HALTON
BOROUGH COUNCIL

Exchequer and Customer Services

SERVICE PLAN

April 2007 to March 2010

Advanced Draft 08 February 2007

Contents

1.0   INTRODUCTION

To meet Halton's most pressing needs, the Borough Council has identified **6 key priorities,** which, as detailed within the Council's Corporate Plan, are: -

- **A Healthy Halton**

- **Halton's Urban Renewal**

- **Halton's Children & Young People**

- **Employment, Learning & Skills in Halton**

- **A Safer Halton**

- **Corporate Effectiveness & Business Efficiency**

The primary purpose of Service Plans is to provide a clear statement on what individual services are planning to achieve and to show how this contributes towards achieving the corporate priorities of the Council. They are an essential tool for making key decisions about future service provision and the level of resources required. Additionally the service plan is designed to enable the public, Elected Members and staff to monitor how well this part of the Council is performing in improving the quality of life for local people.

2.0 SERVICE PROFILE

2.1 Purpose

The Department exists to provide central support services to the Council; the delivery of the Council's customer focused services to Halton residents through Halton Direct Link and the management and administration of Council Tax and Benefits.

The Department is responsible for:

Revenues and Benefits

The Division is responsible for the administration and collection of Council Tax, Non-domestic Rates, Residual Poll Tax and Sundry Debtor accounts, the administration of Housing and Council Tax Benefits and the provision of a Welfare Rights Service.

Revenues and Benefits operations have a high public profile and consequently the services provided are critical to the effectiveness and image of the Council.

Customer Services

Customer Services are responsible for the provision of a customer interface that provides for community access to Council services and information through single points of contact to include One Stop Shops, a Corporate Call/Contact Centre and digital access through TV and the Council's Internet & Intranet Service.

Customer Services has a pivotal role in helping to deliver central government's 'e-Government' agenda and the Council's aim of improving access to services to meet the social shift toward a 24 hour / 7 day economy.

The provision, and future extension, of the Halton Direct Link facility allows members of the public to readily access all of the services that the Council provides from a single point of access. Additionally the efficient and effective provision of the Revenues and Benefits administration provides to those most in need the assistance to which they have a legitimate entitlement

Exchequer Services

Exchequer Services is responsible for the Council's Insurance provision, holding strong links with Risk Management. The Finance Support Section carries out the Council's statutory services for the Concessionary Travel Scheme, the Right to Buy and Mortgages function. In addition to processing Car Mileage claims and Car Loans, the Division is responsible for the purchasing and distribution of stationery, equipment, computer consumables and the management and distribution of controlled stationery. They provide a purchasing and invoice processing function both for Resources and under an SLA, for the Chief Executive's Directorate and will be responsible for the Council's e-Procurement function.

In providing both a central support service and directly accessible public services the Department ultimately benefits all who live, work or visit the Borough. Additionally in providing a central support service, including the payment of invoices, salaries and expenses, the work of Exchequer and customer services benefits staff and Elected Members and also various council departments in the discharge of their functions

Payroll Services

The provision of a fully managed payroll service to all Council employees, Members of the Council and a number of outside bodies. The new human resources software system, which is currently being implemented, will result in the merging of the Payroll and Personnel Divisions.

2.2 Key Messages

The software and services operated by Halton Direct Link continue to provide an excellent platform for the method in which back-office customer driven processes are delivered. Currently over 370 business processes are already delivered by Customer Services through the One Stop Shops and the Contact Centre in whole or in part. Savings and/or efficiency gains have already been delivered in several areas. Blue Badges. Free School Meals and Job Vacancies for example, are now delivered, either substantially or totally through the Direct Links so allowing back offices to determine how they maximise either savings or gains in efficiency. The Efficiency Strategy Group will be steering Directorates to realise additional gains through further business process mapping that will examine existing procedures to determine the potential to extend the level of service delivery through Halton Direct Link. The HDL Contact Centre now delivers true 24/7 services and also incorporates the Council's Lifeline service.

HDL will also develop a Customer Service Charter and a Customer Service Strategy for the future development of the service. HDL will work closely with service areas of the council to extend service provision through One Stop Shops and the Contact Centre, enabling greater access to services on a 24/7 basis. The Contact Centre, working closely with all Directorates plans to examine the feasibility of dealing with paper mail through HDL and introducing workflow management across the Council. HDL will also be looking at further opportunities to introduce outbound call campaigns, which can for example promote services, improve take up and collect revenue.

The new HR/Payroll system will be fully implemented during 2007 which will result in efficiency gains realised through the introduction of an fully integrated computer system. The system will drive a single database of information and so avoid much of the duplication that currently exists. In 2007 other modules of the system will become operational that incorporate an element of self-service that will allow employees to amend certain data fields themselves.

Halton has built on past successes around the implementation of the new financial system in 2004, further developing the available functionality and driving through change in our business methods. The purchasing system has been integrated with the IDeA electronic Marketplace. This means the Halton can trade electronically, end to end, with suppliers who have the technology in place, to deliver a paperless purchase order directly into the back office system of a supplier.

The Council will however continue to trade with suppliers who are not geared up to full electronic trading. Procurement Cards have recently been introduced for suppliers where there is an appropriate business case to support the application and further opportunities to implement are being examined .

Document imaging and electronic workflow has been piloted in one Directorate to reduce manual invoice processing and plans are in hand to roll this out to the whole Council, to deliver considerable cashable savings.

The Procurement Information Unit has continued to drive better procurement principles through the Procurement and Commissioning Group. The Procurement Strategy has been radically rewritten and the 2006/9 version is published on the Procurement web site, detailing aims for the 3-year period. The web site is aimed at prospective suppliers, enabling them to access the Corporate Contracts Register, Who buys what list, Advertising area for contracts, standing lists and select lists as well as advice on how the council goes about tendering.

Information extracted from the Agresso finance system has produced a detailed spend analysis that pull together areas of cross directorate spend. From this the Council will be better placed to address areas where savings and better procurement can be achieved.

A quarterly newsletter is issued to inform senior officers of developments in procurement, and a handbook is available to all via the Intranet to embed corporate procurement policy into everyday thinking. Training on procurement will be available via the Corporate Program from 2007.
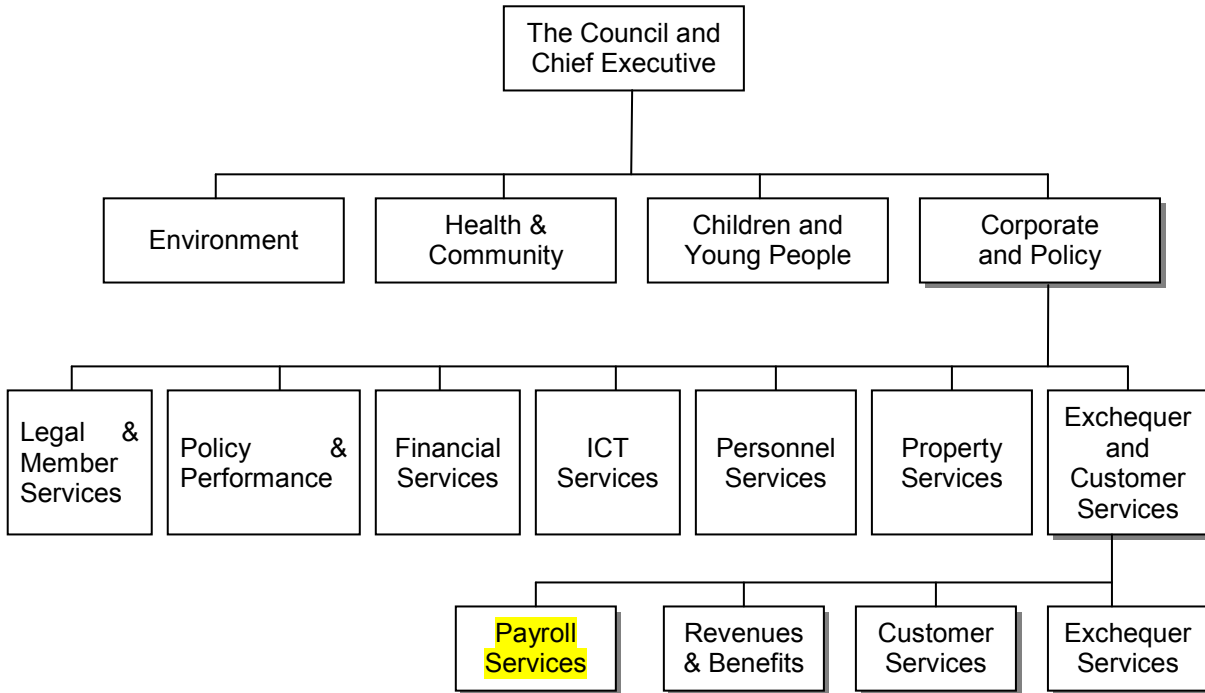
Other pieces of work include establishing a Corporate Register of Contracts and trailing Purchasing Cards to reduce low value/high volume invoice generation. Halton is an active member of the North West Centre of Excellence, one of six regional centres set up by Government to promote best practice across the whole spectrum of local government. Halton will work with the NWCE and constituent member authorities to actively review the opportunities for partnership working at all appropriate levels.

During the past twelve months the Revenues & Benefits Division has implemented a new computer system. This has been financed in part by a grant from the Department of Works and Pensions. Despite a down time of some 6 weeks the Division has maintained a level of service that has met the needs of local people. Importantly the Division has continued to perform within government targets for its benefits administration.

Work continues with the home working pilot and it is anticipated that this will be extended to include visit staff early in 2007. The scheme has been well received by staff and is viewed as a continuing development of the Councils family friendly polices.

The Benefit Express project has continued to attract both national and international attention. The service was highlighted as on of the top 14 EU government projects. There have now been over 70 visits from Local Authorities together with an international delegation from China. All have been impressed by the Benefit Express project.

2.3   Organisation Structure

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                         │  The Council and     │
                         │  Chief Executive     │
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│  Environment  │ │  Health &    │ │  Children and    │ │  Corporate       │
│               │ │  Community   │ │  Young People    │ │  and Policy      │
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| Legal & Member Services | Policy & Performance | Financial Services | ICT Services | Personnel Services | Property Services | Exchequer and Customer Services |

| Payroll Services | Revenues & Benefits | Customer Services | Exchequer Services |

Staffing

	F.T.E	Headcount
Managerial	16	16
Professional/ Technical	16	17
Administrative/ Clerical	66	70
Front Line	15	15
Total	113	118

3.0 AIMS OF THE SERVICE

The Council has identified six key strategic priorities that are detailed within the introduction to this plan. Whilst the majority of Council services will contribute in some way to each of these priorities those that are most relevant to Exchequer & Customer Services, and the Service Aims associated with them are:-

Corporate Priority 6   **Corporate Effectiveness and Business Efficiency**

Area of Focus 32

Building on our customer focus by improving communication, involving more service users in the design and delivery of services, and ensuring equality of access

Departmental Service Aim 1

Continue to provide a locally accessible mobile benefits service throughout the borough and continue to extend the Halton Direct Link facilities.

Departmental Service Aim 2

Provide advice and support, including Welfare Benefit and Money Advice, to those in genuine need and administer the benefits service in such a way as to minimise the time between application and payment.

Area of Focus 3

Ensuring that we are properly structured organised and fit for purpose and that decision makers are supported through the provision of timely and accurate advice and information.

Departmental Service Aim 3

Provide customers with open, accessible and accountable services through a single point of contact and explore and progress the opportunities to work in partnership with other agencies and bodies.

Area of Focus 34

Attracting and managing financial resources effectively and maintaining transparency, financial probity and prudence and accountability to our stakeholders.

Departmental Service Aim 4

Ensure the effective prevention and detection of fraudulent claims for Benefit and maximise the collection of Council Tax, Business Rates and Sundry Debtors.

Area of Focus 35

Implementing and further developing procurement arrangements that will reduce the cost to the Council of acquiring its goods and services.

Departmental Service Aim 5

Introduce and develop an e-procurement solution for the Council that provides optimal purchasing arrangements for the procurement of goods and services.

Departmental Service Aim 6

Provide cost-effective systems for the payment of the Councils creditors and of salaries and expenses to Officers and Members in accordance with Council Policy.

4.0 FACTORS AFFECTING THE SERVICE

4.1 External Factors

The following table identifies those external factors that will, or are likely to, impact upon the service during the period of this plan.

Key Developments	Timeframe	Comment(s)
Political		
1. Budget pressures/ ODPM Efficiency Review	2005/08	Full impact upon the service not yet known. Expectation by Govt for all authorities to make efficiency savings of 2.5 p.a. to 2008
Social		
2. 24 / 7 access to services	2005 – 08	Changing business and user expectation towards 24 / 7 access and service availability.
Technological		
3. Extension of home working initiative within the Division	2007	The policy has been approved and staff are enthusiastic to develop this. Much depends upon the IT infrastructure
4. Exploration of the use of technology to enable video access to R&B staff at offices such as RSLs or the Pension Service	2007	This is at the initial fact finding stage but could prove a cost effective way of extending the service with key partners
5. ODPM Priority outcomes & Extension of HDL facilities	2007	Requirement to develop in conjunction with ICT / Directorates appropriate e-solutions
6. Development of a replacement Customer Relationship Management System	2007	
Legislative		
7. New legislation will change the focus of intervention on HB claims	2007	Full details are still awaited from the DWP but there is a scheduled start date of April 2007

4.2 Service Developments

The Benefit Fraud Inspectorate, as part of the Comprehensive Performance Assessment process, carried out a re-assessment of the Revenues and Benefits service and in 2006 and again assessed the service as "Excellent". A customer survey is presently being undertaken as part of the BVPIs requirements

4.3 Efficiency Improvements

The opening of two new HDL One Stop Shops has enabled the service to introduce Payment Kiosks in place of the traditional cashiering service. Efficiency savings have resulted and further consideration will be given to introducing this facility in to the main HDL shops in Runcorn & Widnes. The introduction of the online payments facility and the telephone payment option via the HDL Contact Centre has also

Better procurement has resulted in savings in Insurance, the Council's Stationary and Furniture Contracts. Savings have also resulted from the introducing Procurement Cards for Catering. Savings in productive time have resulted from improved working practices in processing of job vacancy details and the processing of invoices.

4.4 National, Regional & Sub-Regional Focus

Nationally, 'Government Connect' is being launched. This scheme is designed to provide a secure electronic gateway between local and central government. All councils are being actively encouraged to sign up early and commit to a level of future expenditure. However at this present time the benefits of joining this initiative are not entirely clear.

Regionally the Council is an active member of the North West Centre of Excellence, a collaboration of local authorities in the North West looking at introducing best practice and collaborative working across the region to achieve better procurement of goods and services.

The Revenues & Benefits Division has been in discussion with other Local Authorities in Cheshire to explore the extent to which collaborative working would help service delivery.

4.5 Equal Opportunities

Halton Council is committed to ensuring equality of opportunity and combating discrimination and victimisation within all aspects of its service delivery, policy development and as an employer. This commitment is reflected in a range of policies, strategies and framework documents that underpin the work of the Council in its day-to-day operation and in the services it delivers.

The Council fully supports the broad principles of social justice and will oppose any form of discrimination and oppression. Council policy will apply to all of those who come into contact with it, i.e. those who presently use directly provided services of services provided on the Council's behalf; potential users of services; other agencies and professional; employees and job applicants; and the general public.

During the course of 2006 – 07 all Council Services conducted Equality Impact Assessments to examine the equality implications of all policies, procedures and practices within their area.

As a result this department developed an Equalities Action Plan, which is subject to an annual review, that identified a number of low / medium priority areas for action that will be taken during the lifetime of this plan (refer section 6.3).

4.6   Unforeseen Developments

Whilst every effort has been made to identify those developments that may influence or impact upon the service during the life of this plan the possibility exists that unforeseen developments may occur that need to be considered as and when they arise. Such developments will be detailed and commented upon as appropriate in the sections dealing with key developments or emerging issues within the relevant Service Plan Quarterly Monitoring Reports.

In addition to the normal reporting cycle the service may also report 'by exception' to the appropriate Policy and Performance Board when unforeseen developments occur. Where a more immediate decision is required due to the pressing nature of the unforeseen development, this will be referred to Management Team and the Executive Board for attention. The respective Policy and Performance Boards will be kept informed of any developments of this nature.

All reports to the Policy and Performance Boards with the exception of Part II items, are publicly available documents and can be accessed through the Council's website at http://www2.halton.gov.uk/

5.0   RESOURCES

5.1   Budget Summary and Service Costs

INFORMATION TO FOLLOW

5.2   Future Staffing Requirements

At the present time there are no indications that existing staffing levels will require any significant amendment during the lifetime of this plan.

Year	Managerial	Professional/ Technical	Administrative / Clerical	Front Line
2007/08	16	16	66	15
2008/09	16	16	66	15

5.3   Future ICT Requirements

At the present time there are no indications that there will be any significant additional ICT requirements, other than those associated with the extension of home-working, during the lifetime of this plan.

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5.4   Future Accommodation/Property Requirements

The extension of home-working may result in some adjustments to future property requirements but at this stage these cannot be fully ascertained. It is likely that as we move through the course of the current year such requirements will become more determinable and will influence the annual plan update during 2009.

6.0   SERVICE PERFORMANCE

Plans are no use if they do not produce real results. We need to set targets and measure our performance to know if we are achieving the improvements intended. Various types of indicator are used here to do this:

- Objectives and Key Milestones. These show the major events in the work of the Department that are planned to take place during 2007–10, such as the launch of new initiatives, production of key plans and strategies and progress on major projects†

- Performance Indicator Targets. These show performance on indicators that are prescribed by central Government as part of their drive to ensure that councils deliver best value in serving their local communities.

- Local Performance Indicators. These show performance on indicators that the Department or the Council has adopted locally themselves and those adopted from national and other sources.

- Local Public Service Agreement Targets. Such targets are the result of an agreement between the local authority and the Government. This agreement sets out the authority's commitment to deliver specific improvements in performance and the Governments commitment to reward these improvements.

- National Floor Targets. These are targets that set a minimum standard for disadvantaged groups or areas or a narrowing of the gap between such areas and the rest of the country.

†   Against each key objective the overall initial and residual risk assessment (before and after the risk control measures have been identified) is shown. The risk mapping exercise scores the potential impact on the key objective (severity) and the likelihood (probability) of the risks happening to arrive at a number. This is represented by a number with the associated level of assessed risk.

Risk Score	Overall Level of Risk
1 – 4 5 – 10 11 – 16	LOW MEDIUM HIGH

6.1.1 Key Service Objectives

Corporate Priority:	Corporate Effectiveness and Business Efficiency
Key Area Of Focus: 32	*Building on our customer focus by improving communication, involving more users in the design and delivery of services, and ensuring equality of access.*

Service Objective: ECS O1	Provide customers with open, accessible and accountable services through a single point of contact and explore and progress the opportunities to work in partnership with other agencies and bodies
Key Milestone(s) (07/08)	• Implement and develop a work plan in partnership with ICT to develop the new in-house Customer Relationship Management system to provide Directorates with key business data. **April – March 2007** • Set out work program to look at further Business Process Re-engineering work to achieve deeper cutting service delivery by examining improvements to the top 5 services **June 2007** • Implement the Emergency Duty Team monitoring system (HBC in partnership with St Helens) **May 2007**
Key Milestone(s) (08/09)	• Examine further service areas for Business Process Re-engineering to develop a rolling programme **March 2008**
Key Milestone(s) (09/10)	Not applicable

Risk Assessment	Initial		Responsible Officer	Head of Customer Services	Linked Indicators	
	Residual					

Corporate Priority:	Corporate Effectiveness and Business Efficiency
Key Area Of Focus: 38	*Exploiting the potential of ICT to meet the present and future business requirements of the Council, and ensure that customer access is improved by means of electronic service delivery*

Service Objective: ECS O2	To enhance the operational performance and delivery of the Revenues and Benefits service by extending the current use of ICT capabilities.
Key Milestone(s) (07/08)	• Further roll out of Home-working across the Department **September 2007** • Implement new system for mobile working in Benefits and determine opportunities for using the system in Revenues **June 2007** • Examine implications of adopting the DWP initiative to receive Electronic Benefit Claims from Customers and determine policy **June 2007** • Investigate introducing 'Tellytalk' (using remote technology to link the customer to the back office) in HDLs/Registered Social Landlords etc. **December 2007**
Key Milestone(s) (08/09)	Not applicable
Key Milestone(s) (09/10)	Not applicable

Risk Assessment	Initial		Responsible Officer	Head of Revenues and Benefits	Linked Indicators	
	Residual					

Corporate Priority:	Corporate Effectiveness and Business Efficiency
Key Area Of Focus: 35	*Implementing and further developing procurement arrangements that will reduce the cost to the Council of acquiring its goods and services.*

Service Objective: ECS O3	To systematically acquire and utilise intelligence to inform the ongoing delivery of procurement related activity and through information and skills transfer increase and strengthen organisational capabilities.				
Key Milestone(s) (07/08)	• Develop a work programme that examines major areas of spend across the Council **April 2007** • Develop and implement a Procurement Training Plan designed to improve procurement practices for those officers responsible for the procurement of goods and services **September 2007** • Report findings and recommendations to Business Efficiency PPB **October 2007** ▪ Roll out the arrangements for document imaging for invoices across all directorates **April Oct 2007**				
Key Milestone(s) (08/09)	Not applicable				
Key Milestone(s) (09/10)	Not applicable				
Risk Assessment	**Initial**		**Responsible Officer**	Head of E-Procurement	**Linked Indicators**	
	Residual					

6.1.2 Other Service Objectives

Corporate Priority:	Corporate Effectiveness and Business Efficiency
Key Area Of Focus: 38	*Exploiting the potential of ICT to meet the present and future business requirements of the Council, and ensure that customer access is improved by means of electronic service delivery*

Service Objective: ECS O4	To further enhance customer focus and service provision by integrating ICT solutions and working with other partners and agencies.
Key Milestone(s) (07/08)	• Examine future cash receipting provision. Complete evaluation of the new machines recently installed in Runcorn and Ditton One Stop Shops. Examine the options open to the Council and make recommendations - **April 2007** • Carry out a feasibility study to examine the benefits and/or risks of using Voice over Internet Protocol and examine potential telecommunication savings. Report of the findings of the feasibility Study **September 2007** • Produce Volumetric data by integrating the CRM system and linking the data with other sources will enable the Council to make better use of its resources to improve service delivery to the customer **July 2007**. • To continue to work with partner agencies (North West E-Government Group & CWHIC) to develop a benchmarking model for Customer Services that all parties can sign up to. **September 2007** • Develop with ICT a workflow management system in order that all white mail can be dealt with through the new CRM system, this would achieve savings across the council **December 2007**
Key Milestone(s) (08/09)	Not applicable
Key Milestone(s) (09/10)	Not applicable
Responsible Officer	Head of Customer Services	**Linked Indicators**	

6.2 Performance Indicators and Targets (Statutory & Local Indicators):

Ref[1]	Description	Corp. Plan Priority	Halton 2005/6 Actual	2005/06 Quartiles[2] (All England)			Halton 2006/7 Target	Halton 2006/7 Actual	Halton Targets		
				Top	Middle	Bottom			07/08	08/09	09/10
Service Delivery											
BVPI 78a	Average time for processing new claims (Housing & Council Tax Benefit)		17.52 Days	27	33	39	24 Days		24 Days	23 Days	22 Days
BVPI 78b	Average time for processing notifications of changes in circumstances		4.61 Days	9	14	19	7 Days		7 Days	6 Days	5.5 Days
Quality											
ECSLI 1/ SA2	% Of fairer charges assessments completed within 10 days of referral		98%				98%		98%	98%	
BVPI 80 SA N/a	Overall user satisfaction survey		N/a				To be agreed		To be agreed	To be agreed	
Fair Access											
There are presently no indicators of this type identified for the service											

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[1] Key Indicators are identified by an **underlined reference in bold type.**
[2] No quartile data is available for local performance indicators

Ref[1]	Description	Corp. Plan Priority	Halton 2005/6 Actual	2005/06 Quartiles[2] (All England)			Halton 2006/7 Target	Halton 2006/7 Actual	Halton Targets		
				Top	Middle	Bottom			07/08	08/09	09/10

Cost & Efficiency

Ref[1]	Description	Corp. Plan Priority	Halton 2005/6 Actual	Top	Middle	Bottom	Halton 2006/7 Target	Halton 2006/7 Actual	07/08	08/09	09/10
BVPI 76 SA4	a) Number of claimants visited b) Fraud investigators c) Fraud investigations d) Prosecutions and sanctions		401.6 0.35 42.54 6.92				484.44 0.36 45 4.80		484.44 0.36 46 4.80	484.44 0.36 47 4.90	484.44 0.36 47 5
BVPI 79 SA4	Accuracy of processing a. Percentage of cases for which the calculation of the amount of benefit due was correct.		100	99	98	97	99.50		99.50	99.50	99.50
	b(i). HB recovered as a % of debt outstanding.		73.03				See note		See note	See note	
	b(ii). HB recovered as a % of debt outstanding.		72.43				40		41	42	
	b(iii). HB written off as a % debt outstanding.		1.93				4		2.5	2	

Ref[1]	Description	Corp. Plan Priority	Halton 2005/6 Actual	2005/06 Quartiles[2] (All England)			Halton 2006/7 Target	Halton 2006/7 Actual	Halton Targets		
				Top	Middle	Bottom			07/08	08/09	09/10
Corporate Health											
BVPI 8 (CPA Ass – High Risk SA4	The percentage of undisputed invoices which were paid in 30 days		94.62				94.00		97.00	98.00	
BVPI 9 (CPA Ass Indicator) SA4	Proportion of Council Tax collected		96.67				96.75		96.75	96.76	
BVPI 10 (CPA Ass indicator SA4	The percentage of Business Rates which should have been received during the year that were received		99.82				98.70		98.80	98.85	

6.3 Equality Action Plan

Text to be inserted

6.4 Local Public Service Agreement

THIS SECTION OF THE PLAN WILL BE REVISED IN LIGHT OF THE LOCAL AREA AGREEMENT THAT IS PRESENTLY UNDERGOING DEVELOPMENT

6.5 National Floor Targets

There are presently no national floor targets that are directly relevant to the service.

7.0 PERFORMANCE REPORTING

One of the main purposes of having a Service Plan is to enable the Council and interested members of the public to keep track of how the Council and its Departments are doing and to help councilors and managers see whether the service is performing as planned and achieving its targets.

Progress will be monitored through:

- **Day to day monitoring by Strategic Directors through their regular interaction with Operational Directors;**
- **Quarterly progress reports to the Management Team;**
- **The inclusion of quarterly service plan monitoring reports as a standard item on the agenda of all the Council's Policy and Performance Boards.**

Policy and Performance Board agenda are public documents and can be accessed free using Internet access at any library where assistance with the technology is available if needed.

8.0 STATUTORY & NON-STATUTORY PLANS

The following plans and strategy documents are relevant to this service plan:

Community Strategy
Halton BVPP 2006/07

Risk Assessment for Key Service Objectives Initially assessed as 'High' Risk

Key Objective Ref	Initial Risks identified*

*Risk treatment measures associated with the risks identified can be found in the departmental risk register.
A commentary will be included in the quarterly service plan monitoring report to indicate the progress

Equality Action Plan

The Department carried out an Equality Impact Assessment during 2005 and a number of actions that needed to be taken were identified. Those yet to be completed that are considered to be high priority are detailed in the table below.

Strategy/Policy/Service	Impact Assessment (High/Low/None)	Action(s) Proposed	Timetable			Officer Responsible
			2007/08	2008/09	2009/10	