

# QUARTERLY MONITORING REPORT

**DIRECTORATE:** Environment

**SERVICE:** Stadium & Hospitality

**PERIOD:** Quarter 3 to period end 31<sup>st</sup> December 2008

## 1.0 INTRODUCTION

This quarterly monitoring report covers the Stadium & Hospitality Department third quarter period up to 31 December 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 5.

## 2.0 KEY DEVELOPMENTS

### SCHOOL MEALS

#### School Brokerage Open Day

An open day was held at The Stadium where a range of service providers, advertised in the Brokerage Booklet, were available to discuss specific school requirements with school representatives.

Following an extensive evaluation of School Meal Service providers in 2007, only the service provided by Halton Borough Council was deemed suitable to be included in the brochure.

#### Awards Evening

Following the success of the awards presentations that had previously been held during the day an official awards evening was introduced this year, over 200 catering staff attended the event at the end of November where over 100 staff received NVQ's at levels 1 & 2, in addition a number of specific awards were also introduced this year, they included: - Marketing Award, Team Award and School Catering Supervisor of the Year.

The event was a huge success and has had a positive effect on staff morale.

Since April 1998 catering staff have attended and successfully completed over 1,700 individual courses.

#### Primary School Winter Menu

A new primary school winter menu was introduced at the beginning of November. All the Catering Supervisors had been consulted to try and serve a

healthy tasty menu that all the children would enjoy, therefore increasing the uptake of meals.

A few new recipes have been included in the new recipe book to try and continually widen the children's diets

#### **School Meal Take-up**

The total meals served in all Halton primary schools from Sept –Dec 2008 has increased by 5% compared with Sept 2007- Dec 2007.

### **THE STOBART STADIUM HALTON**

#### **New Fixture List**

In an attempt to attract more spectators to the forthcoming National League games the Widnes Vikings have switched their games from a traditional Sunday afternoon start to either a Friday or Saturday evening.

The Vikings are working more closely than ever with the Stadium looking to increase all potential revenue streams.

#### **Christmas Party Nights**

Although the Christmas Party Nights were well attended, the average spend per person on the night(s) were actually down compared to 2007, this could be due to a change in drinking habits or a reflection of the present financial situation.

#### **Social Club**

Further indications of the present financial situation, a change in drinking habits, coupled to the new legislation on smoking is clearly evident when the Social Club figures are analysed.

Bar Income is below budget to date by £47,000 and gaming machine income below budget by £16,000, although casual hours and overtime have been reduced or ceased this area continues to operate below budget.

## **3.0 EMERGING ISSUES**

#### **Stadium Fitness**

In line with other fitness gyms a decline in membership has become evident over the past few months, it appears that social activities such as gym membership is an area people now regard as a "luxury".

A number of initiatives are being introduced in an attempt to increase membership.

#### **School Meals Buffet Brochure / Theme Day Brochure**




In order to try and increase the income for school meals a new buffet brochure has been introduced to all schools for inset/ function catering.

The theme day brochure has also been introduced to give teachers and Catering Supervisors ideas on how to try and link the curriculum in schools with food served in the dining room and make school food fun.

### Food Cost Inflation

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

## 4.0 PROGRESS AGAINST MILESTONES/OBJECTIVES

<b>Total</b>	<b>11</b>		<b>10</b>		<b>0</b>		<b>1</b>
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No "Other" milestones have been reported by exception this quarter. Progress towards "Key" milestones is good with 10 of the 11 awarded a green traffic light. For further details please refer to Appendix 1.

## 5.0 SERVICE REVIEW

### SCHOOL MEALS

#### Customer Satisfaction Survey

Every school receives a minimum of one monthly visit by a member of the School Meals Management Team, as part of the newly introduced service monitoring process each Headteacher/ senior member of staff are asked to judge the service performance against measured targets.

The customer satisfaction target for 2008 was set at 86.66%. Results from the term dates September to December 08 indicate that a satisfaction level of 92% was achieved.

#### Hospitality Assured

In November 08 the School Meals Service had a 2 full day inspection to be reassessed against the requirements of The Hospitality Assured Standard for Service and Business Excellence.

The inspectors visited 8 schools that had not previously been assessed, interviews were held with selected members of staff, documentation and records were examined, and working practices observed.

Since the original assessment in October 2007 changes and improvements were seen in many of the processes and procedures within the school meals service, these included the adoption of a child friendly service promise and

improving the measurement of customer satisfaction.

The enthusiasm and commitment of all staff interviewed to providing a high standard of school meals was evident and commented on by the assessors.

As a consequence of the re-assessment higher scores for certain service delivery areas have been awarded increasing the overall score by 2 % from last year.

Only 12 other Local Authorities have achieved the accreditation to date.

A full report from the assessors is available to view from either the Schools Meals Manager or Head of Service.

### **Internal Audit Review**

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

All the recommendations within the report have been actioned.

### **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.

### **CIVIC CATERING**

#### **Internal Audit Review**

An internal audit of the Council Coffee Shops has been completed and the findings presented to MT.




All the recommendations within the report have now been actioned.

## **6.0 PROGRESS AGAINST KEY PERFORMANCE INDICATORS**

<b>Total</b>	<b>7</b>		<b>2</b>		<b>2</b>		<b>3</b>
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Targets set for take up of free school meals will not be met this year, however, significant increases have been achieved both at primary and secondary levels. For further details please refer to Appendix 2.

## 6.1 PROGRESS AGAINST OTHER PERFORMANCE INDICATORS

<b>Total</b>	<b>1</b>		<b>0</b>		<b>0</b>		<b>1</b>
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One indicator, re stadium turnover, has been reported by exception this quarter, the target set is unlikely to be met. For further details please refer to Appendix 3.

## 7.0 PROGRESS AGAINST LPSA TARGETS

There are no LPSA targets for this service.

## 8.0 RISK CONTROL MEASURES

During the production of the 2008-09 Service Plan, the service was required to undertake a risk assessment of all Key Service Objectives.

Where a Key Service Objective has been assessed and found to have associated 'High' risk, progress against the application of risk treatment measures is to be monitored, and reported in the quarterly monitoring report in quarters 2 and 4.

There are no Service Objectives for this service that have been assessed and found to have associated 'High' risks. Therefore, there is no progress to report.






## 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.






There are no High priority actions for this service; therefore, there is no progress to report.

## 10.0 APPENDICES


Appendix 1- Progress against Key Objectives/ Milestones  
Appendix 2- Progress against Key Performance Indicators  
Appendix 3- Progress against Other Performance Indicators  
Appendix 4- Financial Statement  
Appendix 5- 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		Complete. Preparation work underway for three-year Business Plan 2009 – 2012. In addition a new Marketing and Public Relations Strategy is also being prepared.
		Visit Riverside College Halton and local Sixth Forms to advise and promote to students the leisure facilities available at The Stadium. Sep 2008		Complete.
		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		Complete, further meetings are to be programmed for 2009.
		Establish a formal process for measuring customer satisfaction with Stadium Community Services. Dec 2008		Recent user surveys are presently being analysed, these will help drive any future improvement plans.
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 number of marketing initiatives are being pursued with both Widnes and Everton. The Toulouse match on Thursday 12 <sup>th</sup> March and the Doncaster match on 4 <sup>th</sup> July have been ear-marked to promote as “themed” events.

**APPENDIX ONE - PROGRESS AGAINST OBJECTIVES/MILESTONES  
Stadium & Hospitality Services**

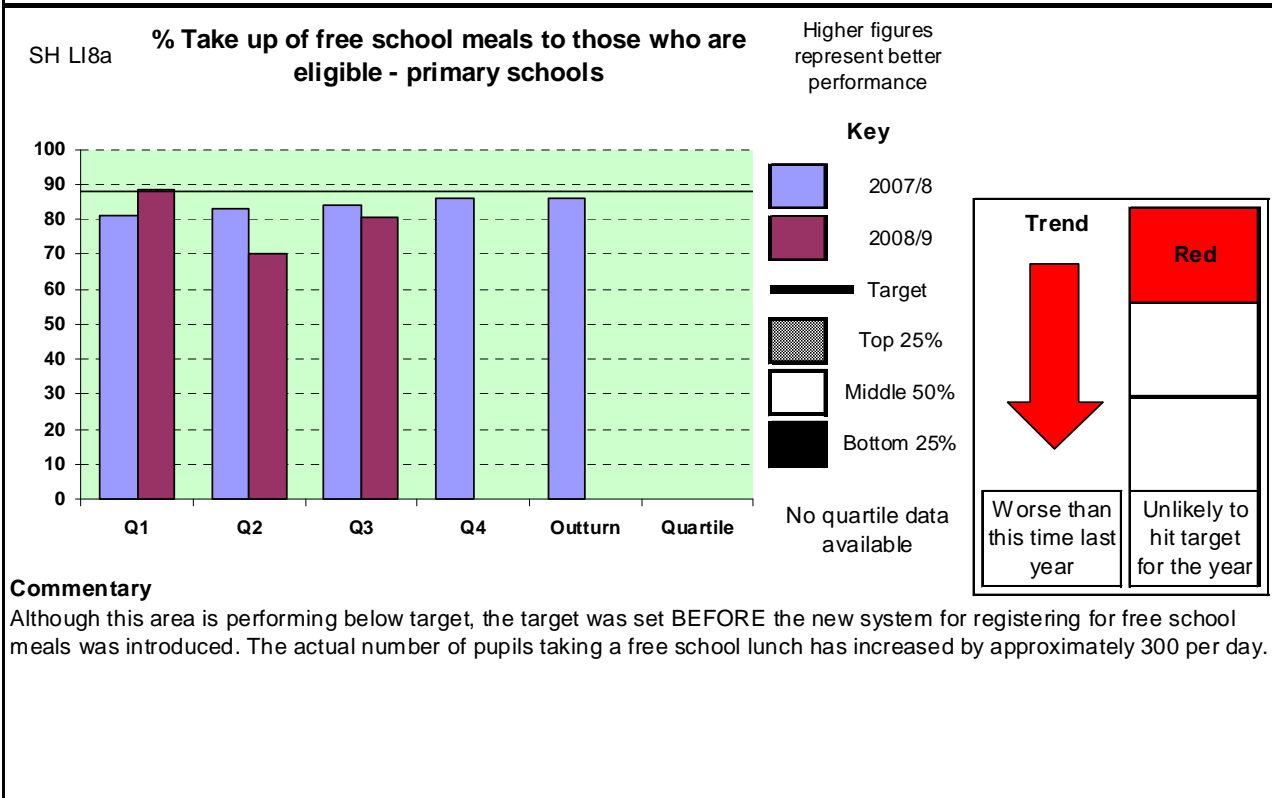
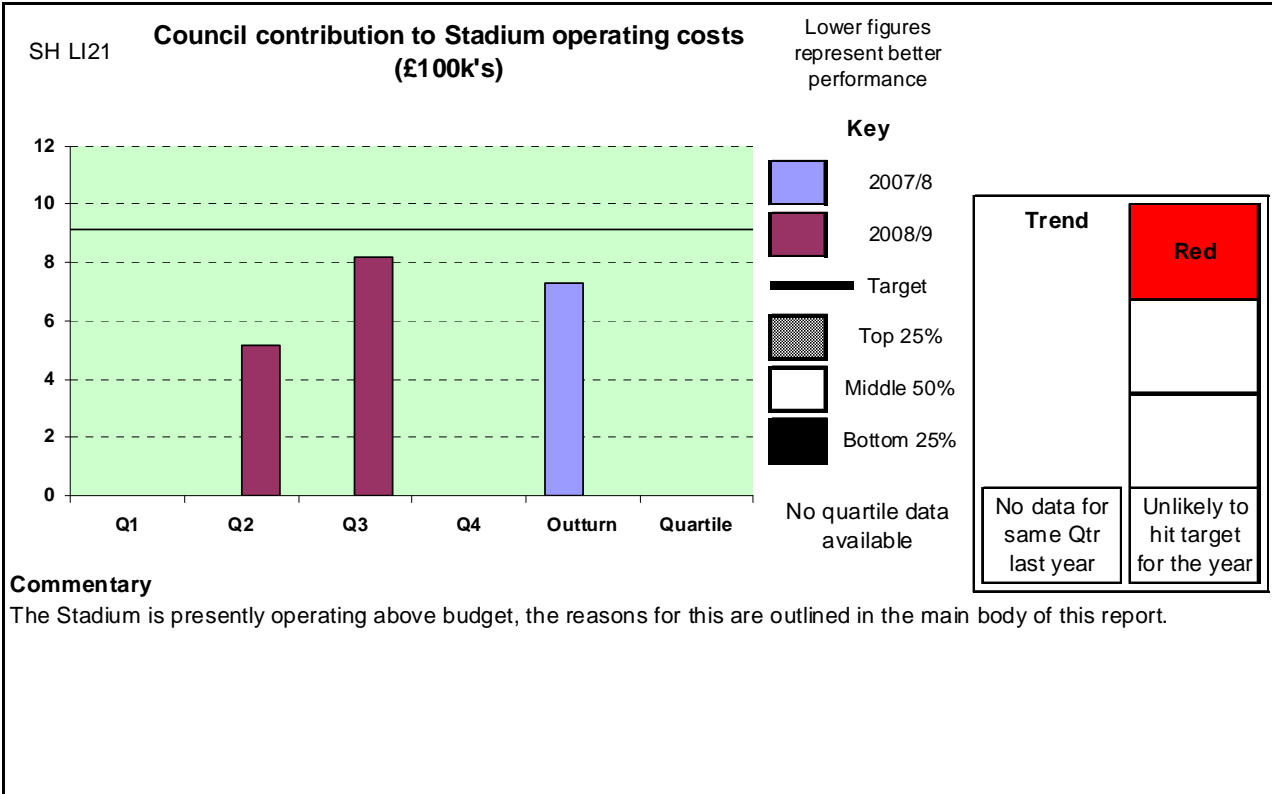
Service Plan Ref.	Objective	2008/09 Milestone	Progress to date	Commentary
		Review and identify areas for improvement in line with the Business Plan and Marketing Plan. Nov 2008		Review completed, areas for improvement identified.
		Host a pitch based "Pop Concert". Sep 2008		The opening of the new Echo Arena coupled with the latest financial downturn has placed additional doubt on this milestone.
		Host a wedding and business fayre. Oct 2008		Completed. An additional Wedding Fayre is to be held on Monday 2 <sup>nd</sup> March. The Stadium is also being represented at the Regional Wedding Fayre "Confetti" being held on Sat/Sun 24 <sup>th</sup> & 25 <sup>th</sup> January at the Echo Arena.
		Develop promotional strategy to attract large corporate events to the Stadium (new Marquee Suite). Dec 2008		Working closely with Blackstripe Marketing and Widnes Vikings to promote future events. The 70's Disco Christmas Party Night was a complete sell-out with over 300 people attending. A detailed programme of events is now under review.
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		Complete.

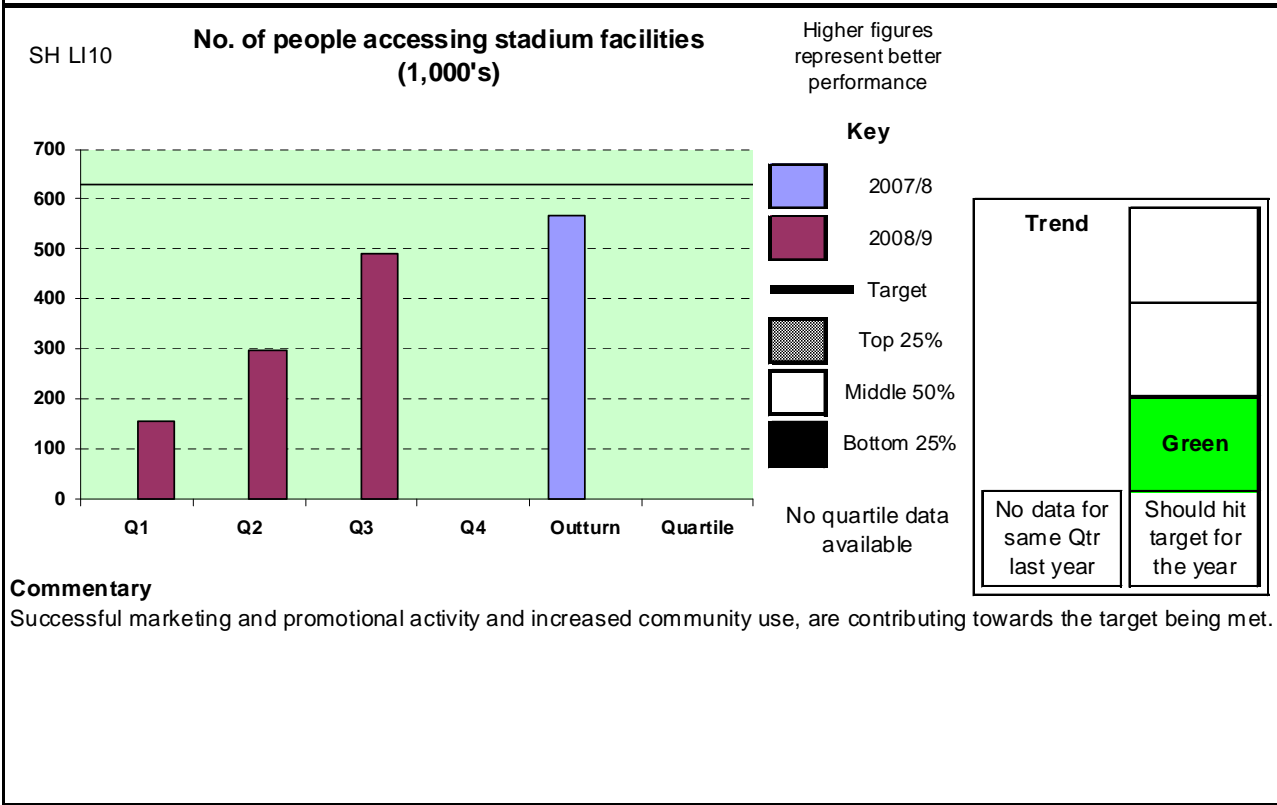
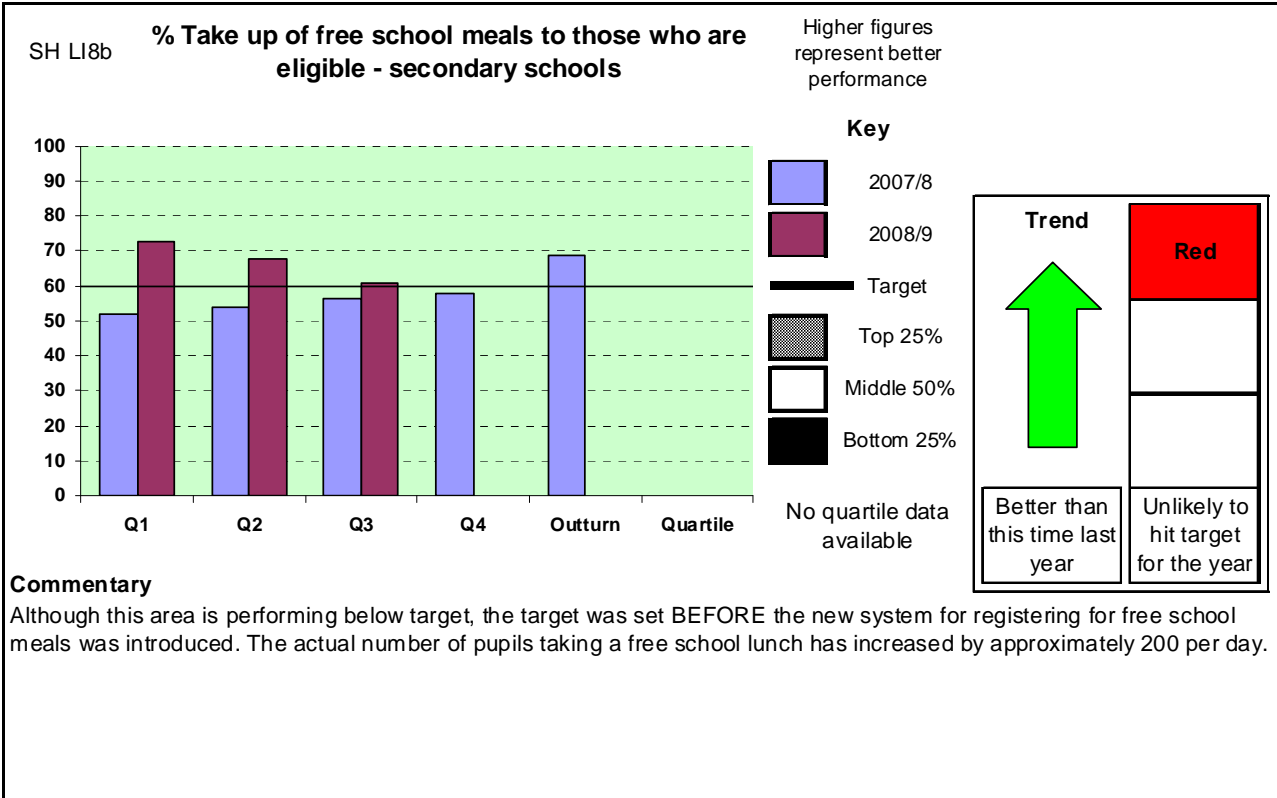
**APPENDIX ONE - PROGRESS AGAINST OBJECTIVES/MILESTONES  
Stadium & Hospitality Services**

Service Plan Ref.	Objective	2008/09 Milestone	Progress to date	Commentary
	healthy eating	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		Survey complete. The new system has resulted in an increase of around 450 meals per day; there are still a large number of entitled pupils who do not take up their meal.

**APPENDIX ONE - PROGRESS AGAINST OBJECTIVES/MILESTONES  
Stadium & Hospitality Services**



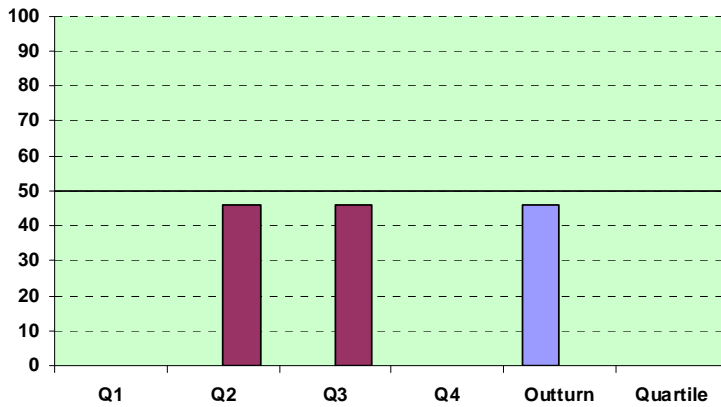




NI 52a

### Take up of school lunches (%) PSA 12 - Primary Schools

Higher figures represent better performance



**Key**

- 2007/8
- 2008/9
- Target
- Top 25%
- Middle 50%
- Bottom 25%

No quartile data available

<b>Trend</b>	Amber
	No data for same Qtr last year
May hit target for the year	

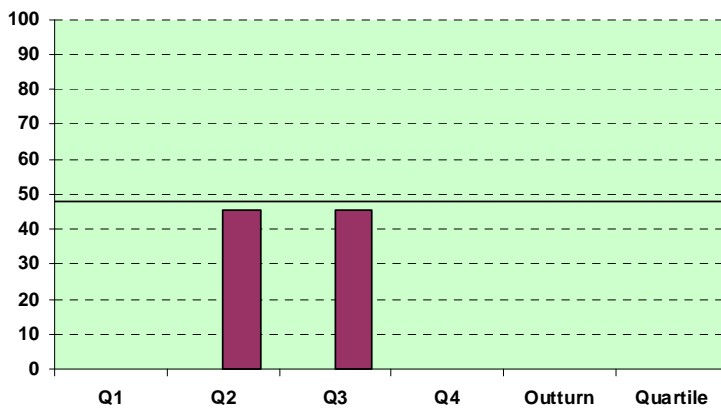
**Commentary**

Although the take up continues to improve and an expectation that Q4 will see further progress, it is unlikely that the target will be met.

NI 52b

### Take up of school lunches (%) PSA 12 - Secondary Schools

Higher figures represent better performance



**Key**

- 2007/8
- 2008/9
- Target
- Top 25%
- Middle 50%
- Bottom 25%

No quartile data available

<b>Trend</b>	Amber
	No data for same Qtr last year
May hit target for the year	

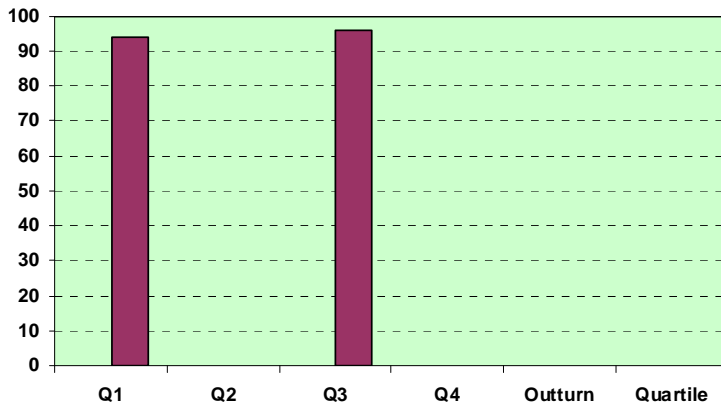
**Commentary**

Although the take up continues to improve and an expectation that Q4 will see further progress, it is unlikely that the target will be met.

SH LI19

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

Higher figures represent better performance



#### Key


- 2007/8
- 2008/9
- Target
- Top 25%
- Middle 50%
- Bottom 25%

No quartile data available

Trend	
No data for same Qtr last year	Should hit target for the year

#### Commentary

There are 2 schools yet to achieve the accreditation, they are expected to do so by year end.

Ref	Description	Actual 2007/8	Target 08/09	Quarter 3	Progress	Commentary
<b>Cost &amp; Efficiency</b>						
SH L116	Increase in the turnover of the Stadium	2.22	2.65	1.667		Although the Christmas party nights were well attended the average spend was down slightly on previous years. The Social Club income is considerably down on previous years.

**APPENDIX THREE - PROGRESS AGAINST OTHER INDICATORS  
Stadium & Hospitality Services**

## STADIUM, CATERING & CLEANING

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

	Annual Revised Budget	Budget to Date	Actual Spend	Variance (overspend)	Actual Including Committed Items
	£'000	£'000	£'000	£'000	£'000
<b>Expenditure</b>					
Operational Employee Costs	107	80	91	(11)	91
Admin/Clerical Employee Costs	278	209	218	(9)	218
Premises Employee Costs	69	52	55	(3)	55
Support Employee Costs	32	24	26	(1)	26
Creche Employee Costs	8	6	6	0	6
Coaching Employee Costs	8	6	14	(8)	14
Catering Employee Costs	179	134	180	(46)	180
Bar Employee Costs	225	169	166	3	166
Matchday Employee Costs	62	53	58	(5)	58
Other Salary Costs	0	0	0	0	0
Premises	487	377	362	15	362
Supplies & Services	349	290	346	(56)	346
Food Provisions	192	144	119	26	119
Bar Provisions	258	193	230	(36)	230
Vehicle Maintenance Unit - Fees	9	7	7	(0)	7
Central Support Costs	238	178	178	0	178
Departmental Recharges	90	68	68	0	68
Capital Financing Costs	25	25	18	7	18
Asset Rental Support Costs	570	428	428	0	428
<b>Total Expenditure</b>	<b>3,188</b>	<b>2,444</b>	<b>2,567</b>	<b>(123)</b>	<b>2,567</b>
<b>Income</b>					
Sales Income	-1,050	-779	-704	(75)	-704
Fees & Charges	-496	-353	-385	32	-385
HBC Support Costs Income	-39	-29	-29	0	-29
Internal Income	-70	-53	-85	32	-85
Rents Income	-50	-18	-18	0	-18
<b>Total Income</b>	<b>-1,706</b>	<b>-1,231</b>	<b>-1,220</b>	<b>(10)</b>	<b>-1,220</b>
<b>Net Expenditure</b>	<b>1,482</b>	<b>1,214</b>	<b>1,347</b>	<b>(134)</b>	<b>1,347</b>

## Comments

Water Recharges for 07/08 - 12k overspend (Under budgeted)

Long Term Sickness - 26k Stadium Fitness

Increase in food provisions across the country

Advertising - 15k down due to lack of interest in sponsoring stadium, possibly due to Widnes Vikings

Executive Sales - 4k down due to lack of interest, possibly due to Widnes Vikings

Bar industry in general suffering from financial crisis with Pub and Social Clubs suffering.

Vat on Gym Payments - Budget set inclusive of vat, new vat implications estimated loss of 17k

Long Term Sickness - 6k Catering & FOH

## **STADIUM, CATERING & CLEANING**

### **Café Bars**

#### **Revenue Budget 2008/09**

	Annual Revised Budget £'000	Budget to Date £'000	Actual Spend £'000	Variance (overspend) £'000	Actual Including Committed Items £'000
<b>Expenditure</b>					
Employee Costs	204	153	139	14	139
Supplies & Services	9	7	11	(4)	11
Food Provisions	108	81	113	(32)	113
Central Support Costs	0	0	0	0	0
<b>Total Expenditure</b>	<b>322</b>	<b>241</b>	<b>263</b>	<b>(22)</b>	<b>263</b>
<b>Income</b>					
Café Bar Sales Income	-265	-198	-184	(15)	-184
External Sales Income	-43	-32	-27	(5)	-27
Internal Sales Income	-14	-11	-22	11	-22
					0
<b>Total Income</b>	<b>-321</b>	<b>-241</b>	<b>-232</b>	<b>(9)</b>	<b>-232</b>
<b>Net Expenditure</b>	<b>0</b>	<b>0</b>	<b>31</b>	<b>(31)</b>	<b>31</b>

## Comments

Long term Sickness - £6k

Poor Summer at Victoria Park, 15k down in income compared to 07/08

**Domestic Services Division 2008/2009.**

**Revenue Budget as at 31st December 2008.**

	Annual Revised Budget	Budget To Date	Actual Spend	Variance (overspend)	Actual Including Committed Items
	£'000	£'000	£'000	£'000	£'000
<b><u>Expenditure</u></b>					
Employees	2,657	1,990	2,052	(62)	2,052
Operational Buildings	18	0	0	0	0
Other Premises Costs	34	24	19	5	19
Supplies & Services	189	146	144	2	153
Hired & Contracted Services	28	21	20	1	20
Food Provisions	1,156	967	1,059	(92)	1,059
Transport	9	7	7	0	7
Internal Support Costs	54	0	0	0	0
Central Support Costs	176	0	0	0	0
Asset Charges	8	0	0	0	0
<b>Total Expenditure</b>	<b>4,329</b>	<b>3,155</b>	<b>3,301</b>	<b>(146)</b>	<b>3,310</b>
<b><u>- Income</u></b>					
<b>- Sales - School Meals</b>	<b>-2,049</b>	<b>-1,479</b>	<b>-1,472</b>	<b>(7)</b>	<b>-1,472</b>
Sales - Civic Catering	-172	-129	-68	(61)	-68
Support Service Income	-99	0	0	0	0
Government Grants	-200	-200	-200	0	-200
Reimbursements & Other Grants	-17	-13	-18	5	-18
School Meals - Free Children's Meals	-943	-707	-813	106	-813
School Meals - Catering Recharges	-293	-220	-269	49	-269
Civic Catering Recharges	-138	-104	-104	0	-104
<b>Total Income</b>	<b>-3,911</b>	<b>-2,852</b>	<b>-2,944</b>	<b>92</b>	<b>-2,944</b>
<b><u>- Net Expenditure</u></b>	<b>418</b>	<b>303</b>	<b>357</b>	<b>(54)</b>	<b>366</b>

**Comments**

The overspend on labour is a result of an increase in food preparation time resulting from the new nutritional guidelines and an increase in the uptake of Free Children's Meals



The increase in food costs is a result of the new nutritional guidelines and other economic factors and an increase in the uptake of Free Children's Meals

The above is reflected with an increase in income.




Civic Catering sales income continues to be a concern. It is unlikely that the year end target will be achieved.

**Capital Expenditure - 2008/2009**

**Expenditure as at 31st December 2008.**

<b>Code</b>	<b>Scheme</b>	<b>2008/2009 Capital Allocation £'000</b>	<b>Allocation To Date £'000</b>	<b>Actual Spend To Date £'000</b>	<b>2008/2009 Allocation Remaining £'000</b>
N007	Stadium Minor Works	58	48	66	(8)
		<b>58</b>	<b>48</b>	<b>66</b>	<b>-8</b>

The traffic light symbols are used in the following manner:

	<b><u>Objective</u></b>	<b><u>Performance Indicator</u></b>
<b><u>Green</u></b>	 <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>
<b><u>Amber</u></b>	 <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>
<b><u>Red</u></b>	 <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>