



Exchequer and Customer Services

SERVICE PLAN

April 2008 to March 2011

Advanced Draft FEB 2008

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8.0 Corporate Priorities and Key Areas of Focus.

1.0 INTRODUCTION

To meet Halton's most pressing needs, the Borough Council has identified [6 key priorities](#), and a number of associated key Areas of Focus, 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**

Departmental Service Plans form an integral part of the authority's corporate planning framework, as illustrated below.

This framework ensures that the Council's operational activities are complementary to the delivery of its community aspirations and legal and statutory responsibilities.

Departmental Service Plans are primary documents that communicate:

- The existing and future influences that have informed the shaping of service delivery in the medium term.
- The existing and projected resources that are, or may, be required to deliver services.
- Departmental Service Objectives and Key Milestones that are to be delivered over the next three years.
- Those national and local performance indicators for which the department has a responsibility to report.



Such plans, and the Quarterly Service Plan Monitoring Reports that flow from them, are an essential tool in enabling the public, Elected Members, Senior Management, and staff how well Council departments are performing and what progress is being made in relation to improving the quality of life within the borough and service provision for local people, businesses and service users.

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.

Within Exchequer Services sits the Procurement Advice & Information Unit, a small team that coordinates the Council's devolved procurement function. Through this unit the Council has developed a long-term procurement strategy that is regularly reviewed and thus accommodates change and innovation.

2.2 Key Messages

Customer Services

The 12 months to April 2008 will have seen some major changes to Halton Direct Link and the delivery of Customer Services in the borough. In December 2006 a new in-house developed CRM system was implemented. This system has allowed Halton Direct Link to take on further services as well as permitting the development of services for other back office initiatives such as Integrated Children's Services. In October 2007 HDL started to handle all Emergency Duty Team (EDT) telephone calls for St. Helens MBC as well as Halton's Social Care Directorates and will continue to examine opportunities for sharing /delivering services for other organizations..

HDL will continue to contribute to the development of a Customer Service Charter and a Customer Service Strategy for the Council. HDL will also continue to 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.

Revenues & Benefits

The Revenues and Benefits Division continues to adapt to the environment of change in which it operates. The Benefits Section was again awarded 4 star excellent score by the independent Benefit Fraud Inspectorate and continued to produce top quartile performance. 2008 will see the introduction of the new Local Housing Allowance, which is part of the government's agenda for modernising the welfare state.

There are also major changes to Business Rates legislation planned for 2008. The main area will be the introduction of an Empty Property Rate. Opportunities for collaborative working are continually explored. The

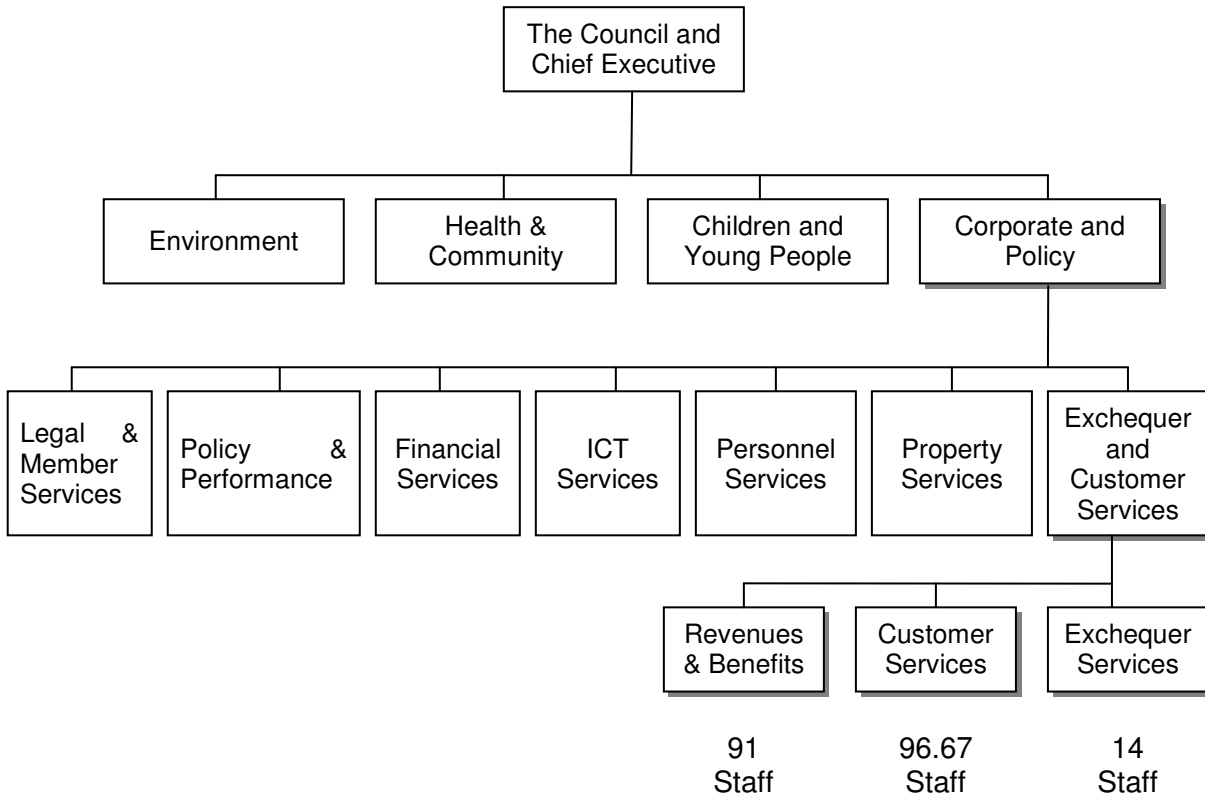
Division now offers training for several authorities across the County with regard to the IRRV professional qualification. The number of authorities accessing this service is growing and 2008 should see the first staff attaining this qualification. The advantages of sharing information have also been developed by the Division and 2008 will see the first full year of sharing household details with the Education Directorate to streamline the application process for Free School Meals.

Exchequer Services

The Division will continue to examine ways of delivering efficiency gains through streamlining service delivery and promoting improved procurement across the authority. The unit has produced a number of standard documents, clear protocols and help and information on corporate procurement strategy.

Detailed examination of Council spend is being coordinated through the unit and the results of this analysis will enable Halton to deliver better and more effective procurement of goods and services for Halton.

2.3 Organisation Structure



3.0 FACTORS AFFECTING THE SERVICE

3.1 External Factors

Key Developments	Timeframe	Comment(s)
Economic		
Budget pressures/ CSR07	2008/11	Full impact upon the service not yet known. Expectation by Government for all authorities to make efficiency savings
Social		
24/7 access to services	2008/11	Changing business and user expectation towards 24/7 access and service availability.
Technological		
Extension of home working initiative within the Revenues & Benefits Division	2008	R&B has been the leaders on the home working initiative. In September the majority of the visiting team have now operate from home. It is anticipated by the end of the year that it will be rolled out fully across the Division. R&B has introduced the Kirona mobile working solution, which integrates fully with the back office system.
New Version of Revenues & Benefits	2008	2008 will see the introduction of an updated version of the R&B system.
HDL facilities	2008	Requirement to develop in conjunction with ICT / Directorates appropriate e-solutions
Legislative		
Local Housing Allowance	2008	April 2008 will see the introduction of the Local Housing Allowance for Housing Benefit.
Changes to Empty Property Rate Relief legislation	2008	Work is already taking place for the introduction of the Empty Property Rate Relief which will effect Business in Halton from April 2008

13. Protecting our environment

Awareness of Climate Change is growing and the Council is committed to taking a lead and setting an example in tackling the associated problems. A corporate Climate Change Action Plan is being prepared, but each department can make its own contribution.

Consideration will be given throughout the life of the Service Plan to ways in which support can be given to the action plan and to identify and implement opportunities to reduce any contribution to Climate Change and to promote best practice in the reduction of carbon emissions.

The Council will sign up to the Local Authority Carbon Management Programme in the early part of 2007/08. The programme will guide the Council through a systematic analysis of its carbon footprint, outline opportunities to help manage carbon emissions, develop Action Plans for realising carbon and financial savings; and embed carbon management into the authority's day-to-day business.

As part of the programme the Council will develop a Carbon Management Strategy and Implementation Plan by March 2008 to reduce energy bills and carbon emissions over the next five years. Through the Strategy and Implementation Plan, Council services will need to encourage closer examination of their policies around procurement, transport and the use of renewable energy.

3.2 Service Developments

The Benefit Fraud Inspectorate, as part of the Comprehensive Performance Assessment process, carried out an independent re-assessment of the Revenues and Benefits service and in 2007 and again assessed the service as "Excellent".

3.3 Efficiency ImprovementsCustomer Services

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 resulted in efficiency savings.

Revenues & Benefits

The Revenues & Benefits Division continues to look at innovative ways of working. Home working has been extended to Visiting Staff. Importantly processing staff will be offered home working at the start of 2008. Mobile working has been further developed with the introduction of the KIRONA mobile working solution, which enables field staff to have unfettered access to the back office system for updating claims.

An improved method for processing applications for Free School Meals will be introduced in December. The enhanced service will see the reuse of information held by the division to streamline the application process. This will be of great benefit to the customer, the Council and schools admin teams

Exchequer Services

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. Reviews of various Corporate contracts will result in savings from better procured Advertising, Postal Services, Office Equipment, Travel and recruitment of Agency staff. Directorates are looking to utilise existing framework agreements where possible to achieve contract savings

Savings in productive time have resulted from improved working practices in processing of job vacancy details and the processing of invoices.

3.4 National Regional and Sub-regional Focus

The Revenues and Benefits Division was granted IRRV Centre of Accreditation status. This enabled the service to offer in house training to staff to enable them to achieve a professional qualification. This service has now offered to other Local Authorities in Cheshire. Several Authorities have taken advantage of this and send staff to Halton for formal training each month.

3.5 Equality and Diversity

Halton Council is committed to ensuring equality of opportunity 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 that it delivers.

This commitment is encapsulated in the equal opportunities policy that the Council has adopted. The policy sets out the Council's approach to promoting equal opportunities; valuing diversity and encouraging fairness and justice; and providing equal chances for everyone in Halton to work, learn and live free from discrimination and victimisation.

The Council will combat discrimination throughout the organisation and will use its position of influence in the Borough, wherever possible, to help to identify and overcome discriminatory barriers that may exist.

Each year Departments undertake Equality Impact Assessments to examine the equality implications of all of their policies, procedures and practices. As a result an Equality Action Plan is developed to identify those issues that demand attention. This forms a contribution to the overall Corporate Equalities Plan.

As a result of such assessments any high priority actions that have been identified, that fall within the life of this plan, are detailed in section 5 -.

3.6 Unforeseen Developments

Whilst every effort has been made to identify those significant 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 any 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/>

4.0 Resources

4.1 Budget Summary and Service Costs

INFORMATION TO FOLLOW

4.2 Human Resource Requirements

The table below identifies the staffing levels within the department for both 2006 – 07 and 2007 – 08. It is not envisaged at this stage that there will be any additional human resource requirements within the Department for the period to 2011.

Year	Revenues & Benefits	Customer Services	Exchequer Services	Total
2006 - 07	91	96.67	14	201.67
2007 - 08	91	96.67	14	201.67

4.3 ICT Requirements

It is not envisaged at the time of writing this plan that the department will require any additional ICT resources to the period to 2011.

4.4 Accommodation and Property Requirements

It is not envisaged at the time of writing this plan that the department will require any additional accommodation and property resources to the period to 2011

5.0 Service Performance

As detailed in the introduction to this plan, the primary purpose of the Service Plan 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 and / or its statutory responsibilities. The service utilises a variety of measures and targets to enable performance against the service plan to be tracked, monitored, and reported. Details of these measures and targets are given below.

- **Objectives and Key Milestones.** These show the major events in the work of the Department that are planned to take place during 2008–11, such as the launch of new initiatives progress on major projects or the delivery of business critical activity. Objectives and Milestones are clearly linked to the appropriate Key Areas of Focus in the Corporate Plan 2006-11.
- **National Performance Indicators.** This is a national set of 198 indicators that have been prescribed by Central Government that are intended to measure the extent to which authorities are operating effectively and efficiently and are delivering upon both national and local priorities.
- **Local Performance Indicators.** These are indicators that have been developed by the Council and any relevant non-statutory indicators that have been adopted from national or other sources.
- **Local Area Agreement Targets.** The Local Area Agreement (LAA) is a three-year agreement based on Halton's Community Strategy. The second round LAA commenced on 1st April 2008, and included within it are improvement targets for the Borough of Halton to which both the Council, and its partners will contribute.

The LAA contains 86 key targets addressing all of the priority issues identified in both the Community Strategy, and the Council's Corporate Plan. Of the 86 key targets, 34 are mandatory and also included are the 12 LPSA targets to which the Council signed up.

Many of the objectives contained within the current service plans are designed to support the achievement of LAA targets. A full version of Halton's LAA can be viewed on the Halton Strategic Partnership Website at [http://www.haltonpartnership.net/site/images/stories//laa final \(march 2007\).pdf](http://www.haltonpartnership.net/site/images/stories//laa_final(march%202007).pdf)

Progress against the achievement of LAA targets is reported to all stakeholders at regular intervals. Following the establishment of the LAA, plans are being formulated to ensure that in future years the LAA and the Council's service plans are completely aligned.

5.1 Service Objectives –

(NB Other than by exception those service objectives and/or Key Milestones shown in *italics* will only be reported at Quarter 2 (half-year) and Quarter 4 (year-end.)

Corporate Priority:	Corporate Effectiveness and Business Efficiency
<i>Key Area Of Focus:</i>	TBA

Service Objective: ECS O1	Home working					
Key Milestone(s) 08/09)	<ul style="list-style-type: none"> Have staff signed up for scheme by 31st March 2008 					
Key Milestone(s) (09/10)	<ul style="list-style-type: none"> Monitor operational working of scheme, deal with staffing, Union and Personnel aspects of scheme. 					
Key Milestone(s) (10/11)	<ul style="list-style-type: none"> Not applicable 					
Risk Assessment	Initial	TBA	Responsible Officer	TBA	Linked Indicators	
	Residual	TBA				

Service Objective: ECS O2	Business Improvement Districts					
Key Milestone(s) (08/09)	<ul style="list-style-type: none"> Set up project team Staff training on legislation Purchase and install new BIDS software Staff training on software Bill properties in BID area 					
Key Milestone(s) (09/10)	<ul style="list-style-type: none"> Bill and take recovery action on Bids Monitor effectiveness of scheme with regard to collection 					
Key Milestone(s) (10/11)	<ul style="list-style-type: none"> Not applicable 					
Risk Assessment	Initial	TBA	Responsible Officer	TBA	Linked Indicators	
	Residual	TBA				

Corporate Priority:	Corporate Effectiveness and Business Efficiency
<i>Key Area Of Focus:</i>	TBA

Service Objective: ECS O3	Implementation of Local housing allowance					
Key Milestone(s) (07/08)	<ul style="list-style-type: none"> • Purchase new system software, install and test • Staff training on both system and legislation • General awareness for all key stakeholders (RSLs, local landlords, claimants etc.) 					
Key Milestone(s) (08/09)	<ul style="list-style-type: none"> • Administer HB under the new rules for relevant claims • Monitor impact of direct payments to claimants • Monitor impact on overpayments • Liaise with key stakeholders to risk assess impact on all relevant parties. 					
Key Milestone(s) (09/10)	<ul style="list-style-type: none"> • Not applicable 					
Risk Assessment	Initial	TBA	Responsible Officer	TBA	Linked Indicators	
	Residual	TBA				

Corporate Priority:	Corporate Effectiveness and Business Efficiency
<i>Key Area Of Focus:</i>	TBA

Service Objective: ECS O4	Implementation of Empty Property Relief				
Key Milestone(s) (07/08)	<ul style="list-style-type: none"> • Install new software • Test and train staff on system and legislation • Publicity for scheme to local businesses • Bill businesses 				
Key Milestone(s) (08/09)	<ul style="list-style-type: none"> • Continue to bill and collect monies on Empty properties • Liaise with affected businesses • Risk assess impact on collection 				
Key Milestone(s) (09/10)	<ul style="list-style-type: none"> • Not applicable 				
Risk Assessment	Initial	TBA	Responsible Officer	TBA	Linked Indicators
	Residual	TBA			

Corporate Priority:	Corporate Effectiveness and Business Efficiency
<i>Key Area Of Focus:</i>	TBA

Service Objective: ECS O5	Move all staff to new Revenues & Benefits software (Version 6)					
Key Milestone(s) (07/08)	<ul style="list-style-type: none"> • Plan of action for transfer • Train all new staff on new version of system • Assess and monitor impact of new system 					
Key Milestone(s) (08/09)	<ul style="list-style-type: none"> • Draw up plan for the transition for all staff to new system • Train staff on new version • Assess and monitor impact of new system 					
Key Milestone(s) (09/10)	<ul style="list-style-type: none"> • Not applicable 					
Risk Assessment	Initial	TBA	Responsible Officer	TBA	Linked Indicators	
	Residual	TBA				

Corporate Priority:	Corporate Effectiveness and Business Efficiency
<i>Key Area Of Focus:</i>	TBA

Service Objective: ECS O6	Rollout NVQ to Cheshire LAs					
Key Milestone(s) (07/08)	<ul style="list-style-type: none"> Carry out presentations to interested LAs Assess current Halton staff on scheme 					
Key Milestone(s) (08/09)	<ul style="list-style-type: none"> Sign up new LAs to scheme Carry out workshops and assessments for new LAs 					
Key Milestone(s) (09/10)	<ul style="list-style-type: none"> Not applicable 					
Risk Assessment	Initial	TBA	Responsible Officer	TBA	Linked Indicators	
	Residual	TBA				

Corporate Priority:	Corporate Effectiveness and Business Efficiency
<i>Key Area Of Focus:</i>	TBA

Service Objective: ECS O7	To continue to promote and introduce more effective procurement					
Key Milestone(s) (07/08)	<ul style="list-style-type: none"> Further develop ongoing spend analysis identifying for potential saving 					
Key Milestone(s) (08/09)	<ul style="list-style-type: none"> Determine areas of spend for further investigation 					
Key Milestone(s) (09/10)	<ul style="list-style-type: none"> Not applicable 					
Risk Assessment	Initial	TBA	Responsible Officer	TBA	Linked Indicators	
	Residual	TBA				

Corporate Priority:	Corporate Effectiveness and Business Efficiency
<i>Key Area Of Focus:</i>	TBA

Service Objective: ECS 08	Continue to develop appropriate e-solutions in conjunction with ICT / Directorates to further enhance service delivery through HDL					
Key Milestone(s) (07/08)	<ul style="list-style-type: none"> Review available service options Continue BPR 					
Key Milestone(s) (08/09)	<ul style="list-style-type: none"> APR onwards - Introduce further Directorate services into HDL Develop in house CSD system for use across Council Rollout Invoice scanning 					
Key Milestone(s) (09/10)	<ul style="list-style-type: none"> Not applicable 					
Risk Assessment	Initial	TBA	Responsible Officer	TBA	Linked Indicators	
	Residual	TBA				

Corporate Priority:	Corporate Effectiveness and Business Efficiency
<i>Key Area Of Focus:</i>	TBA

Service Objective: ECS 09	Examine implications/implementation of “Government Gateway”					
Key Milestone(s) (07/08)	<ul style="list-style-type: none"> Feb 08 - Undertake risk analysis 					
Key Milestone(s) (08/09)	<ul style="list-style-type: none"> July 08 - Implement pilot services July – Mar implement across authority as necessary 					
Key Milestone(s) (09/10)	<ul style="list-style-type: none"> Not applicable 					

Risk Assessment	Initial	TBA	Responsible Officer	TBA	Linked Indicators	
	Residual	TBA				

5.2 Performance Indicators and Targets (Statutory & Local Indicators)¹:

Ref ²	Description	Corp. Plan Priority	Halton 2006 / 7 Actual	2006 / 07 Quartiles ³ (All England)			Halton 2007 / 8 Target	Halton 2007 / 8 Actual	Halton Targets		
				Top	Middle	Bottom			08 / 09	09 / 10	10 / 11

Corporate Health

<u>ECSLI 01</u> (BVPI 8)	The percentage of undisputed invoices which were paid in 30 days	CP 6	97.08	97.00	95.00	91.00	97.00	TBA	98.00	99.00	TBA
<u>ECSLI 02</u> (BVPI 9)	Proportion of Council Tax collected	CP 6	95.98	98.48	97.67	96.49	96.80	TBA	96.85	96.90	TBA
<u>ECSLI 03</u> (BVPI 10)	The percentage of Business Rates which should have been received during the year that were received	CP 6	99.84	99.30	98.97	98.43	98.80	TBA	98.85	98.90	TBA

¹ BVPI's are replaced by the National Indicator Data Set (NIS) from April 2008.

² Key Indicators are identified by an **underlined reference in bold type**.

³ No quartile data is available for local performance indicators

NI 14	Average number of customer contacts per received customer request.	CP 6	New for 2008				New for 2008	New for 2008	TBA	TBA	TBA
NI 180	Changes in HB / CTB entitlements during the year.	CP 6	New for 2008				New for 2008	New for 2008	TBA	TBA	TBA

Ref	Description	Corp. Plan Priority	Halton 2006 / 7 Actual	2006 / 07 Quartiles (All England)			Halton 2007 / 8 Target	Halton 2007 / 8 Actual	Halton Targets		
				Top	Middle	Bottom			08 / 09	09 / 10	10 / 11

Quality

ECCLI 04	% Of fairer charging assessments completed within 10 days of referral	CP 1 AOF 6	97.90				98.00	TBA	98.00	98.00	TBA
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Service Delivery

ECCLI 05 (BVPI 78a)	Average time for processing new claims (Housing & Council Tax Benefit)	CP 6	27 Days	24.5 Days	23.7 Days	33.8 Days	24 Days	TBA	23 Days	22 Days	TBA
ECCLI 06 (BVPI 78b)	Average time for processing notifications of changes in circumstances	CP 6	5 Days	7.8 Days	11.0 Days	15.6 Days	7 Days	TBA	6 Days	5.5 Days	TBA
NI 181	Time taken to process HB / CTB claims and change events	CP 6	New for 2008				New for 2008	New for 2008	TBA	TBA	TBA

5.3 Risk Management

Risk Management, which forms a key element of the strategic management and performance management processes of the Council, is a business discipline that is used to effectively manage potential opportunities and threats to the organisation in achieving its objectives.

Risk assessments are the process by which departments identify those issues that are, or may be, likely to impede the delivery of service objectives. Such risks are categorised and rated in terms of both their probability, i.e. the extent to which they are likely to happen, and their severity i.e. the potential extent of their impact should they occur.

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. Such numbers are then translated into a Low, Medium or High category.

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

Following such assessments a series of risk treatment measures are identified that will mitigate against such risks having an adverse impact upon the delivery of the departmental objectives.

Mitigation measures for those risks that were initially assessed as high have been included as an Appendix within this plan. As such their implementation will be monitored through the Quarterly Departmental Service Plan Monitoring Report process.

5.4 Equality Action Plan

No high priority actions have been identified as a result of undertaking departmental Impact Equality Assessments.

5.5 Local Area Agreement Targets

2008 LAA is presently under development – any relevant information to be inserted once agreement has been finalised.

6.0 Performance Reporting

As detailed in the introduction to this plan, the primary purpose of the Service Plan 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 and or delivering it's statutory responsibilities.

It is imperative that the Council and interested members of the public can keep track of how the Council and its Departments are progressing against objectives and targets, and that mechanisms are in place to enable councillors and managers to see whether the service is performing as planned.

As a result Departmental progress will be monitored through:

- **The day to day monitoring by Strategic Directors through their regular interaction with Operational Directors;**
- **Provision of Quarterly progress reports to Corporate and Directorate Management Teams;**
- **The inclusion of Quarterly Service Plan Monitoring reports as a standard item on the agenda of all the Council's Policy and Performance Boards.**
- **Publication of Quarterly Service Plan monitoring reports on the Councils intranet site.**

In demonstrating it's commitment to exploiting the potential of Information and Communications Technology to improve the accessibility of its services and related information an extensive range of documentation, including this plan and it's associated quarterly monitoring reports, are available via the Council's website at <http://www2.halton.gov.uk/content/councilanddemocracy/council/plansandstrategies>

Additionally information and assistance can be accessed through any of the Council's Halton Direct Link facilities (HDL) or the Council's libraries.

7.0 Statutory and Non-statutory Plans

INFORMATION TO FOLLOW

Appendix 1

Halton Corporate Plan (2006 – 2011) – Council Priorities and Key Areas of Focus.

A Healthy Halton

1	Improving the future health prospects of Halton residents, particularly children, through the encouragement of an improved dietary intake and the availability of nutritionally balanced meals within schools and other Council establishments.
2	Improving the future health prospects of Halton residents through encouraging and providing the opportunities to access and participate in physically active lifestyles.
3	Delivering programmes of education to improve the health of Halton residents.
4	Helping people to manage the effects of ill health, disability and disadvantage.
5	Actively managing the environmental factors that are detrimental to good health.
6	Providing services and facilities to maintain the independence and well-being of vulnerable people within our community.
7	Providing services and facilities to maintain existing good health and well-being.

Halton's Urban Renewal

8	Exploiting the benefits of inward investment opportunities by creating a physical environment that is both attractive and responsive to the needs of existing and potential business.
9	Maintaining and developing local transport networks that meet the needs of resident's, businesses and visitors to Halton.
10	Revitalising the economy by sustaining and developing an environment that compliments the core brand values of existing and potential investors.
11	Maintaining levels of affordable housing provision within Halton that provides for quality and choice and meets the needs and aspirations of existing and potential residents.
12	Providing opportunities for recreation and fostering conservation by developing attractive and accessible parks and open spaces.

Children & Young People in Halton

13	Improving the educational attainment of pupils in Halton, by providing effective teaching and school support
14	To improve outcomes for looked after children by increasing educational attainment, health, stability and support during transition to adulthood.
15	To deliver effective services to children and families by making best use of available resources
16	To provide transport facilities that meets the needs of children & young people in Halton accessing education and training.
17	Provide an effective transition for young people from school to employment, through opportunities for work related learning, and post 16 education, voluntary and community work.
18	To reduce the conception rate amongst women under 18 by providing awareness, education and relevant support
19	To ensure a safe environment for children where they are supported and protected from abuse and neglect

Employment, Learning & Skills in Halton

20	To increase self-confidence and social inclusion by providing opportunities to adults to engage in basic skills learning.
21	To improve access to employment by providing opportunities to enhance employability skills and knowledge
22	Working with employers to identify and secure opportunities for the unemployed.
23	To provide transport facilities that meets the needs of those people in Halton accessing employment and training.
24	To sustain current employment levels by providing practical and financial advice and assistance to those from disadvantaged groups
25	To increase employment opportunities and business start ups in Halton, by developing an enterprise culture

A Safer Halton

26	Actively encouraging socially responsible behaviour by engaging with Halton's young people and by providing opportunities for them to access and take part in affordable leisure time activities.
27	Reducing the physical effects of anti-social and criminal behaviour
28	Providing and maintaining a highways and footpath network that is safe, accessible, and meets the needs and expectations of those living, working or visiting in Halton.
29	Improving the quality of community life by enhancing the visual amenity of Halton's neighbourhoods.
30	Improving the social and physical well-being of those groups most at risk within the community

Corporate Effectiveness & Efficient Service Delivery

31	Working with partners and the community, to ensure that our priorities, objectives, and targets are evidence based, regularly monitored and reviewed, and that there are plausible delivery plans to improve the quality of life in Halton, and to narrow the gap between the most disadvantaged neighbourhoods and the rest of Halton.
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.
33	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.
34	Attracting and managing financial resources effectively and maintaining transparency, financial probity and prudence and accountability to our stakeholders
35	Implementing and further developing procurement arrangements that will reduce the cost to the Council of acquiring its goods and services.
36	Ensuring that the Council's land and property portfolio is managed efficiently
37	Ensuring that Council buildings are safe and accessible, meet the needs of service users and the organisation, and comply with legislative requirements
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.
39	Ensuring that human resources are managed and deployed to their best effect and improving the relevance, availability and use of HR information
40	Ensuring that the Council has the right people with the right skills and who are informed and motivated and provided with opportunities for personal development and engagement.