

Departmental Quarterly Monitoring Report

<u>Directorate:</u>	Communities Directorate
<u>Department:</u>	Extract for Catering, Stadium and Registration Services from Community and Environment Services.
<u>Period:</u>	1 st July 2011 – 30 th September 2011

1.0 Introduction

This quarterly monitoring report covers the Community and Environment Services second quarter period up to 30th September 2011. It describes key developments and progress against objectives and performance indicators for the Catering, Stadium and Registration Services.

The way in which the Red, Amber and Green, (RAG), symbols and Travel Indicator symbols have been used to reflect progress to date is explained in the Appendix of the covering report.

2.0 Key Developments

2.1 SCHOOL MEALS

Awards Evening

An Awards evening was held at the Stadium at the end of July for all the School and Civic Catering Staff. The Mayor presented the NVQ certificates. There was also a Special Awards category for Team of the Year, Supervisor of the year, Marketing Award, Special Recognition Award, Customer Care etc.

The evening is to celebrate the hard work of the catering staff and their outstanding commitment to training in their own time after a days work.

The Special Awards category provides Management the opportunity to thank staff for their hard work in increasing the numbers of meals served, controlling food and labour costs, but also motivates staff to continue to improve the quality of service provided and the importance of every customer.

Meal Numbers (uptake)

Historically in this quarter there is a significant fall in the numbers of children having meals due to warmer weather (in July) and the children preferring to bring sandwiches from home.

This period last year there were 8.58 meals served per hour worked. The same Q2 period this year there were 9.51 meals served per hour worked. An increase of almost 1 meal per hour which is an increase of over 10%.

Food Costs per meal

Due to the concerning rate of food inflation, a more economic Summer Primary Menu was introduced, this coupled with the improved food contracts procured through TUCO has seen a significant decrease in food costs.

The average cost of food per meal in Q2 2010 was 82p. In Q2 2011 the cost of food per meal has reduced to 73p, again an improvement in the region of 12% per meal (9p per meal).

Marketing

It is critical for the school meals service to continue to increase the income generated, therefore marketing of the service to all our customers is essential.

This term the Head teachers and Chairs of Governors have been provided with a Newsletter.

The reception children's parents have all been provided with a parent information pack about school meals and new parents are also invited to try school meals with their child. This can only be done with the support of the head teacher/school.

The Year 7 students (new starters in Secondary Schools) have also been provided with a tariff leaflet and information concerning the specific services offered in their own schools.

The Catering Supervisors have been provided with a calendar of themed meals and posters to promote theme days in their schools.

Banners and leaflets previously found to be effective at parent's evenings have also been reprinted and distributed to encourage the uptake of meals. An advert for the local press and In Touch is currently being planned.

2.2 THE STADIUM

Stadium Fitness

To encourage uptake and participation in sport the membership of Stadium Fitness has remained at £27.00 per month with a concessionary price of £20.00 to HBC staff and family members.

Stadium Fitness staff have been out in the community actively promoting Stadium Fitness. They spent the day at the Argos and Homebase call centre in Queens Avenue last week it was a great success they signed up 10 memberships on the day this will generate over £2500 in annual membership fees.

The current membership

Full	780
Halton Leisure Card	259
Casual Adult	1500
Casual Junior	336
Total	2875

The target is for us to persuade casual members to switch to full members.

To freshen up the classes we have introduced two Zumba classes on Monday evenings and Wednesday mornings. This is a very popular class with high numbers attending each week. Stadium Fitness has gained new members from this class which has also had an impact on the Crèche numbers.

Halton Table Tennis has been given an award from the Sebastian Coe Table Tennis 4U London 2012 Inspire Mark. The club has also won the Halton Sport Partnership club of the year.

Two members of Stadium Fitness and Table Tennis won gold medals for table Tennis at the UK school Games. One of the members also won a Bronze at the Romanian Paralympics event and is now ranked 33 in the GB performance Squad. All Stadium Fitness staff continue to support both members to achieve their goals.

Stadium Pitch

The Rugby Football League (The RFL) have agreed a request to convert the present pitch to a 3G pitch. Third Generation, or 3G pitches as they are known, represent a new development in synthetic turf. The pitch itself looks like natural grass with similar playing characteristics, is non-abrasive and can be used with rubber studs, the RFL see this request as innovative and forward thinking.

Although at this stage no other Rugby League clubs play on such a surface it is to be trialled in Rugby Union, clearly having such an innovative initiative will only heighten the profile of both Widnes Vikings and the Council, the RFL are keen to see the profile of game raised and the recent Super League announcement outlined how they feel the game has progressed, both on and off the field, in recent years.

To be the first ground to introduce a 3G pitch will certainly show the RFL and prospective players that HBC and Widnes Vikings are forward thinking and are taking their chance in Super League seriously, the Vikings will be looking to compete not just take part in Super League 2012.

The RFL have clear guidelines on pitch specifications and negotiations are presently underway regarding these.

The RFL have also confirmed that they fully endorse all amateur games on it and that a 3G pitch would be no barrier to the Stadium playing host to a Challenge Cup semi-final or other such play off finals. Should it be chosen during the normal selection process, in fact the three-headed Championship finals would be ideal as the pitch would not deteriorate during the long day as it does on a traditional grass

based pitch.

Additional revenue will be generated by increased usage of the 3G pitch not just by the Vikings training (who will be charged for the use of the pitch) but from a range of amateur, representative and team building events. A full business plan with financial projections is being prepared. However, initial findings suggest that the Stadium could benefit by around £20K in year 1 increasing to over £80K once the initial capital is paid back.

Large Functions

Despite the deepening recession the Stadium is continuing to be chosen as a venue for large private and corporate events. The Marquee Suite is proving particularly popular for these events, since the initial capital outlay of £30K just over 3 years ago. The Marquee Suite has generated over £300K additional revenue and is a unique selling point for the Stadium, events recently held include:-

- 13th May – Mayors Youth Ball
- 20th May – Mayors Installation
- 30th July – Marquee Wedding 350 guests
- 31st August – Cheshire Fire Service Presentation Evening
- 16th September - Marquee Wedding 350 guests
- 17th September – Marquee Charity Event – 350 guests
- 22nd September – Halton Sports Awards
- 23rd September – Cheshire County Cricket Annual Presentation Dinner

Web Site

The Stadium will have a fully interactive up to date Web Site at the end of October. It is modern and meets most of the requirements of a busy commercial business.

2.3 LEISURE SERVICES

Registration Services

Halton Registration Service launched its new web site marketing Runcorn Town Hall as a destination for weddings and Civil Partnerships. Bookings for weddings have risen significantly.

A new on line booking and payment system for Registration Services has been developed in house. The system is being trialled and has the potential to be sold to other Registration Services.

3.0 Emerging Issues

There are no Emerging Issues to report at this time.

4.0 Service Objectives / milestones

4.1 Progress against 'key' objectives / milestones

Total	3		3		0		0
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All 'Key' objectives/milestones are currently on target at this point in the financial year.

Further details of progress concerning 'Key' objectives/milestones for the service are provided within Appendix 1.

4.2 Progress against 'other' objectives / milestones

Total	8		7		0		1
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The majority of 'Other' objectives/milestones are currently on target at this point in the financial year. The single red indicator relates to the extension of the cashless payment *Smart Card* scheme to additional schools. The cost is around £25k per school and as no schools have volunteered to extend the pilot the service cannot continue without the financial support from those schools taking part.

Further details of progress concerning 'Other' objectives/milestones for the service are provided within Appendix 2.

5.0 Performance indicators

5.1 Progress Against 'key' performance indicators

Total	6		6		0		0
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All 'Key' performance indicators are currently on target at this point in the financial year.

Further details of progress concerning 'Key' performance indicators for the service are provided within Appendix 3.

5.2 Progress Against 'other' performance indicators

Total	10		10		0		0
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All 'Other' performance indicators are currently on target at this point in the financial year.

Further details of progress concerning 'Other' performance indicators for the service are provided within Appendix 4.

6.0 Risk Control Measures

During the development of the 2011 -12 Service activity, the service was required to undertake a risk assessment of all Key Service Objectives. The following 'high' risks were effectively managed as stated below.

Food Purchasing Contracts

With food inflation presently running at 6% above headline inflation and with the Authority spending over £2M on food each year, significant measures have been taken that have seen a reduction in food cost at a time when other Authorities are experiencing a substantial increase.

Senior Management and HBC Procurement Unit are/have reviewed all food contracts and as a result have re-negotiated a number of contracts that have actually resulted in significant savings whilst maintaining the same suppliers and deliveries.

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

Alcohol Contract – Stadium & Brindley

Following an exhaustive and very detailed exercise between Stadium Management, the Procurement Team and the University Catering Organisation (TUCO) a new contract has been signed that will see savings in the region of £40K per year realised from the alcohol spend of the Stadium and the Brindley. A competitive contract already existed but by joining the TUCO framework prices have been driven down still further with no loss of quality and have in fact resulted in an increase in product choice.

7.0 Progress against high priority equality actions

As a result of undertaking a departmental Equality Impact Assessment no high priority actions were identified for the service for the period 2011 – 2012.

8.0 Data quality statement




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, sourced externally, 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 1: Progress Against 'key' objectives / milestones

Ref	Objective
CE3	Increase the number of Pupils having a school lunch, to raise awareness, and increase levels, of healthy eating

Milestones	Progress Q 2	Supporting Commentary
Deliver a promotion and educational campaign September 2011 and Jan 2012		New Menu leaflets have been distributed to the pupils on their return to school in September. A number of themed days are also planned to try and capture as many new customers as possible.
Review and update the strategy and action plan to increase the uptake of free school meals. July 2011		This milestone has been completed.
Develop effective joint working and agree funding, with the private/public sector to address childhood obesity, September 2011		A number of meetings have taken place and further exploratory meetings are planned to ascertain the availability of funding streams that could support healthy eating initiatives within schools.




Appendix 2: Progress Against 'other' objectives / milestones

Ref	Objective
CE3	Increase the number of Pupils having a school lunch, to raise awareness, and increase levels, of healthy eating

Milestones	Progress Q 2	Supporting Commentary
Extend the cashless payment Smart Card scheme to additional schools, which reduces queuing times and helps parental monitoring of actual spend and food consumption September 2011		The cost to provide this system is around £25K per school. As yet no schools have volunteered to extend the pilot and core funding is not at a level that the service can extend without financial support from schools.
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. August 2011		Ongoing. A number of Catering Supervisor meetings have taken place where school performance has been discussed; those schools performing well are being asked to share "good practice" with their neighbouring schools. The two main indicators for performance – productivity rates and food cost are both significantly up on the same period last year.




Appendix 2: Progress Against 'other' objectives / milestones

Ref	Objective
CE4	Increase the use of libraries promoting reader development and lifelong learning, thereby encouraging literacy skills and quality of life opportunities.









Milestones	Progress Q 2	Supporting Commentary
Develop a plan to implement RFID (Radio Frequency Identification) technology in Halton to facilitate self service, thereby providing opportunities for added value services. September 2011. (AOF 15 & 26)		Self service now fully implemented at Widnes Library for issue/return of resources and for computer bookings and printing. WiFi is now available at Widnes Library. Self serve facilities included in the plans for new Runcorn Library.
Deliver a programme of good quality Reader Development activities with at least 1 major event per quarter. March 2012. (AOF 15 & 26)		The focus of activity over this quarter has been the Summer Reading Challenge which aims to keep children 6-11yr olds reading over the holidays. The theme this year was Circus Stars and activities were delivered across all libraries during August. Over 100 children attended the Circus Skills event. 25 Young Volunteers also supported the activities and events.
Deliver a programme of extended informal learning opportunities including Information, Advice and Guidance service targets. March 2012. (AOF 15 & 21)		IT support sessions delivered including MyGuide "Online basics" 48 registrations taken with 28 completions of this particular course. 53 Information and Advice sessions have been delivered this quarter.

Appendix 2: Progress Against 'other' objectives / milestones

Ref	Objective
CE8	Increase the Stadium turnover and improve efficiency to reduce the level of Council contribution





Milestones	Progress Q 2	Supporting Commentary
Continue to implement annual sports bar specific action plan designed to improve profitability. April 2011 (AOF 34)		Since the introduction of this Action Plan and Stadium restructure the Social Club (newly re-named Sports Bar) has seen a dramatic increase in user numbers and turn over. It now has regular events each evening that are attracting new custom. Takings have increased by over 50% in the last quarter compared to the same trading period last year.
Host a wedding fayre in October 2011 and February 2012 and a business fayre in July 2011 (AOF 34)		A Wedding Fayre is planned for October. As always this will be the Borough's premier event and already over 30 exhibitors have booked their place.
Continue to develop promotional strategy to attract a minimum of 12 large corporate events annually to the Stadium. March 2012 (AOF 34)		This target has been exceeded, the Marquee has proved increasingly popular this year with around 6 events already having taken place. Since its purchase the Marquee Suite has increased turnover at the Stadium by over £300K.

Appendix 3: Progress Against 'key' performance indicators

Ref	Description	Actual 2010/11	Target 2011/12	Quarter 2	Current Progress	Direction of Travel	Supporting Commentary
Cost & Efficiency							
CE LI 1	No. Of meals served versus hourly input of labour (Previously SH LI5)	9.20	9.00	9.59			An excellent result at what is traditionally the poorest period for productivity, this represents an increase of over 10% on the same period last year.
Service Delivery							
CE LI 8	% Of schools complying with National Nutritional Guidelines (66 Schools) (Previously SH LI1)	100	100	100			All schools fully compliant.
Service Delivery							
CE LI 9	% Take up of free school meals to those who are eligible - Primary Schools (Previously SH LI8a)	81.22	80	76.95			Although Q2 performance is slightly below target this is the quietest time of the year in school meals, the annual target will be achieved.
CE LI 10	% Take up of free school meals to those who are eligible - Secondary Schools (Previously SH LI8b)	79.35	70	65.86			Although Q2 performance is slightly below target this is the quietest time of the year in school meals, the annual target will be achieved.

Appendix 3: Progress Against 'key' performance indicators





Ref	Description	Actual 2010/11	Target 2011/12	Quarter 2	Current Progress	Direction of Travel	Supporting Commentary
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Service Delivery							
<u>CE LI 13</u>	Take up of school lunches (%) – primary schools	48	50	47.53			Although the actual for Q2 is lower than the annual target it is significantly higher than the same period last year, it is anticipated that the annual target will be met.
<u>CE LI 14</u>	Take up of school lunches (%) – secondary schools	49	51	46.2			Although the actual for Q2 is lower than the annual target it is significantly higher than the same period last year, it is anticipated that the annual target will be met.



Appendix 4: Performance Against 'other' performance indicators

Ref	Description	Actual 2010/11	Target 2011/12	Quarter 2	Current Progress	Direction of Travel	Supporting Commentary
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Cost & Efficiency

CE LI 2	Turnover of the Stadium (£m's) (Previously SH LI16)	N/A	2.15	1.13			Due mainly to the additional matches played this year the turnover figure will be exceeded this year.
CE LI 3	Council contribution to Stadium operating costs (£100K's) (Previously SH LI21)	N/A	10.60	5.35			The Stadium will operate fully in budget this year.











Service Delivery

CE LI 8	% Of schools complying with National Nutritional Guidelines (66 Schools) (Previously SH LI1)	100	100	100			All schools fully compliant.
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Fair Access

CE LI 4	Diversity – number of community groups accessing stadium facilities (Previously SH LI23)	26	10	15			The number of community user groups at the Stadium grows year on year and form an integral part of the Stadium operation.
CE LI 5	Number of catering staff achieving a formal qualification (previously SH LI3)	24	15	18			18 Catering staff have successfully completed various training courses. A number of training courses have started in September that will see this target significantly over achieved by year end.

Appendix 4: Performance Against 'other' performance indicators

Ref	Description	Actual 2010/11	Target 2011/12	Quarter 2	Current Progress	Direction of Travel	Supporting Commentary
Service Delivery							
CE LI 11	No. of people accessing stadium facilities (1,000's) (Previously SH LI10)	710	690	396			Mainly due to the St Helens additional fixtures this target will be significantly over achieved this year.
CE LI 12	Uptake of the Halton Leisure card scheme (Previously SH LI11)	368	325	259			The Halton Leisure Card is proving as popular as ever and the annual target will be comfortably achieved.
CE LI 15	Average number of healthy food initiatives per school (Previously SH11)	8	7	8			Healthy food initiatives are an integral part of this service.
Quality							
CE LI 25	Food cost per primary school meal (pence) (Previously SH 6a)	67	74	63			Food inflation is presently running at 6% above headline inflation so to be reducing our food cost per meal at such a demanding time is a tremendous result.
CE LI 26	Food cost per secondary school meal (pence) (Previously SH 6b)	93	94	85			

Appendix 5: Financial Statement

COMMUNITY & ENVIRONMENT DEPARTMENT

Revenue Budget as at 30 September 2011

	Annual Budget £'000	Budget To Date £'000	Actual to Date £'000	Variance To Date (overspend) £'000
<u>Expenditure</u>				
Employees	11,523	5,859	6,146	(287)
Other Premises	1,183	599	540	59
Supplies & Services	1,247	623	517	106
Book Fund	232	116	59	57
Promotional	153	76	101	(25)
Other Hired Services	936	425	411	14
Food Provisions	557	278	244	34
School Meals Food	1,689	516	478	38
Bar Provisions	329	162	203	(41)
Transport	30	15	23	(8)
Other Agency Costs	950	219	179	40
Waste Disposal Contracts	5,232	1,495	1,318	177
Leisure Management Contract	1,395	465	489	(24)
Capital Financing	84	0	0	0
Gross Spending	25,540	10,848	10,708	140
<u>Income</u>				
Sales Income	-1,876	-987	-1,032	45
School Meals Sales	-2,128	-636	-658	22
Fees & Charges Income	-2,588	-1,389	-1,284	(105)
Rents Income	-83	-41	-20	(21)
Government Grant Income	-26	-53	-56	3
Reimbursements & Other Grant Income	-893	-240	-160	(80)
Schools SLA Income	-240	-32	-32	0
Internal Fees Income	-319	-160	-102	(58)
Transfer From Reserve	-35	0	0	0
School Meals Other Income	-1,850	-156	-167	11
Capital Salaries	-101	-25	-27	2
Gross Income	-10,139	-3,719	-3,538	(181)
Net Controllable Expenditure	15,401	7,129	7,170	(41)

Appendix 5: Financial Statement

Recharges				
Premises Support	1,574	609	609	0
Transport Recharges	2,155	992	992	0
Departmental Support Services	87	29	29	0
Central Support Services	3,901	1,331	1,331	0
Asset Charges	2,399	0	0	0
HBC Support Costs Income	-329	-63	-63	0
Net Total Recharges	9,787	2,898	2,898	0
Net Departmental Total	25,188	10,027	10,068	(41)

Comments on the above figures:

Revenue Spending

Net controllable budget is £41,000 above budget profile at the end of the second quarter of the financial year. The main areas of concern are employees spending and Fees incomes received.

Staffing expenditure is above budget, primarily due to savings targets for premium pay elements which are unlikely to be achieved this year. Expenditure is higher than budget due to the use of agency staffing amounting to £24,000 to date for Open Space and Waste Management to sustain front line services. Overtime budgets are either spent in excess of budget or have little remaining for the rest of the year.

Fees & Charges income is underachieving mainly on Open Space, Stadium and Waste Management services. Open Space Services have certain historic income budget targets that will not achieve this year. Stadium incomes are down in general across most areas due to recessionary pressures. Waste Management have suffered cancelations in their service due to price rises. Leisure & Recreation reimbursement income for the use of sports facilities is currently the subject of negotiations with the Ormiston Bolingbroke Academy, therefore this budget may show an underachievement if agreement is not reached. Sales income is over achieving on budget for the Brindley but is partly offset by promotional expenditure which is over budget currently for advertising events.

A large number of matches at the Stadium have caused a high use of casual staff and other related costs such as bar provisions though this is met by sales income received for these events. Sales income is also overachieving on budget due to above average receipts for weddings, registrar events and increased custom for out of borough cremations. Not all of this additional income can be expected to continue during the remainder of the year as for instance the stadium has no fixtures in the next quarter. Rents incomes have been affected by reduction of use by Everton, who may not use the artificial pitch once installed.

Expenditure on Supplies and Services is currently £106,000 under budget profile to date as across the Department savings are being made in advertising and marketing, school meals repairs and a number of other supplies and services areas. It is planned that continued control over these spending areas will ensure a saving on this heading by year-end.

Food provisions are lower than budget profile due to the closure of Municipal Catering earlier in the year and lower than average spending in Stadium Catering, continuing last year's trend. Both of these are offset slightly by lower income received from the Corporate Training Centre catering section as they no longer provide catering on training courses. There has been continuation of reduced income of this type for the Stadium due to less internal orders for catering.

Appendix 5: Financial Statement

Expenditure on School Meals provisions is under budget mainly due to last year's renegotiation of contract prices, closure periods for schools for Easter, the royal wedding and bank holidays.

Agency costs on Waste Management and Leisure & Recreation do not follow a regular pattern and currently spending is below budget. Similarly, waste disposal contracts fluctuate, therefore estimates have to be made in order to present a realistic position. It is thought that some contracts on this heading will be less than expected by year-end.

The Leisure contract had a significant budget reduction last year and contract prices remain at the higher level. Attempts are being made to renegotiate this in order to make the saving required. It is not expected to fully meet this requirement for the full year.