rotas has continued and will result in a reduced demand for casual staff in the future.

Food Provisions is under budget profile due to Stadium room bookings being made without additional food orders. This is partially offset by a subsequent under achievement of sales income. Spend is expected to increase in quarter 3 due to the purchase of supplies for Christmas events.




Supplies & Services is under budget profile due to lower security costs this partially offsets the under achievement of sales income for sports events.

Fees & Charges and Internal Fee income is over achieving at this point in the year due to a higher proportion of membership and room hire income.

Rents Income is under achieving due to income for football fixtures being later than usual.




Appendix 6: Explanation of Symbols

Symbols are used in the following manner:

Progress		<u>Objective</u>	<u>Performance Indicator</u>
Green		Indicates that the <u>objective is on course to be achieved</u> within the appropriate timeframe.	<i>Indicates that the annual target <u>is on course to be achieved</u>.</i>
Amber		Indicates that it is <u>uncertain or too early to say at this stage</u> , whether the milestone/objective will be achieved within the appropriate timeframe.	<i>Indicates that it is <u>uncertain or too early to say at this stage</u> whether the annual target is on course to be achieved.</i>
Red		Indicates that it is <u>highly likely or certain</u> that the objective will not be achieved within the appropriate timeframe.	<i>Indicates that the target <u>will not be achieved</u> unless there is an <u>intervention or remedial action</u> taken.</i>

Direction of Travel Indicator

Where possible performance measures will also identify a direction of travel using the following convention

Green		Indicates that performance is better as compared to the same period last year.
Amber		Indicates that performance is the same as compared to the same period last year.
Red		Indicates that performance is worse as compared to the same period last year.
N/A		Indicates that the measure cannot be compared to the same period last year.