

QUARTERLY MONITORING REPORT

DIRECTORATE: Environment
SERVICE: Stadium & Hospitality
PERIOD: Quarter 1 to period end 30th June 2008

1.0 INTRODUCTION

This quarterly monitoring report covers the Stadium & Hospitality Department first quarter period up to 30 June 2008. It describes key developments and progress against 'key' milestones and performance indicators for the service.

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

2.0 KEY DEVELOPMENTS

The Stobart Stadium Halton

Super League Licence

On the 22nd July the RFL announced the 14 teams that are to be granted a three-year licence to play in Super League. It was widely expected that Widnes Vikings would be successful with their Licence Application. The decision of the RFL NOT to award Widnes Vikings a licence was greeted with major condemnation from supporters, pundits and professionals within the game. The decision means that Widnes will now play in National League 1 for the next three-years, unless one of the 14 teams awarded a licence fail to meet the requirements in their bid.

The owner and Chairman of the Vikings was, not surprisingly, very disappointed at the decision, he has however pledged to continue with his financial support and is planning to maintain a full-time operation next year. Plans are already in progress that will result in the Stadium Management working closer with the Marketing Manager of the Vikings to ensure both parties benefit from a number of joint marketing initiatives that are aimed at both increasing match day spectators and general users of the Stadium.

H2O8

The H2O8 Youth Festival took place during the weekend of 12th and 13th of July. The event was well supported and an estimated 10,000 people attended the events at both the Brindley and the Stadium. A number of interactive activities were available including: - Dance, Art Workshops, Live Stage Events, Extreme Sports Exhibitions, Archaeological Dig and much more.

A de-brief session is planned in early August to allow the organisers to seek views from participants and the steering group to enable better planning for any similar future events.

Christmas Party Nights

A full range of options has been advertised and a number of nights are already fully booked. Two nights have been planned in the new Marquee Suite, which will have a 70's theme; these nights are already at 70% occupancy. The full range of options for Christmas Party Nights can be viewed at the Stadiums web site.

School Meals

Free Range Eggs

All Halton Borough Council Catering outlets started using free-range eggs from the 1st April. Halton Borough Council was one of 5 local authorities in the UK to receive a Good Egg Award. Private sector winners include Waitrose, Sainsbury's, Subway, and Hellman's & Cadbury Crème Egg. The pioneering move will ensure 537 hens will live their lives free from cages. Posters are available for schools to display in their dining rooms.

Wire Fm Advert

During week commencing 14th April, the school meals service worked with Wire FM in the production of 3 radio adverts promoting the importance of a healthy school meal.

The 3 adverts were on air for 5 consecutive days at peak times, 5 times a day. The adverts were incorporated into various health messages, which the radio station was trying to promote.

The uptake of meals for May/June this year has increased by 2.94% compared to a similar period last year. This is equivalent to 7868 meals over a 28-day period, which is an increase of 281 meals per day throughout the Borough. It is difficult to analyse whether the radio adverts have contributed to the uptake, but they have certainly raised public awareness to the improved quality of school meals in Halton.

Free School Meals (FSM's)

The process for registering for free school prior to Jan 08 was: -

Claimants would request an initial Free School Meal Application Form, once completed they would take the completed form and proof of eligibility to Halton Direct Link. Once eligibility was recorded their children could receive a Free School Meal. The entitlement for FSM's was reviewed on a four-monthly cycle and the process for re-registering was the same as above. This process was fairly time consuming and required a visit to HDL to register/re-register, it also required a member of C&YPD to issue the reminder notices 3 times per year.

If the claimant failed to re-register before the existing entitlement ceased, then the issue of supplying children a meal without payment fell on the Environment Directorate, an issue highlighted in the latest Internal Audit Report.

The budget for FSM's is based on the ACTUAL number taking a FSM at a particular time in the year, usually mid-January, the total budget is delegated to schools and the Environment Directorate charge schools this amount to provide the FSM's for the year. Any under-spend on this budget line therefore remains with the Authority and is used to enhance the service provision. The Revenues and Benefits section initiated a change to this registration process.

The new system, which was partially implemented in January 2008, now means that any body claiming either Housing Benefit or Council Tax Benefit with eligible children is AUTOMATICALLY registered for FSM's. Whilst the claimant is in receipt of either/both of these benefits the entitlement to receive FSM's is continuous.

The effect of this change has resulted in the following: -

	Sept. 2007	April 2008
Registered/Claimants	2863	4419
Actual Uptake (meals per day)	2535	2889
% Uptake	88.54%	65.38%

This increase in FSM's has already "bucked" the annual trend, in that, from April onwards generally sees a gradual decrease in the number of pupil's actual taking up their entitlement.

A meeting has taken place that should result in a budget increase to the

School Meal Service.

Headteacher & Governor Newsletter

A newsletter was produced for all Head Teachers and Governors to inform them of the recent initiatives in school meals. (Copy available from Head of Services on request).

High School Menus - New Ideas

Encouraging Pupils to have meals in high schools is a constant challenge; the pupils want to spend the minimum amount of money on their school lunch. Traditional hot meals are not very popular. Pasta bars, Pizza bars, Jacket Potato bars and various hot sandwiches are more popular. In order to try and encourage the pupils to eat another type of complete balanced meal, Chicken Joes Hot tortilla Wraps have been introduced which includes a Tortilla wrap, chopped salad, various choices of marinated chicken and a dressing for £1.60. These are currently proving to be very popular in all high schools.

3.0 EMERGING ISSUES




Food Purchasing Contracts

In order to look at improved efficiencies in food purchasing, a review of the all food purchased has been carried out with a view to maximising any available bulk discounts. Halton have joined SNUPI, which is a catering purchasing consortium for Universities, Colleges & Public Sector organisations: A not for profit organisation.

We have presently switched two suppliers who are offering better prices with guaranteed quality and delivery of service, further work is on-going to look for further savings.

A recent survey has indicated that some food products have risen by as much as 46% in the past twelve months. If this price rise trend continues there will be an adverse impact on end of year budget.

4.0 PROGRESS AGAINST OBJECTIVES / MILESTONES

Total	16		11		1		1
--------------	-----------	---	-----------	---	----------	---	----------

Generally good progress towards objectives/milestones. 2 “non-key” milestones have been reported by exception, the Capital of Culture youth event that was successfully held in July and the school meals

Smart Card Scheme that has encountered delays. For further details, please refer to Appendix 1.

5.0 SERVICE REVIEW

Customer Satisfaction

The complete school catering service is monitored each term, and as part of this process, Headteachers are asked to comment on the performance of the service.

A customer satisfaction target of 86.66% was set following an external inspection in November 07. Actual satisfaction levels surpassed this target and were,

Autumn - 92%

Spring - 90%

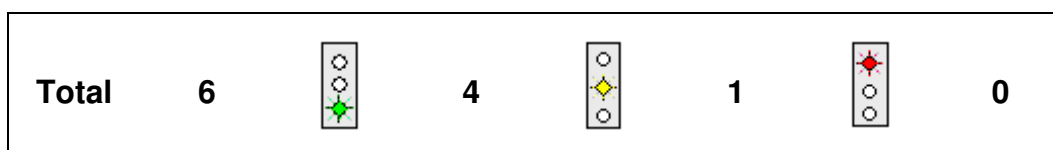
Summer - 94%

Average for the year - 92%

As part of the quality audit Headteachers were encouraged to make a comment about the service. Two examples of comments made recently are, (one from a primary and one from a high):-




- “Food is always of a high standard and served with a smile”
- “The service provided by Michelle and her team is first class. They are well organised, flexible and positive with the pupils. They continue to develop new dishes and support the drive towards healthier eating”

6.0 PROGRESS AGAINST KEY PERFORMANCE INDICATORS



Generally good progress towards targets for the “Key” Indicators. One indicator, SH LI21 – Council contribution to Stadium operating costs, has not been reported as information is not available at this time. For further details please refer to Appendix 2.

6.1 PROGRESS AGAINST OTHER PERFORMANCE INDICATORS

Total	7		0		0		0
--------------	----------	---	----------	---	----------	---	----------

No "Other" Indicators have been reported by exception this quarter.

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.


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 that assessment, with associated High priority are to be reported in the quarterly monitoring report in quarters 2 and 4.



10.0 APPENDICES

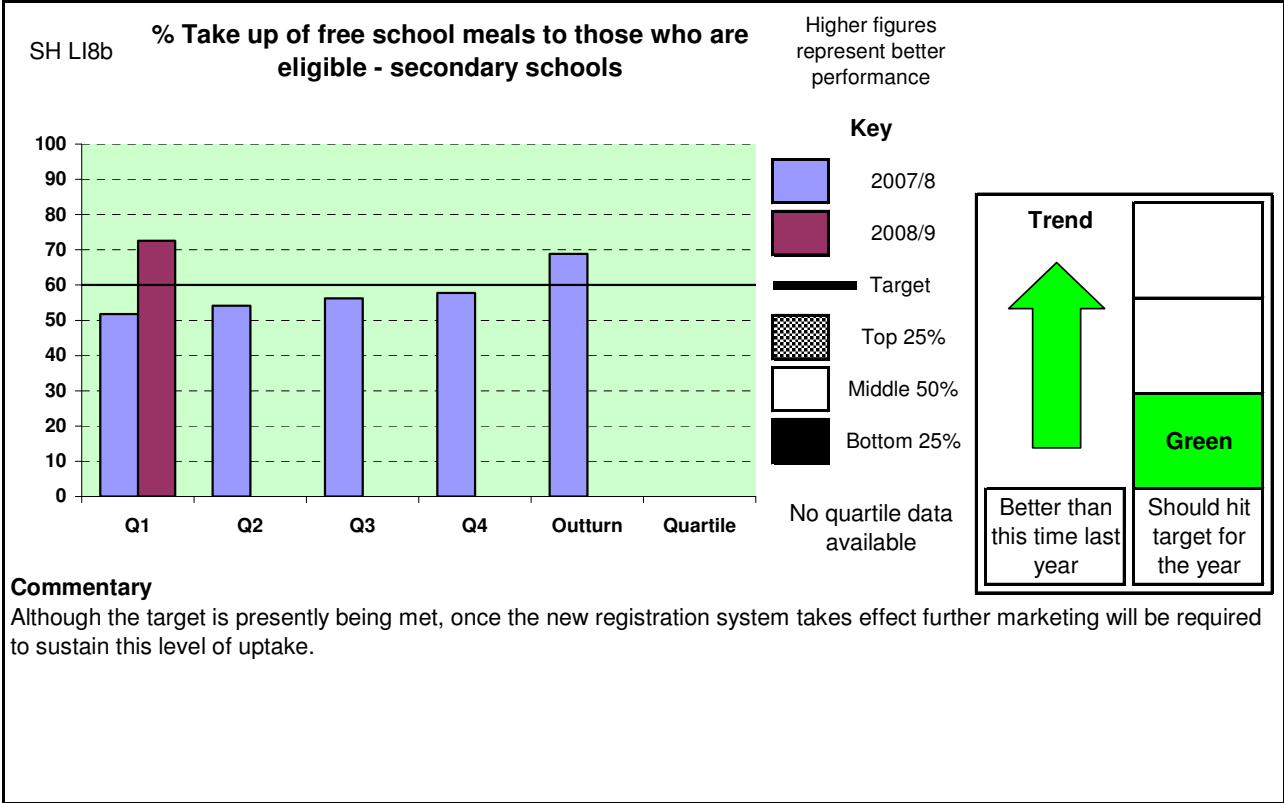
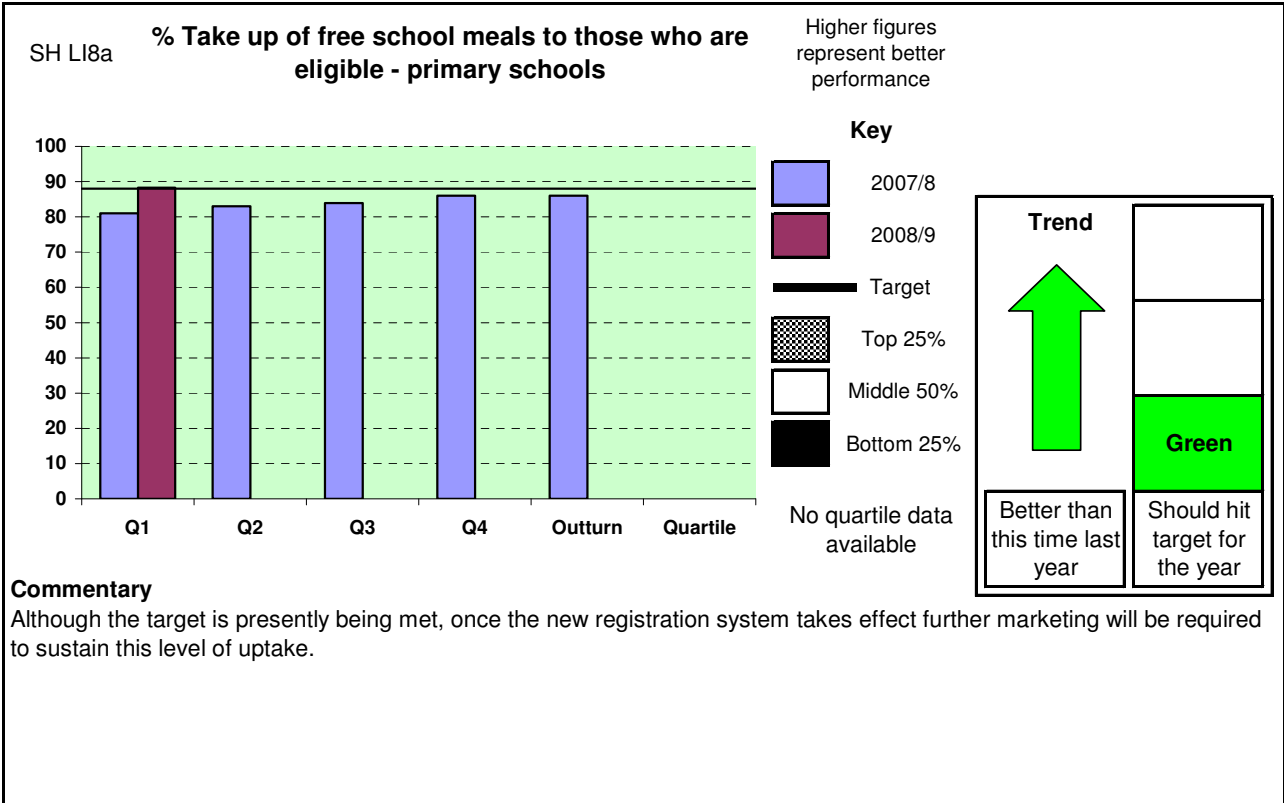
Appendix 1- Progress against Objectives/ Milestones
Appendix 2- Progress against Key Performance Indicators
Appendix 3- Financial Statement
Appendix 4- Explanation of traffic light symbols

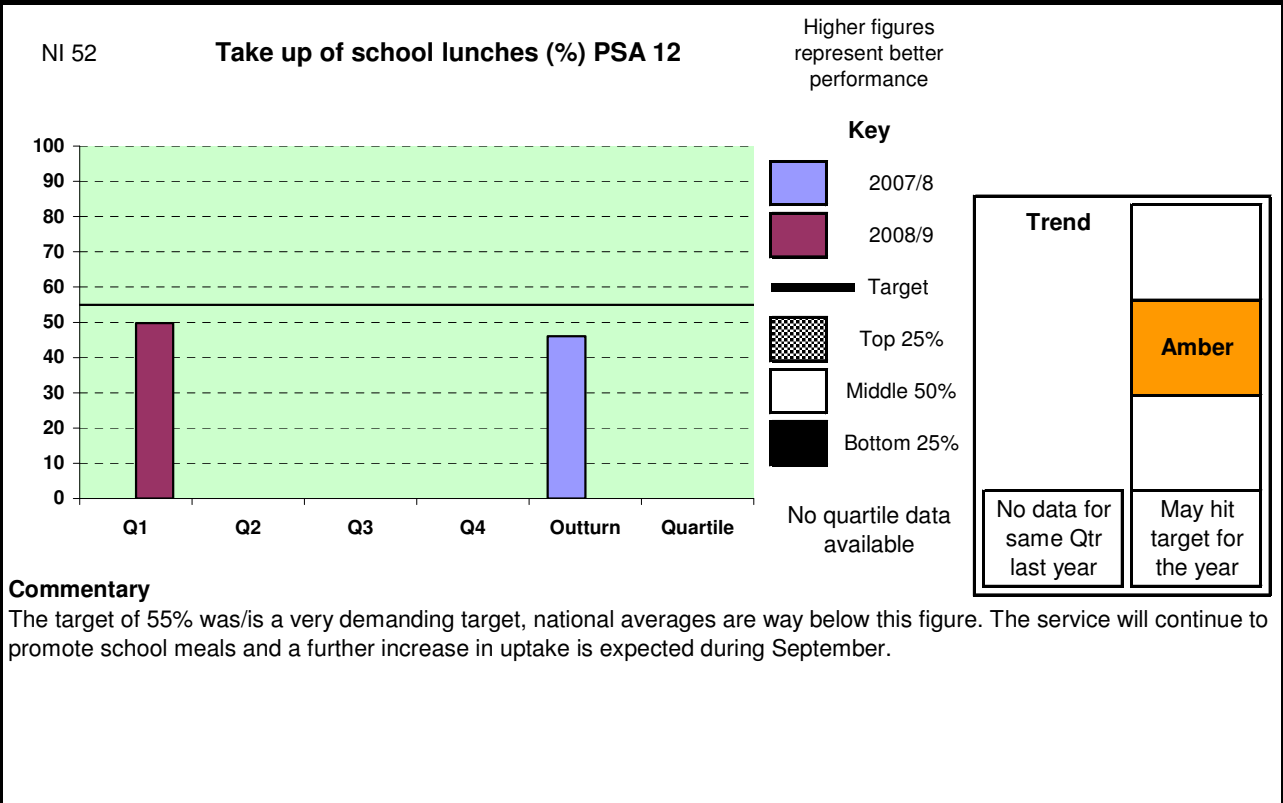
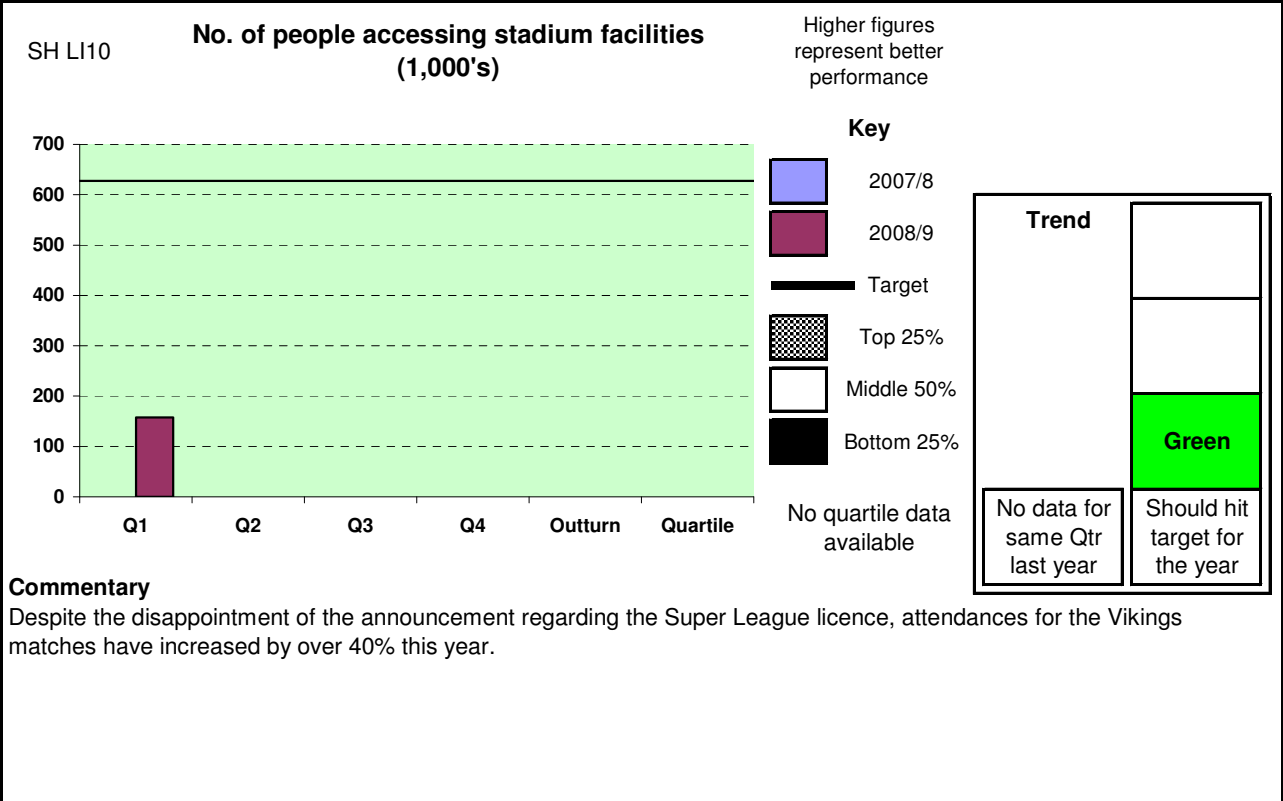
Service Plan Ref.	Objective	2008/09 Milestone	Progress to date	Commentary
SH 1	Increase the community usage of the stadium and to maintain and improve the health of Halton residents.	Identify areas for improvement in line with the Business Plan and Marketing Plan.(this will drive the development of milestones for 2009/10). Nov 2008		On-going
		Visit Riverside College Halton and local Sixth Forms to advise and promote to students the leisure facilities available at The Stadium. Sep 2008		Visits are planned for mid-September to all sites.
		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		Individual meetings have been held on a regular basis, joint meetings are planned for later in 2008.
		Establish a formal process for measuring customer satisfaction with Stadium Community Services. Dec 2008		A questionnaire is to be distributed to community users to seek views on future developments. Stadium

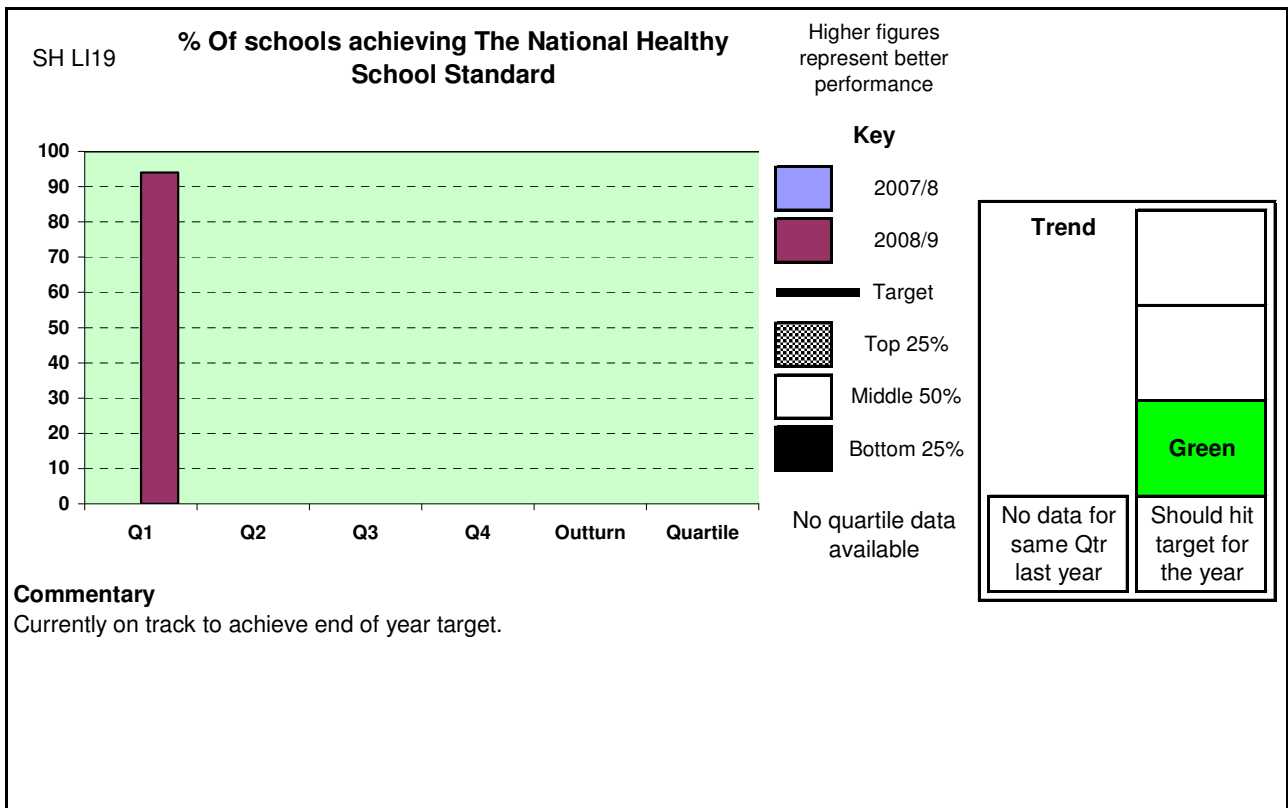
Service Plan Ref.	Objective	2008/09 Milestone	Progress to date	Commentary
		<i>Host Capital Of Culture Youth event. July 2008</i>		<p>The H2O8 Youth Festival took place during the weekend of 12th and 13th of July. The event was well supported and an estimated 10,000 people attended the events at both the Brindley and the Stadium.</p> <p>A number of interactive activities were available including: - Dance, Art Workshops, Live Stage Events, Extreme Sports Exhibitions, Archaeological Dig and much more.</p> <p>A de-brief session is planned in early August to allow the organisers to seek views from participants and the steering group on the successes and failures enabling better planning for any similar future events.</p>

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		A recent joint initiative with Widnes Vikings resulted in over 2,000 school children taking part in a pre-match "sing-a-long", it was very well received and helped generate the largest crowd ever at a National League 1 match. Further initiatives are planned with both Widnes and Everton FC.
		Review and identify areas for improvement in line with the Business Plan and Marketing Plan. Nov 2008		On-going
		Host a pitch based "Pop Concert". Sep 2008		Contact has been made with other Stadia venues with a view to visiting them to seek advice and guidance.
		Host a wedding and business fayre. Oct 2008		A Business Fayre took place in April this year and a Wedding Fayre is booked for the 29 th September.
		Develop promotional strategy to attract large corporate events to the Stadium (new Marquee Suite). Dec 2008		Working closely with Blackstripe Marketing and Widnes Vikings Commercial Manager to develop strategy.
SH 3	Increase the number of Pupils having a school lunch, to raise awareness, and increase levels, of	Introduce an early academic school year promotion and educational campaign. Sep 2008		Preparation is well underway in anticipation of the promotion in early September.

Service Plan Ref.	Objective	2008/09 Milestone	Progress to date	Commentary
	healthy eating	<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 2008</i>		<i>Ongoing. 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.</i>
		Conduct a questionnaire/satisfaction postal survey to all parents/guardians of pupils eligible to a free school meal, to learn of perceived barriers restricting uptake. Evaluate and produce Action Plan. Dec 2008		Ongoing.







NB Key Indicator SH LI21, Council contribution to Stadium operating costs, has not been reported this quarter, the required information is not yet available. Q1 figure will be reported in the Q2 report.

**The Stobart Stadium Halton
Revenue Budget 2008/09**

	Annual Budget £'000	Budget Profile £'000	Actual 30/06/08 £'000	Variance £'000
Expenditure				
Operational Employee Costs	111	28	31	-4
Admin/Clerical Employee Costs	266	67	76	-10
Premises Employee Costs	64	16	23	-7
Support Employee Costs	28	7	8	-1
Creche Employee Costs	7	2	1	0
Coaching Employee Costs	8	2	4	-2
Catering Employee Costs	172	43	63	-20
Bar Employee Costs	216	54	58	-4
Matchday Employee Costs	62	24	24	0
Other Salary Costs	3	1	0	1
Premises	531	136	125	11
Supplies & Services	349	94	85	9
Food Provisions	192	48	42	6
Bar Provisions	258	64	61	4
Vehicle Maintenance Unit - Fees	9	2	2	0
Central Support Costs	194	48	48	0
Departmental Recharges	90	23	23	0
Capital Financing Costs	25	6	1	5
Asset Rental Support Costs	570	143	143	0
Total Expenditure	3,155	808	819	-11
Income				
Sales Income	-1,050	-260	-257	-3
Fees & Charges	-496	-112	-101	-10
HBC Support Costs Income	-39	-10	-10	0
Internal Income	-70	-18	-30	13
Rents Income	-50	-8	-8	0
Total Income	-1,706	-406	-405	-1
Net Departmental Revenue Budget	1,450	402	413	-12

Commentary

Long-term sickness on matches current cost for 08/09 is approx 5k for safety officer.

Long-term sickness on stadium fitness current cost for 08/09 is approx 9k for centre manager.

Note: Possible year-end concerns.

Social Club income after 13 weeks of 08/09 is down on 07/08 by approx 9k. If this trend continues the anticipated shortfall in income will be 35k. The management team at the stadium believe this is due to the smoking ban and lack of smoking facilities we can offer. Weeks 14-26 will provide a more accurate comparison and therefore a more accurate year-end figure as the smoking ban was only introduced in July 07.

Anticipated shortfall in income on gym memberships of approximately 26k. This is due to vat changes in 06/07. The budget has never been amended to compensate gym memberships changing from exempt to standard rated.

Please note also that the budget profiles have been increased to incorporate job evaluation, which has not been allocated to the budget for 08/09.

Café Bars
Revenue Budget 2008/09

	Annual Budget £'000	Budget Profile £'000	Actual 30/06/08 £'000	Variance £'000
Expenditure				
Employee Costs	204	51	47	4
Supplies & Services	9	2	5	-3
Food Provisions	108	27	40	-13
Total Expenditure	321	80	92	-12
Income				
Café Bar Sales Income	-265	-66	-65	-1
External Sales Income	-43	-11	-14	3
Internal Sales Income	-14	-4	-7	3
Total Income	-321	-80	-85	5
Net Departmental Revenue Budget	0	0	7	-7

Commentary

Brindley – Long term sickens approximate costs £3,300, employee due back into work within the next month.

Currently anticipating a deficit variance on café bars at year-end of approx 18k. 07/08 overspend was 71k. This shows a vast improvement.

The café bars are currently under an internal audit review and any recommendations will be implemented immediately which could potentially help reduce the deficit.

Capital Programme 2008/2009

Scheme	Annual Budget £'000	Budget Profile £'000	Actual 30/06/08 £'000	Variance £'000
Stadium Minor Works	58	0	0	0

Domestic Services Division 2008/2009.

Revenue Budget as at 30th June 2008.




	Annual Budget	Budget To Date	Actual To Date	Variance To Date (overspend)	Actual Including Committed Items
	£'000	£'000	£'000	£'000	£'000
<u>Expenditure</u>					
Employees	2,612	657	684	(27)	684
Operational Buildings	18	0	0	0	0
Other Premises Costs	34	7	9	(2)	9
Supplies & Services	189	50	47	3	47
Hired & Contracted Services	28	7	10	(3)	10
Food Provisions	1,156	289	346	(57)	346
Transport	9	2	2	0	2
Internal Support Costs	54	0	0	0	0
Central Support Costs	176	0	0	0	0
Asset Charges	8	0	0	0	0
Total Expenditure	4,284	1,012	1,098	(86)	1,098
<u>Income</u>					
-					
Sales - School Meals	-2,049	-512	-559	47	-559
Sales - Civic Catering	-172	-43	-22	(21)	-22
Support Service Income	-99	0	0	0	0
Government Grants	-122	0	0	0	0
Reimbursements & Other Grants	-95	-25	-7	(18)	-7
School Meals - Free Children's Meals	-943	-314	-321	7	-321
School Meals - Catering Recharges	-293	-73	-68	(5)	-68
Civic Catering Recharges	-138	-35	-34	(1)	-34
Total Income	-3,911	-1,002	-1,011	9	-1,011
-					
<u>Net Expenditure</u>	373	10	87	(77)	87

Comments

The overspend on labour is a result of higher than anticipated levels of sickness, an increase in food preparation time resulting from the new nutritional guidelines and the job evaluation process.

The increase in food costs is in part offset by an increase in school meals cash income. Sales at Municipal Canteens continue to be a concern. There has been a reduction in level of school meals subsidy that will be addressed during the financial year.

The traffic light symbols are used in the following manner:

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