

### ACTION PLANS FOR THE PROPOSED BVPIs TO BE MONITORED EACH MONTH IN 2007/08

(NB. 19 of the 21 BVPI Action Plans appear below. The Action Plan for BV 106 will follow. The performance figure for BV 2b is being reassessed and it is expected that a figure will be confirmed shortly so that an Action Plan may follow.)

**For BVPIs with performance in 2006/07 in the national bottom quartile or below average for 2005/06**

BVPI No.	PI Definition	Head of Service responsible for this action plan
8	The percentage of invoices for commercial goods and services which were paid by the authority within 30 days	Simon Davey

Performance in 2005/06	National quartiles in 2005/06 #	Performance in 2006/07	Target for 2007/08	Target for 2008/09	Target for 2009/10
90.81	Top: 97.3 Average: 95 Bottom: 92.2	93.2	96	97.5	98

BOX A: By when is it expected that performance equal to national above average performance will be achieved? *	BOX B: What actions are being taken to achieve performance equal to national above average performance by the date shown in Box A?
2007/08	1. Through accurate reporting and tackling areas of poor performance within the Council and general promotion of the importance of passing invoices for payment quickly – these actions are working and improvements are showing but they need to be imbedded further.

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\* Please note that the national average for 2005/06 is likely to increase for 2006/07. The national quartiles for 2006/07 will be the figures used for comparison with our BVPIs' performance in 2007/08 in May 2008 but they will not be available until January 2008.

**For BVPIs with performance in 2006/07 in the national top quartile or above average for 2005/06**

<b>BVPI No.</b>	<b>PI Definition</b>	<b>Head of Service responsible for this action plan</b>
9	Percentage of council tax collected	Simon Davey

<b>Performance in 2005/06</b>	<b>National quartiles in 2005/06 #</b>	<b>Performance in 2006/07</b>	<b>Target for 2007/08</b>	<b>Target for 2008/09</b>	<b>Target for 2009/10</b>
98.16	Top: 98.53 Average: 98.11 Bottom: 97.4	98.6	98.6	98.7	98.7

<b>What actions are being taken to achieve the 'Target for 2007/08' and maintain performance against the national top quartile or above average performance? *</b>
1. Continuation with proactive collection and vigorous recovery timetable. 2. Utilising differing approaches e.g. evening calling. 3. New promotion of Direct Debit. 4. It should be noted that in 2006/07 the Council had the second highest collection rate in Devon and equalled the highest year on year improvement in the collection rate in Devon.

# In the 'National quartiles in 2005/06' box, the average performance quoted is the median or mid-point for the 238 district councils in England. Figures for national quartiles in 2005/06 and for the performance of BVPIs in 2006/07 are provided with this template and are available from the Policy Team.

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**For BVPIs with performance in 2006/07 in the national top quartile or above average for 2005/06**

<b>BVPI No.</b>	<b>PI Definition</b>	<b>Head of Service responsible for this action plan</b>
10	Percentage of business rates collected	Simon Davey

<b>Performance in 2005/06</b>	<b>National quartiles in 2005/06 #</b>	<b>Performance in 2006/07</b>	<b>Target for 2007/08</b>	<b>Target for 2008/09</b>	<b>Target for 2009/10</b>
99.13	Top: 99.3 Average: 99 Bottom: 98.4	99.2	99.2	99.2	99.2

**What actions are being taken to achieve the 'Target for 2007/08' and maintain performance against the national top quartile or above average performance? \***

1. Continue to keep to recovery timetable and make minor adjustments/initiatives to keep collection rate high where possible. It should be noted that in 2006/07 the Council had the highest collection rate in Devon.

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**For BVPIs with performance in 2006/07 in the national bottom quartile or below average for 2005/06**

<b>BVPI No.</b>	<b>PI Definition</b>	<b>Head of Service responsible for this action plan</b>
11 c	Percentage of top 5% of earners with a disability.	Karen Jenkins

<b>Performance in 2005/06</b>	<b>National quartiles in 2005/06 #</b>	<b>Performance in 2006/07</b>	<b>Target for 2007/08</b>	<b>Target for 2008/09</b>	<b>Target for 2009/10</b>
0	Top: 5.91 Average: 2.09 Bottom: 0	0	0	1	1

<b>BOX A: By when is it expected that performance equal to national above average performance will be achieved? *</b>	<b>BOX B: What actions are being taken to achieve performance equal to national above average performance by the date shown in Box A?</b>
5 years due to lack of turnover in top positions.	<ol style="list-style-type: none"> <li>1. EDDC displays the disability symbol in its advertising.</li> <li>2. EDDC will continue to work with existing and new employees to make reasonable adjustments to roles to ensure access to people with a disability.</li> </ol>

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**For BVPIs with performance in 2006/07 in the national bottom quartile or below average for 2005/06**

<b>BVPI No.</b>	<b>PI Definition</b>	<b>Head of Service responsible for this action plan</b>
12	The number of working days lost due to sickness absence.	Karen Jenkins

<b>Performance in 2005/06</b>	<b>National quartiles in 2005/06 #</b>	<b>Performance in 2006/07</b>	<b>Target for 2007/08</b>	<b>Target for 2008/09</b>	<b>Target for 2009/10</b>
12.41	Top: 8.29 Average: 9.54 Bottom: 10.92	9.96	8.50	8.50	8.50

<b>BOX A: By when is it expected that performance equal to national above average performance will be achieved? *</b>	<b>BOX B: What actions are being taken to achieve performance equal to national above average performance by the date shown in Box A?</b>
The end of 2007/08.	<ol style="list-style-type: none"> <li>1. To continue to roll out of Stress Audits across the Council.</li> <li>2. To introduce a Well Being Week on an annual basis to support the Well Being Policy. This will focus on well being, health and exercise suggestions as well as advice on healthy lifestyles. Staff will be encouraged to sample different types of exercise, well being approaches and will have the opportunity to have tests for diabetes and Body Mass Index.</li> <li>3. Continue producing absence triggers to highlight cases and work on these with managers.</li> <li>4. Continue delivery of Absence Management Workshops as part of the Core Management Development Programme.</li> <li>5. Continue identifying use of return to work interviews as part of the HR Audits.</li> </ol>

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**For BVPIs with performance in 2006/07 in the national bottom quartile or below average for 2005/06**

<b>BVPI No.</b>	<b>PI Definition</b>	<b>Head of Service responsible for this action plan</b>
14	Percentage of early retirements.	Karen Jenkins

<b>Performance in 2005/06</b>	<b>National quartiles in 2005/06 #</b>	<b>Performance in 2006/07</b>	<b>Target for 2007/08</b>	<b>Target for 2008/09</b>	<b>Target for 2009/10</b>
0.79	Top: 0 Average: 0.4 Bottom: 0.83	0.87	0.4	0	0

<b>BOX A: By when is it expected that performance equal to national above average performance will be achieved? *</b>	<b>BOX B: What actions are being taken to achieve performance equal to national above average performance by the date shown in Box A?</b>
It is hoped this will be achieved in 2008/09.	1. Continue to work with individuals to ensure that early retirement is not an option.

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**For BVPIs with performance in 2006/07 in the national bottom quartile or below average for 2005/06**

<b>BVPI No.</b>	<b>PI Definition</b>	<b>Head of Service responsible for this action plan</b>
15	Percentage of ill health retirements.	Karen Jenkins

<b>Performance in 2005/06</b>	<b>National quartiles in 2005/06 #</b>	<b>Performance in 2006/07</b>	<b>Target for 2007/08</b>	<b>Target for 2008/09</b>	<b>Target for 2009/10</b>
0.53	Top: 0 Average: 0.25 Bottom: 0.42	0.87	0.25	0	0

<b>BOX A: By when is it expected that performance equal to national above average performance will be achieved? *</b>	<b>BOX B: What actions are being taken to achieve performance equal to national above average performance by the date shown in Box A?</b>
2008/09	1. Organisationally EDDC will ensure that poor management practice or organisational stress are not factors involved in ill health. It cannot influence ill health retirements where medical grounds exist.

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**For BVPIs with performance in 2006/07 in the national bottom quartile or below average for 2005/06**

<b>BVPI No.</b>	<b>PI Definition</b>	<b>Head of Service responsible for this action plan</b>
17 a	Percentage of black and ethnic minority employees.	Karen Jenkins

<b>Performance in 2005/06</b>	<b>National quartiles in 2005/06 #</b>	<b>Performance in 2006/07</b>	<b>Target for 2007/08</b>	<b>Target for 2008/09</b>	<b>Target for 2009/10</b>
1.05	Top: 2.7 Average: 1.4 Bottom: 0.8	1.04	1.4	1.4	2.7

<b>BOX A: By when is it expected that performance equal to national above average performance will be achieved? *</b>	<b>BOX B: What actions are being taken to achieve performance equal to national above average performance by the date shown in Box A?</b>
2009/10	<ol style="list-style-type: none"> <li>1. Advertise posts nationally.</li> <li>2. Updated job descriptions which place greater emphasis on managers justifying essential criteria and qualifications.</li> </ol>

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**For BVPIs with performance in 2006/07 in the national bottom quartile or below average for 2005/06**

BVPI No.	PI Definition	Head of Service responsible for this action plan
78 a	The average time in days spent processing new benefit claims	Simon Davey

Performance in 2005/06	National quartiles in 2005/06 #	Performance in 2006/07	Target for 2007/08	Target for 2008/09	Target for 2009/10
41	Top: 25.5 Average: 31 Bottom: 37.8	36	Performance Standard – Good Band 30-36	Performance Standard – Good Band 30-36	Performance Standard – Good Band 30-36

<b>BOX A: By when is it expected that performance equal to national above average performance will be achieved? *</b>	<b>BOX B: What actions are being taken to achieve performance equal to national above average performance by the date shown in Box A?</b>
<p>The target that has been set is to maintain a level 3 under the Department for Works and Pensions Performance Standards. The levels range from 1 to 4, these being; 4= Excellent, 3= Good, 2= Meeting minimum standards, 1= Not meeting minimum requirements</p> <p>The Performance Standards set by the DWP assess councils performance on the delivery of housing benefit administration. This assessment is fed into the Council's CPA judgement. The Services objective is to maintain a level 3, therefore being deemed a "good" authority.</p> <p>Under the Performance Standards certain BVPI's, such as this one, have been given bands of performance ranges which relate to the overall Performance Standard score of 1 to 4. The target we have used for this BVPI will achieve a level 3 score.</p> <p>It should also be noted that top BVPI quartile performance being reported by some authorities is being put under question as to its accuracy.</p>	<ol style="list-style-type: none"> <li>1. Structured team and individual staff training programmes to continue.</li> <li>2. Performance management through specifically tailored team and individual target setting, monitoring and feedback.</li> <li>3. One to one mentoring with individual members of staff where specific need/ support has been identified.</li> <li>4. Continual monitoring of individual and team performance with active management of backlogs as they occur through weekend working and contract labour when necessary.</li> <li>5. Absence management.</li> <li>6. Continue to work with our system supplier to alleviate problems with system downtime and slow response times.</li> <li>7. The steps above have achieved an improvement and have been and continue to be important as part of an improvement plan, however to achieve a stepped improvement consideration needs to be given to redesigning our processes with customer demands being our key focus.</li> </ol>

**For BVPIs with performance in 2006/07 in the national bottom quartile or below average for 2005/06**

BVPI No.	PI Definition	Head of Service responsible for this action plan
78 b	The average time in days it takes to process a benefit claimant's change of circumstances	Simon Davey

Performance in 2005/06	National quartiles in 2005/06 #	Performance in 2006/07	Target for 2007/08	Target for 2008/09	Target for 2009/10
19	Top: 8.5 Average: 11.9 Bottom: 16.7	20	Performance Standard – Good Band 10-20	Performance Standard – Good Band 10-20	Performance Standard – Good Band 10-20

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<p>The target that has been set is to maintain a level 3 under the Department for Works and Pensions Performance Standards. The levels range from 1 to 4, these being; 4= Excellent, 3= Good, 2= Meeting minimum standards, 1= Not meeting minimum requirements</p> <p>The Performance Standards set by the DWP assess councils performance on the delivery of housing benefit administration. This assessment is fed into the Council's CPA judgement. The Services objective is to maintain a level 3, therefore being deemed a "good" authority.</p> <p>Under the Performance Standards certain BVPI's, such as this one, have been given bands of performance ranges which relate to the overall Performance Standard score of 1 to 4. The target we have used for this BVPI will achieve a level 3 score.</p> <p>It should also be noted that top BVPI quartile performance being reported by some authorities is being put under question as to its accuracy.</p>	<ol style="list-style-type: none"> <li>1. Structured team and individual staff training programmes continue.</li> <li>2. Performance management through specifically tailored team and individual target setting, monitoring and feedback.</li> <li>3. One to one mentoring with individual members of staff where specific need/ support has been identified.</li> <li>4. Continual monitoring of individual and team performance with active management of backlogs as they occur through weekend working and contract labour when necessary.</li> <li>5. Absence management.</li> <li>6. Working with our system supplier to continue to alleviate problems with system downtime and slow response times.</li> <li>7. The steps above have achieved an improvement and have been and continue to be important as part of an improvement plan, however to achieve a stepped improvement consideration needs to be given to redesigning our processes with customer demands being our key focus.</li> </ol>

**For BVPIs with performance in 2006/07 in the national bottom quartile or below average for 2005/06**

<b>BVPI No.</b>	<b>PI Definition</b>	<b>Head of Service responsible for this action plan</b>
79 a	The accuracy with which we calculate benefit claims	Simon Davey

<b>Performance in 2005/06</b>	<b>National quartiles in 2005/06 #</b>	<b>Performance in 2006/07</b>	<b>Target for 2007/08</b>	<b>Target for 2008/09</b>	<b>Target for 2009/10</b>
93.4	Top: 99 Average: 98.2 Bottom: 96.8	97	Performance Standard – Good Band 98 - 99	Performance Standard – Good Band 98 - 99	Performance Standard – Good Band 98 - 99

<b>BOX A: By when is it expected that performance equal to national above average performance will be achieved? *</b>	<b>BOX B: What actions are being taken to achieve performance equal to national above average performance by the date shown in Box A?</b>
<p>The target that has been set is to maintain a level 3 under the Department for Works and Pensions Performance Standards. The levels range from 1 to 4, these being; 4= Excellent, 3= Good, 2= Meeting minimum standards, 1= Not meeting minimum requirements</p> <p>The Performance Standards set by the DWP assess councils performance on the delivery of housing benefit administration. This assessment is fed into the Council's CPA judgement. The Services objective is to maintain a level 3, therefore being deemed a "good" authority.</p> <p>Under the Performance Standards certain BVPI's, such as this one, have been given bands of performance ranges which relate to the overall Performance Standard score of 1 to 4. The target we have used for this BVPI will achieve a level 3 score.</p> <p>It should also be noted that top BVPI quartile performance being reported by some authorities is being put under question as to its accuracy.</p>	<ol style="list-style-type: none"> <li>1. Structured team and individual staff training programmes continue.</li> <li>2. Performance management through specifically tailored team and individual target setting, monitoring and feedback.</li> <li>3. One to one mentoring with individual members of staff where specific need/ support has been identified.</li> <li>4. Continual monitoring of individual and team performance with active management of backlogs as they occur through weekend working and contract labour when necessary.</li> <li>5. Absence management.</li> <li>6. Working with our system supplier to continue to alleviate problems with system downtime and slow response times.</li> </ol>

**For BVPIs with performance in 2006/07 in the national bottom quartile or below average for 2005/06**

<b>BVPI No.</b>	<b>PI Definition</b>	<b>Head of Service responsible for this action plan</b>
79 b ii	Benefit overpayments recovered as a percentage of total benefit overpayment debt	Simon Davey

<b>Performance in 2005/06</b>	<b>National quartiles in 2005/06 #</b>	<b>Performance in 2006/07</b>	<b>Target for 2007/08</b>	<b>Target for 2008/09</b>	<b>Target for 2009/10</b>
29.78	Top: 41.22 Average: 34.11 Bottom: 28.35	30.09	35	35	35

<b>BOX A: By when is it expected that performance equal to national above average performance will be achieved? *</b>	<b>BOX B: What actions are being taken to achieve performance equal to national above average performance by the date shown in Box A?</b>
2007/08	1. Proactive timetable of recovery.

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**For BVPIs with performance in 2006/07 in the national bottom quartile or below average for 2005/06**

BVPI No.	PI Definition	Head of Service responsible for this action plan
109 b	% of minor planning applications determined in 8 weeks – national target 65%	Kate Little
109 c	% of other planning applications determined in 8 weeks – national target 80%	Kate Little

Performance in 2005/06	National quartiles in 2005/06 #	Performance in 2006/07	Target for 2007/08	Target for 2008/09	Target for 2009/10
71%	Top: 80.39% Average: 74.01% Bottom: 68.6%	61.35%	70%	75%	80%
84%	Top: 91.61% Average: 88.23% Bottom: 83.85%	81%	85%	88%	92%

<b>BOX A: By when is it expected that performance equal to national above average performance will be achieved? *</b>	<b>BOX B: What actions are being taken to achieve performance equal to national above average performance by the date shown in Box A?</b>
It is likely to take the best part of the present financial year to bring the statistics back to the national average and that is heavily dependent on our staff numbers – we generally reach establishment one month in twelve and there is no slack in the system.	<ol style="list-style-type: none"> <li>1. Minor applications are generally dealt with by Senior planning officers and we are two seniors short of establishment with two more part time senior officers on long term sick leave. Despite an increase in salary following JE the last recruitment exercise failed to produce any suitable candidates. Will review the recruitment process and look to employing agency staff in the interim</li> <li>2. An individual officer/application tracking system has just been set up and should highlight applications nearing the target date to prevent over-runs.</li> <li>3. Team Leaders to take more responsibility for the performance of the team by producing weekly team statistics.</li> <li>4. DC Manager to review procedures and practices to set up practice manual and a review of the Delegation Scheme to speed up the process.</li> <li>5. Set up standard Unilateral Undertakings to be submitted with applications to deal with matters such as open space contributions.</li> <li>6. Review the staff establishment against the increasing numbers of applications coming in and the anticipated major projects due to be submitted in the next 12 months - anticipated that two seniors (Grade 8) will be required, which will have implications for the budget.</li> </ol>

**For BVPIs with performance in 2006/07 in the national bottom quartile or below average for 2005/06**

<b>BVPI No.</b>	<b>PI Definition</b>	<b>Head of Service responsible for this action plan</b>
204	% of planning appeals allowed against refusals of planning permission	Kate Little

<b>Performance in 2005/06</b>	<b>National quartiles in 2005/06 #</b>	<b>Performance in 2006/07</b>	<b>Target for 2007/08</b>	<b>Target for 2008/09</b>	<b>Target for 2009/10</b>
28.75%	Top: 25% Average: 30% Bottom: 36.1%	34.38% Below average	25%	25%	25%

<b>BOX A: By when is it expected that performance equal to national above average performance will be achieved? *</b>	<b>BOX B: What actions are being taken to achieve performance equal to national above average performance by the date shown in Box A?</b>
2007/08	<ol style="list-style-type: none"> <li>1. Review the allowed appeals for any trends or clear areas of disagreement with the Planning Inspectorate and inform planning application decision making.</li> <li>2. Review policies not getting support from the Planning Inspectorate as part of LDF work.</li> </ol>

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<b>BVPI No.</b>	<b>PI Definition</b>	<b>Head of Service responsible for this action plan</b>
<b>219 b</b>	% of Conservation Areas with an up-to-date Character Appraisal - 33 Conservation Areas in East Devon -	Kate Little
<b>219 c</b>	% of Conservation Areas with published Management Proposals	Kate Little

<b>Performance in 2005/06</b>	<b>National quartiles in 2005/06 #</b>	<b>Performance in 2006/07</b>	<b>Target for 2007/08</b>	<b>Target for 2008/09</b>	<b>Target for 2009/10</b>
0	Top: 26% Average: 7.69% Bottom: 0%	0%	33% (11 actual)	66%	100%
0	Top: 5.5% Average: 0% Bottom: 0%	0%	33%	66%	100%

<b>BOX A: By when is it expected that performance equal to national above average performance will be achieved? *</b>	<b>BOX B: What actions are being taken to achieve performance equal to national above average performance by the date shown in Box A?</b>
There appears to be little going on nationally on this activity as the national figures are low. Have set a three year programme to achieve full coverage. The review period is every five years. There is always the problem with this task being submerged below the day to day Listed building application work which has a shorter turn around time.	<ol style="list-style-type: none"> <li>1. The Principal Conservation Officer's work programme has been set to work on this activity one day a week.</li> <li>2. Smaller Conservation Areas will be targeted first to achieve greater turn around in the early stages.</li> <li>3. Review how other authorities deal with these documents to see if there are better ways of achieving the task.</li> <li>4. Consider putting the task out to a consultant – budgetary implications.</li> </ol>

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<b>BVPI No.</b>	<b>PI Definition</b>	<b>Head of Service responsible for this action plan</b>
<b>218 a</b>	Percentage of new reports of abandoned vehicles investigated within 24hrs of notification.	Mark Reilly

<b>Performance in 2005/06</b>	<b>National quartiles in 2005/06 #</b>	<b>Performance in 2006/07</b>	<b>Target for 2007/08</b>	<b>Target for 2008/09</b>	<b>Target for 2009/10</b>
19%	Top: 96.12% Average: 87% Bottom: 71.58%	19%	55%	60%	60%

<b>BOX A: By when is it expected that performance equal to national above average performance will be achieved? *</b>	<b>BOX B: What actions are being taken to achieve performance equal to national above average performance by the date shown in Box A?</b>
There has been no additional resource invested to meet the targets set by the recent introduction of this BVPI. Performance can be improved but this could be to the detriment of other service areas.	<ol style="list-style-type: none"> <li>1. Reviewing the duties of a current post to redistribute some duties to enable more investigations to take place within the recently introduced BVPI time frame. The problem with distributing duties is that other service areas will see service reduction. This could affect routine complaint inspections and officer time spent on emergency planning.</li> <li>2. Where staff would normally carry out a number of jobs in one area, they will in future have to respond to each abandoned vehicle notification as it is received, thus resulting in a reduction in staff efficiency, effectiveness and increasing the Councils carbon footprint.</li> <li>3. The use of the additional resource given for street cleaning, to address BVPI 199, will be used to investigate some of these notifications. This will reduce some of the time that they work on other street cleaning issues.</li> </ol>

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**For BVPIs with performance in 2006/07 in the national bottom quartile or below average for 2005/06**

<b>BVPI No.</b>	<b>PI Definition</b>	<b>Head of Service responsible for this action plan</b>
<b>218 b</b>	Percentage of abandoned vehicles removed within 24 hours from the point at which the authority is legally entitled to remove the vehicle.	Mark Reilly

<b>Performance in 2005/06</b>	<b>National quartiles in 2005/06 #</b>	<b>Performance in 2006/07</b>	<b>Target for 2007/08</b>	<b>Target for 2008/09</b>	<b>Target for 2009/10</b>
5%	Top: 93.95% Average: 77.5% Bottom: 56.53%	5%	45%	50%	50%

<b>BOX A: By when is it expected that performance equal to national above average performance will be achieved? *</b>	<b>BOX B: What actions are being taken to achieve performance equal to national above average performance by the date shown in Box A?</b>
There has been no additional resource invested to meet the targets set by the recent introduction of this BVPI. Performance can be improved but this could be to the detriment of other service areas.	<ol style="list-style-type: none"> <li>1. The removal of vehicles within the recently introduced BVPI time frame will fundamentally change the culture of the service. To comply with the recent target there is likely to be a greater number of cases of dispute with increased levels of litigation.</li> <li>2. There will be the need to ensure that legal services are prepared and have the resource for such an eventuality and numbers. The Council will need to understand the consequences in terms of public reputation and local media profiles.</li> <li>3. There will be some training of staff to reacquaint themselves with the recent legislative changes.</li> <li>4. Where staff would normally carry out a number of jobs in one area, they will in future have to respond to each abandoned vehicle revisit prior to removal as required; thus resulting in a reduction in staff efficiency, effectiveness and increasing the Councils carbon footprint..</li> <li>5. The use of the additional resource given for street cleaning, to address BVPI 199, will also be used as in 4. above on some of these revisits. This will reduce some of the time that they work on other street cleaning issues.</li> </ol>

# In the 'National quartiles in 2005/06' box, the average performance quoted is the median or mid-point for the 238 district councils in England. Figures for national quartiles in 2005/06 and for the performance of BVPIs in 2006/07 are provided with this template and are available from the Policy Team.

\* Please note that the national average for 2005/06 is likely to increase for 2006/07. The national quartiles for 2006/07 will be the figures used for comparison with our BVPIs' performance in 2007/08 in May 2008 but they will not be available until January 2008.