

# THURROCK COUNCIL

## Annual Report 2007-08

how we performed for residents in 2007-08

**DRAFT**

18 August 2008

## Thurrock's Councillors

Get involved in Thurrock	Contents
<p><b>Speak to your local councillor or attend a surgery</b></p> <p>www.thurrock.gov.uk/councillors 01375 366325</p>	<p><b>Leader's and Chief Executive's Review</b> p1</p>
<p><b>Attend or speak at a committee meeting</b></p> <p>www.thurrock.gov.uk/democracy 01375 652021</p>	<p><b>Our business – What We Do For Residents</b> p2</p> <p><b>Vision, Values and Priorities</b> p2</p>
<p><b>Serve as a lay scrutiny member</b></p> <p>www.thurrock.gov.uk/democracy/scrutiny 01375 652023</p>	<p><b>The Cabinet</b> p3</p> <p><b>Your Councillors</b> p4</p> <p><b>The Corporate Management Team</b> p6</p>
<p><b>If you are a young person, find out how you can get involved</b></p> <p>www.thurrock.gov.uk 01375 652814</p>	<p><b>Review of the Year</b></p> <ul style="list-style-type: none"> <li>• <b>Delivering Excellence</b> p7</li> <li>• <b>Children &amp; Young People</b> p8</li> <li>• <b>Including People</b> p9</li> <li>• <b>Safer Environment</b> p10</li> <li>• <b>Cleaner, Greener Sustainable</b> p11</li> </ul>
<p><b>If you are an older person find out how you can get involved</b></p> <p>www.thurrock.gov.uk/olderpeople 01375 652392</p>	<p><b>What do our residents say?</b> p12</p> <p><b>What do the watchdogs say?</b> p14</p>
<p><b>Attend a Community Forum</b></p> <p>www.thurrock.gov.uk/democracy/areas 01375 652392</p>	<p><b>Financial Performance</b> p15</p> <p><b>Value for Money Judgement</b> p16</p>
<p><b>Get involved in community action</b></p> <p>www.thurrock-community.org.uk/vcs 01375 396074</p>	<p><b>Corporate Governance</b> p17</p> <p><b>Appendix 1 – Financial Summary</b> p19</p> <p><b>Appendix 2 – Performance Indicators</b> p25</p> <p><b>Appendix 3 – Thurrock Profile</b> p39</p>

## Thurrock in numbers 2007-08

<b>148,900</b> People living in 4 towns and 20 hamlets	<b>102.7</b> Million pounds spent on providing services	<b>46</b> Lowest Council Tax of 46 unitary councils	<b>£11,947m</b> Efficiency savings made since 2005
<b>96.82</b> Percent of contact centre customers satisfied	<b>69</b> Percent of performance indicators improved	<b>23,890,478</b> web site page views	<b>14,215</b> Tonnes of waste recycled
<b>889,000</b> Telephone calls to the Contact Centre	<b>10</b> Public library standards met – the maximum score	<b>49</b> Percent overall satisfied with the Council	<b>165</b> Square kilometres in area

## Leader's and Chief Executive's Review



**Cllr Terry Hipsey**  
**Leader of the Council**



**Angie Ridgwell**  
**Chief Executive**

Welcome to Thurrock Council's Annual Report for 2007-08. This document allows us to share with our residents, partners and staff how well we performed in 2007-08. There is much to be proud of.

In 2007/08, thanks to the hard work of our staff and to new ways of working we have managed to improve against more of our performance measures than ever before. That achievement needs to be celebrated. It is often said that performance indicators don't really mean very much, or that they are simply a bureaucratic burden. We disagree. Performance indicators, alongside the other tools we use, are vital in enabling us to see just how well we are providing services to our residents - and that, after all, is what we are here to do. To demonstrate this point, let us add some detail to a 'dry' performance statistic:

In 2004, for every 100 young people in year 11 at school, 45 would end the year with five GCSEs at grades A\*-C. These are the grades that help our young people get the best start to a working life. Thanks to the excellent work of our schools that figure has now increased to 60. So every year, for every 100 young people, another 15 leave our education system able to make choices that they wouldn't have done just four years ago.

Let us also look at how we deal with waste. Over the last three years we have diverted an additional 12% of the waste Thurrock produces away from landfill by improving recycling facilities. That is another dry statistic, but look at it this way: if we hadn't diverted that waste, last year we would have sent an additional 83,000 tonnes of waste to landfill. As we are now taxed £32 for every tonne that we send to landfill, that equates to a saving of over £2.5 million.

These are just two of the achievements made in 2007-08 that we are celebrating within this document. In it you can see how we performed against our priorities, the value for money offered by our services and the views of our watchdogs.

Of course there is more that needs to be done and in 2008-09 we will deliver other challenging ambitions including the recently agreed 'Local Area Agreement' which is a joint agreement between local agencies in Thurrock and national government. In it we, along with our partners including the police and the health service, have set stretching targets to improve, amongst other things, the educational performance of our children, crime rates, the level of household waste recycled and the carbon footprint of Thurrock.

We hope that you find this Annual Report interesting and useful. It is only a summary and more information on the subjects covered here can be found if you visit our award winning website [www.thurrock.gov.uk](http://www.thurrock.gov.uk)

## Our business - what we do for residents

Thurrock Council leads a community of towns and villages, which are adjacent to the River Thames, greater London and southwest Essex. Thurrock has 4 main towns and 20 hamlets situated in a mix of greenbelt, semi-urban and heavy industrial environments.

As a community leader and service provider we are revising our services to meet the challenges of a fast changing environment. Our population of 146,700 is expected to increase by 16% as a result of 18,500 new homes being built by 2021. Furthermore our population is changing with the number of people aged under 15 growing faster than the national average as is also the case with residents aged over 85. In common with our regional neighbours we are also experiencing an increasing minority ethnic population.

In 2007-08 we spent £102.75m providing services to residents. Of this sum £51.72m (50%) came from Council Tax and £51.03m (50%) came from grants.

Local people can access the following principal services provided by the Council.

- Children's Services – including education
- Adult Social Care
- Housing
- Libraries and heritage
- Environment
- Strategic Planning
- Environmental Health
- Trading Standards
- Waste Collection
- Council Tax and Benefits

## The Vision for Thurrock

*Thurrock will be the location of choice - a place where people thrive and prosper; where you can access services that will make a difference; and where development is sustainable and supports our new and existing communities as they grow*

## Our Values

1. Leadership
2. Strong management
3. Quality customer care
4. Professionalism
5. Integrity
6. Learning and developing
7. Diverse and collegiate
8. Responsive to need
9. Planned and disciplined

## Our Priorities

**Delivering Excellence and Achieving Value for Money** - to put residents first and to continue to improve satisfaction levels and the value for money of our services.

**Children, Young People and Lifelong Learning** – to raise attainment levels and increase the earning s potential of our residents

**Including People** – to create stronger, more cohesive communities and improve access to Thurrock's health services

**Cleaner, Greener and Sustainable Environment** - to balance the regeneration agenda with resident desires to see the greenbelt protected, an improved transport network and cleaner streets with less litter and pollution

**Safer Environment** – to reduce anti social behaviour, crime and the fear of crime

## Thurrock's Councillors

We operate a Cabinet style of governance. The Cabinet is chaired by the Leader of the Council, Cllr. Terry Hipsey, who is joined by nine other Councillors, each of whom has a specific area of responsibility, known as a Portfolio.

## The Cabinet

Your cabinet members are:



**Councillor Terry Hipsey**  
Leader and Cabinet Member for Regional Issues & Finance  
**Portfolio**  
Regional Agenda; EEDA/EERA  
Thames Gateway  
Budget Setting & Monitoring  
Accounts  
Insurance  
Treasury Management  
Corporate Communications



**Councillor Sue MacPherson**  
Deputy Leader and Cabinet Member for Children's Services  
**Portfolio**  
Corporate Parenting  
Children's Social Care  
Schools  
Life Long Learning  
Educational Attainment & School Improvement  
Services to Schools  
14-19 & Integrated Youth Services  
Early Years



**Councillor Tunde Ojetola**  
Cabinet Member for Housing  
**Portfolio**  
Landlord Services  
Lettings  
Homelessness  
Private Sector Housing  
Supporting People  
Housing Benefits  
Building Maintenance



**Councillor Ben Maney**  
Cabinet member for Public Protection  
**Portfolio**  
Environmental Enforcement  
Parking Enforcement  
Civil Protection  
Community Safety  
Animal Welfare  
Trading Standards  
Licensing



**Councillor Stephen Veryard**  
Cabinet Member for Environmental Services  
**Portfolio**  
Street Services  
Green Services  
Horticultural Team  
Waste & Recycling



**Councillor Amanda Arnold**  
Cabinet Member for Adult Social Care  
**Portfolio**  
Adult Care  
Older People  
Welfare Rights  
Mental Health  
Disability Services  
Occupational Therapy  
Carer Support



**Councillor Joycelyn Redsell**  
Cabinet Member for Community, Culture & Leisure  
**Portfolio**  
Libraries  
Sports & Leisure  
Culture  
Community Cohesion  
Voluntary Sector & Community Forums



**Councillor Barry Johnson**  
Cabinet Member for Central Services  
**Portfolio**  
Corporate Strategy  
Corporate Performance  
Organisational Development  
Diversity  
Ethical Government & Member Development  
Audit, Risk & Fraud  
Legal & Democratic Services  
Registrar  
SSP Client



**Councillor Garry Hague**  
Cabinet Member for Strategic Planning & Regeneration  
**Portfolio**  
Regeneration  
Strategic Planning  
Environmental Planning  
Business  
Strategic Property



**Councillor Neil Rockliffe**  
Cabinet Member for Highways & Transportation  
**Portfolio**  
Transport  
Highways  
Parking Provision

The Cabinet makes decisions affecting Thurrock and makes recommendations to Council on overall policy direction. The Council is comprised of all 49 Members and fulfils a number of functions. It convenes monthly and has responsibility for approving the Council's policies, including the budget and receives petitions, as well as updates from other committees. Members of the public are welcome to ask one question at a meeting of the Council.

The following pages introduce all 49 Thurrock Council Members:



## Thurrock's Councillors



Cllr. Ms. Amanda  
Arnold

**Okendon**



Cllr. Richard  
Bingley

**Tilbury St. Chads**



Cllr. Julieann  
Burkey

**West Thurrock &  
South Stifford**



Cllr. Marion  
Canavon

**Chadwell St. Mary**



Cllr. Anne  
Cheale

**Corringham &  
Fobbing**



Cllr. Emma  
Colgate

**Tilbury Riverside  
& Thurrock Park**



Cllr. John  
Cowell

**Aveley & Uplands**



Cllr. Charles  
Curtis

**Belhus**



Cllr. John  
Everett

**The Homesteads**



Cllr. Anthony  
Fish

**Chadwell St. Mary**



Cllr. Oliver  
Gerrish

**West Thurrock &  
South Stifford**



Cllr. Robert  
Gledhill

**Little Thurrock  
Rectory**



Cllr. Sue  
Gray

**Belhus**



Cllr. Yash  
Gupta

**Grays Thurrock**



Cllr. Garry  
Hague

**Chafford &  
North Stifford**



Cllr. Diana  
Hale

**Stifford Clays**



Cllr. Eddie  
Hardiman

**Stanford-le-Hope  
West**



Cllr. Peter  
Harris

**Grays Thurrock**



Cllr. Ian  
Harrison

**Corringham &  
Fobbing**



Cllr. Wendy  
Herd

**Aveley & Uplands**



Cllr. Terence  
Hipsey

**Stanford-le-Hope  
West**



Cllr. Barry  
Johnson

**Okendon**



Cllr. Mrs. Catherine  
Kent

**Grays Thurrock**



Cllr. John  
Kent

**Grays Riverside**



Cllr. Barrie  
Lawrence

**Ockendon**


## Thurrock's Councillors




Cllr. Suzanne MacPherson  
**The Homesteads**



Cllr. Benjamin Maney  
**Little Thurrock Blackshots**




Cllr. Peter Maynard  
**Belhus**



Cllr. Carl Morris  
**Grays Riverside**




Cllr. Val Morris-Cook  
**Grays Riverside**




Cllr. Danny Nicklen  
**Stanford East & Corringham Town**




Cllr. Roisin O'Reilly  
**Stanford East & Corringham Town**



Cllr. Tunde Ojetola  
**South Chafford**




Cllr. Bukky Okunade  
**Tilbury Riverside & Thurrock Park**




Cllr. Barry Palmer  
**East Tilbury**



Cllr. Maureen Pearce  
**Stifford Clays**



Cllr. John Purkiss  
**East Tilbury**



Cllr. Joycelyn Redsell  
**Little Thurrock Blackshots**



Cllr. Mrs. Diane Revell  
**Orsett**




Cllr. Michael Revell  
**Orsett**




Cllr. Gerard Rice  
**Chadwell St. Mary**



Cllr. Neil Rockliffe  
**Chafford & North Stifford**



Cllr. Andrew Smith  
**West Thurrock & South Stifford**



Cllr. Phillip Smith  
**Stanford East & Corringham Town**



Cllr. Stuart St. Clair-Haslam  
**Little Thurrock Rectory**



Cllr. Pauline Tolson  
**The Homesteads**



Cllr. Stephen Veryard  
**South Chaffords**







Cllr. Amanda Wilton  
**Aveley & Uplands**



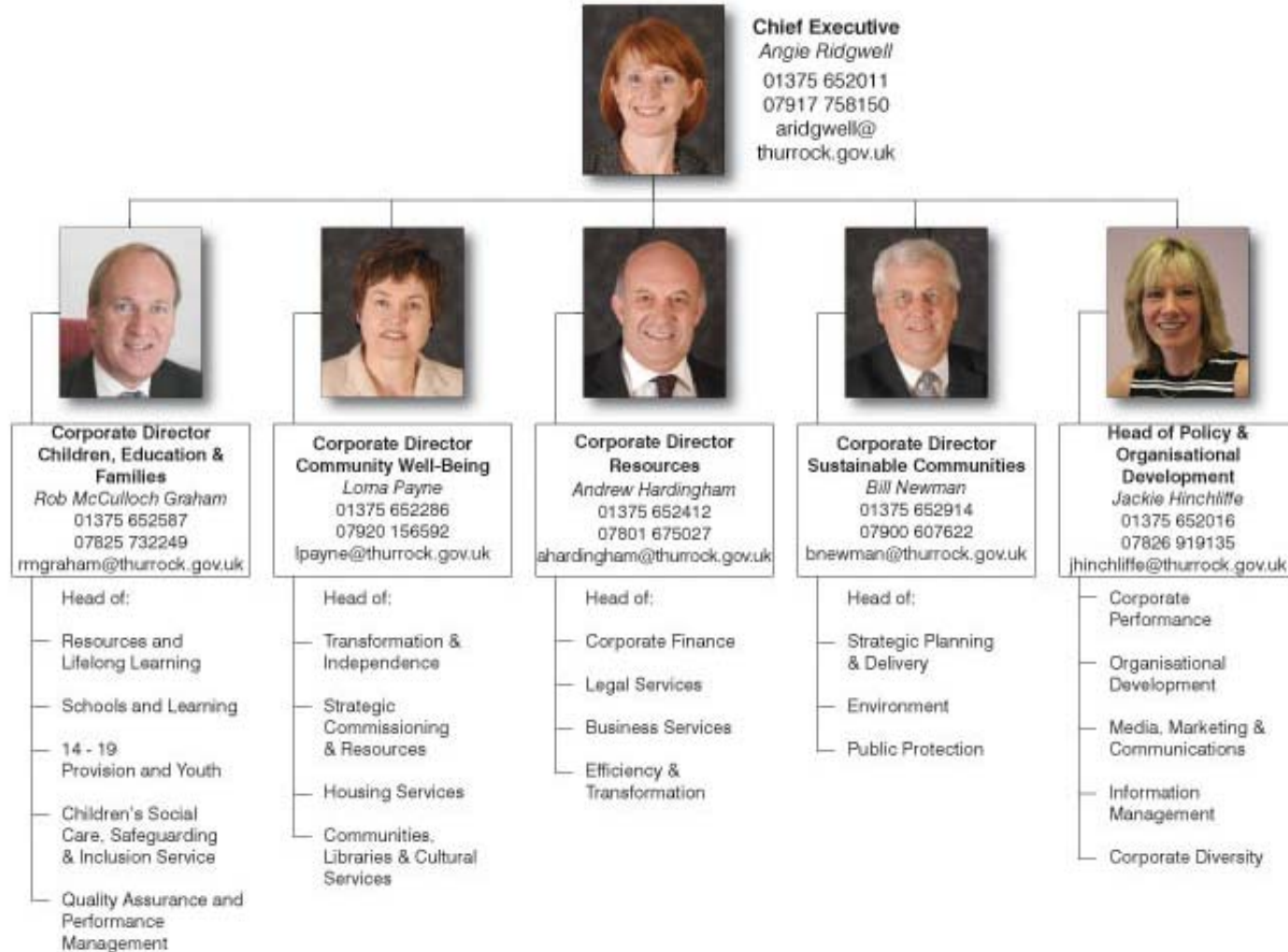
Cllr. Lyn Worrall  
**Tilbury St. Chads**

**Legend**

	Conservative Party		British National Party
	Labour Party		Independent

## The Corporate Management Team

We recently re-organised our structure so that we can better meet residents' need. There are four directorates which are supported in their work by a policy and organisational development function, all of which are overseen by the Chief Executive. Our directors are supported by 16 heads of service, and deliver services to the community as set out below:





## Priority 1. Delivering Excellence and Achieving Value for Money

**Introduced by:** Councillor Terry Hipsey – Leader of the Council  
Councillor Barry Johnson - Cabinet Member for Central Services

We believe that we should provide the best possible public services for local people whilst maintaining a low rate of Council Tax. To that end we have made the delivery of excellence, in combination with achieving value for money, an overriding priority for the Council.

### Our achievements in 2007-08 include:

- Continuing our policy of setting a low Council Tax - our band D rate of £1,011.78 meant that we are now the lowest charging unitary council in the country
- Delivering a balanced budget - for the fourth consecutive year
- Exceeding our efficiency targets - a total of £11.947 million of efficiency savings have been realised since 2005
- Improving 69% of best value performance indicators across the Council
- Retaining our council wide Investors in People certification in recognition the quality of our people management and development arrangements

2007-08 at a glance			
<b>Financial Performance &amp; Efficiency</b>	Spending on services within this priority is <b>low</b> when compared to other unitary councils (4 <sup>th</sup> quartile)	This is <b>better</b> than last year	✓
<b>Performance Indicators</b>	<b>62.5%</b> of indicators improved since last year	This is <b>better</b> than last year	✓
	<b>25.0%</b> of indicators met or exceeded target	This is <b>better</b> than last year	✓
<b>Customer Satisfaction</b>	<b>49%</b> of people are satisfied with the way the Council runs things	This is <b>unchanged</b>	◀▶
	<b>34%</b> of people are satisfied with the handling of complaints	This is <b>better</b> than last year	✓

### Our targets for 2008-09 include:

- Implementing a new customer compliments and complaints management system to improve the responsiveness of services to customer needs
- Embedding the new Customer Charter and working with residents to develop a new set of customer performance standards to measure the success of our customer care programme
- Acting on the Audit Commission's recommendations to improve resident access to services following the access to services inspection
- Implementing a new performance management skills programme to equip staff to continue the drive to developing a performance culture in the Council
- Improving further the accessibility of our website to enable more choice for customers
- Developing our Geographical Information System to enable the spatial representation of demographic data to enhance the targeting of resources to areas of need
- Delivering, with our partners, our new 3 year Local Area Agreement to improve public services within Thurrock

## Priority 2. Children, Young People and Lifelong Learning

**Introduced by:** Councillor Sue McPherson - Cabinet Member for Children's Services

Our ambition is for every child and young person growing up in Thurrock to have the best possible chance in life. We and our partners are dedicated to improving the prospects for our young people and will work to ensure that every Thurrock child has the best possible start in life, including:

- Receiving high quality learning that helps them to take advantage of the opportunities available to them before they leave school
- Being able to make the right choices to enjoy good health throughout their childhood and adolescence
- Having safe homes and communities where they are free from harm, neglect, abuse and victimisation

### Our achievements in 2007-08 include:

- Strengthening our partnership approach with the Thurrock Children's Trust, which is now fully established, and progressing our joint response to the 2007 Joint Area Review
- Improving exam results – for example 60% of pupils achieved 5 A\*-C grades at GCSE, which is at the national average for the first time
- Improving attendance rates at secondary schools with absence rates continuing a trend which has seen a 20% reduction over a four year period
- Lowering the percentage of young people not in education or employment to 7.4% in 2007-08 an improvement from 9.2% in 2006-07
- Improving the educational attainment of young people leaving care so that 54.5% of young people attain one or more GCSEs

2007-08 at a glance			
<b>Financial Performance &amp; Efficiency</b>	Spending for this priority is <b>average</b> when compared to other unitary authorities (quartile 2/3)	This is <b>the same as</b> last year	◀▶
<b>Performance Indicators</b>	<b>70.8%</b> of indicators improved since last year	This is <b>better</b> than last year	✓
	<b>33.3%</b> of indicators met or exceeded target	This is <b>better</b> than last year	✓
<b>Customer Satisfaction</b>	<b>69%</b> of education service users are satisfied with education services in Thurrock	This is <b>better</b> than last year	✓

### Our targets for 2008-09 include:

- Being Healthy – increasing to 85% the proportion of Thurrock schools that are 'healthy schools'
- Staying safe – increasing to 50% the proportion of young people who report feeling 'very safe' in the annual Tellus survey
- Enjoying and Achieving – improving performance at all three key stages so that Thurrock ranks in the third quartile nationally
- Making a positive contribution – increasing the number of young offenders who are in work
- Achieving economic well-being – ensuring that each child and young person is supported to become confident, informed, educated and skilled
- Commencing the delivery of targets contained within the new LAA. Particular emphasis will be placed on increasing skills and employment amongst young people.

## Priority 3. Including People

**Introduced by:** Councillor Amanda Arnold - Cabinet Member for Adult Social Care  
Councillor Jocelyn Redsell - Cabinet Member for Community, Culture and Leisure

Our role in promoting inclusion is to ensure that residents can have a decent home and feel empowered to contribute to the decisions that affect them. It means that people are provided with choices and the independence and support to make those choices. It means that local people can participate in a community that challenges inequality and champions diversity. We will move towards a more inclusive Thurrock by:

- Providing opportunities for people to participate in their communities, and to reduce the barriers that may prevent them from doing so
- Protecting vulnerable people who may be at risk and supporting them
- Providing opportunities to participate in cultural and leisure activities

### Our achievements in 2007-08 include

- Adult social care continuing to be rated as ‘good’ whilst operating within tight financial constraints
- Achieving national top quartile performance against the Decent Homes agenda
- Meeting 10 out of 10 public library standards making our library service one of only three library services in the country that meet these standards
- Improving the performance of our Benefits service so that customers have a speedier and better quality service. As a result the Benefits services is now rated as a 4 star service under CPA
- Widening access to cultural facilities – visitor numbers to our museum facilities have continued an upward trend which has seen a 140% improvement since 2004

2007-08 at a glance			
<b>Financial Performance &amp; Efficiency</b>	Spending on services within this priority is <b>low</b> when compared to other unitary councils	This is <b>the same as</b> last year	◀▶
<b>Performance Indicators</b>	<b>59.0%</b> of indicators improved since last year	This is the <b>same as</b> last year	◀▶
	<b>40.5%</b> of indicators met or exceeded target	This is <b>worse</b> than last year	✗
<b>Customer Satisfaction</b>	<b>55%</b> of residents are satisfied with adult personal social services	This is <b>worse</b> than last year	✗
	<b>71%</b> of residents are satisfied with libraries	This is <b>worse</b> than last year	✗
	<b>34%</b> of residents are satisfied with museums & galleries	This is <b>better</b> than last year	✓
	<b>46%</b> of residents are satisfied with theatres	This is <b>better</b> than last year	✓

### Our targets for 2008-09 include:

- Commencing the delivery of targets contained within the new LAA. We will place particular emphasis on our partnerships with the bodies that deliver mental health services in Thurrock to ensure the best outcomes for some of our most vulnerable residents.
- Ensuring that 30% of new dwellings built in Thurrock are affordable

## Priority 4. Safer Environment

**Introduced by:** Councillor Ben Maney - Cabinet Member for Public Protection

Residents put crime and the fear of crime high on their list of concerns and as such we have prioritised our work to make Thurrock a safer place. We want everybody, young or old, of whatever ethnicity, sexuality or religion, to live, work and play in Thurrock without fear. With our partners in the Safer Thurrock Partnership, we are directing action to reduce crime and disorder and drug and alcohol misuse.

### Our achievements in 2007-08 include:

- Crime continuing to fall to build on the progress made in recent years:
  - Violent crime down by 13% in the last two years
  - Robberies down by 23% in the last year
  - Vehicle crime down by 24% in the last two years
  - Repeat offences of domestic violence down to 26% from 29% last year
- The percentage of residents who report feeling very or fairly safe when out alone in the day increasing to 90% this year - up from 88% in 2006-07
- Taking prompt action to crack down on a spate of hate crime that arose in Tilbury by obtaining a dispersal order to protect local residents
- Establishing a Community Safety Action Group to identify and tackle local anti-social behaviour hotspots
- The Drugs, Alcohol Action Team being rated as one the five top performing DAAT teams in the country – after a programme of improvement following its 2004-05 rating of ‘failing’
- Achieving beacon partner status with Essex County Council for our work on preparing and responding to emergencies under Civil Contingencies legislation

2007-08 at a glance			
<b>Financial Performance</b>	We do not have current financial data for this priority		
<b>Performance Indicators</b>	57.1% of indicators improved since last year	This is <b>worse</b> than last year	✗
	71.4% of indicators met or exceeded target	This is <b>better</b> than last year	✓
<b>Customer Satisfaction</b>	90% of residents feel very or fairly safe when outside alone in the day	This is <b>better</b> than last year	✓
	49% of residents feel very or fairly safe when outside alone at night	This is <b>better</b> than last year	✓

### Our targets for 2008-09 include:

- Commencing the delivery of targets contained within the new LAA, including prioritising work to provide specialist support to victims of serious sexual offences
- Improving information to residents about our plans to tackle anti-social behaviour and work with partners to drive down re-offending rates of prolific and priority offenders
- Driving down the rates of alcohol and drug related crime by using our licensing and other enforcement powers
- Improving the physical environment in support of the Crime and Disorder Reduction Strategy

## Priority 5. Cleaner, Greener and Sustainable Environment

**Introduced by:** Councillor Tunde Ojetola - Cabinet Member for Housing  
 Councillor Neil Rockliffe - Cabinet Member for Highways & Transportation  
 Councillor Garry Hague - Cabinet Member for Strategic Planning and  
 Councillor Stephen Veryard - Cabinet Member for Environmental Services

Thurrock is one of four national growth areas and is also a regeneration area. We face a big challenge in delivering nationally set growth targets – 26,000 new jobs and 18,500 new houses by 2021. At the same time as we aim to deliver those targets we will act on residents wishes to see that we preserve Thurrock's environment whilst improving our transport infrastructure, meeting residents' aspirations for efficient waste and recycling services, reducing congestion and improving access to the countryside.

### Our achievements in 2007-08 include:

- Reducing the proportion of waste sent to landfill from 84% 3 years ago to 71% by increasing the proportion that is recycled or composted from 16% to 28% over the same period
- Improving access to kerbside recycling so that 98% of residents can participate in recycling
- Linford Civic Amenity site being rated as one of the top recycling facilities in the region achieving a 73% recycling rate for the diversion of material from landfill, which places it as one of the best in the Eastern Region
- Entering into agreements with local businesses to enable environmental improvements such as tree planting and landscaping as part of our the 'beautification of Thurrock' programme

2007-08 at a glance			
<b>Financial Performance &amp; Efficiency</b>	Spending on services in this priority is <b>average</b> when compared to other unitary councils	This is <b>the same</b> as last year	◀▶
<b>Performance Indicators</b>	<b>75.0%</b> of indicators improved since last year	This is <b>better</b> than last year	✓
	<b>60.3%</b> of indicators met or exceeded target	This is <b>better</b> than last year	✓
<b>Customer Satisfaction</b>	<b>63%</b> of residents are satisfied that Thurrock is kept clear of litter and rubbish	This is <b>better</b> than last year	✓
	<b>80%</b> of residents are satisfied with waste collection	This is <b>worse</b> than last year	✗
	<b>71%</b> of residents are satisfied with recycling facilities	This is <b>better</b> than last year	✓
	<b>82%</b> of residents are satisfied with the local tip	This is <b>better</b> than last year	✓
	<b>59%</b> of residents are satisfied with parks and open spaces	This is <b>unchanged</b>	◀▶
	<b>51%</b> of residents are satisfied with public transport	This is <b>better</b> than last year	✓
	<b>54%</b> of residents are satisfied with bus services	This is <b>better</b> than last year	✓

### Our targets for 2008-09 include:

- Approving the new long term waste strategy for Thurrock
- Commencing the construction of a new Waste and Recycling Facility in West Thurrock
- Creating a new team to lead the regeneration agenda within Thurrock
- Introduce a seven days a week response to frontline streets and cleaning requests
- Commencing the delivery of targets contained within the new LAA, with particular emphasis on improving street and environmental cleanliness, increasing participation in cultural opportunities and furthering our planning to adapt to climate change.
- Approving the Local Development Framework



## We asked.....

Picture 1.....

Picture 2.....

Picture 3.....

Picture 4.....

### We asked:

How satisfied are you with the way the authority runs things?

**49%** of residents are satisfied with the way we run things, the same proportion as last year.

We are striving to improve our services, and to improve our customers' experience of using our services. And we are succeeding – last year we improved our performance against 69% of our indicators, and customer satisfaction with using our contact centres stood at 97%.

We achieved this whilst charging the lowest rate of Council Tax of any unitary authority.

### We asked:

What do you think of local public transport?

**51%** are satisfied with local public transport, an improvement of eight percentage points on last year.

We have worked particularly hard on bus transport following a review - undertaken last year - that was initiated because resident satisfaction was poor. This review identified that the provision of better information would be crucial to improving services, so we updated the information at the 200 bus stops in Thurrock. We also revised, enhanced and replaced some of the supported bus services, and the result can be seen in the satisfaction figure noted above, and an improvement in satisfaction with travel information from 43% last year to 51%.

### We asked:

How satisfied are you with the way we have kept public land clear of litter and refuse?

**62%** of residents are satisfied with the way we keep Thurrock clean, a marked improvement on the 50% recorded last year.

Our residents told us two years ago that they wanted our streets to be kept cleaner so we made some changes to achieve that goal.

We employed 15 new staff specifically to keep the streets clean and created a rapid reaction street team to attend trouble spots whenever required. We have also increased the strength of our environmental enforcement team to allow us to prosecute more polluters.

The improvement in public satisfaction is pleasing, but we will continue to strive to make and keep Thurrock clean.

### We asked:

How do you rate recycling services in Thurrock?

**71%** of residents are satisfied with recycling facilities, an increase of 8 percentage points on last year.

We have detailed previously how recycling rates have increased in recent years, and it is pleasing to note that this increase is accompanied by a parallel increase in resident satisfaction, as it evidences the benefit of the changes we are making.

Those changes included securing new land for a second recycling centre, extending our green waste service to a further 13,000 properties, and increasing our collection of recyclables from once every two weeks to once a week.

...our residents told us

Picture 5.....

Picture 6.....

Picture 7.....

Picture 8.....

**We asked:**

How satisfied are you with the trading standards service?

**90%** of consumers and **91%** of businesses are satisfied with the service they receive from Trading Standards

Our Trading Standards team is proud to have maintained these very high levels of satisfaction for five years.

In that time they have achieved a number of successes including joint operations with Essex Police.

Recent developments include the publication of the food hygiene standards of local restaurants on the internet to reduce the incidence of food poisoning.

**We asked:**

How do you rate our libraries?

**71%** of residents are satisfied with the library service; this figure has increased by 5 percentage points over the last five years.

The ten libraries in Thurrock offer a lot more than just books. Residents can visit libraries and make free use of computers that have internet access. Our libraries all contain a wide selection of DVDs, audio CDs and videos, and we have recently linked all ten libraries to the Essex Libraries Automated Network, giving our residents access to more than three million items across the wider region.

The performance of libraries is monitored using a set of 10 standards and Thurrock is one of only three authorities in the country to meet all 10 standards.

**We asked:**

How good are we at handling complaints?

**34%** of residents were satisfied with the handling of their complaints, a 3 percentage point increase on last year

Whilst we are pleased that we improved last year, we recognise that we need to improve further, and as a result are currently introducing a new system to improve the processes around complaints handling. We have also recently launched a Customer Charter that sets our customer service standards. We understand that residents' complaints give us vital, free information; our 'You Said, We Did' website allows us to use that information to identify training needs and improve service provision.

**We asked:**

How are our schools faring?

**69%** of residents who had used Thurrock's education services in the last 2 years had a favourable opinion of them, an increase of 11% in the year and 27% in 3 years.

We have noted elsewhere the progress that we have made in improving results at GCSE level, and it is pleasing to see that achievement consolidated with an excellent improvement in the satisfaction of our residents.

We have a challenging forward plan to continue to improve our services and give our children the best possible start in life. With the Thurrock Children's Trust now fully established we are well placed to deliver that plan, and look forward to another year of achievement.

## What do the watchdogs say about our performance?

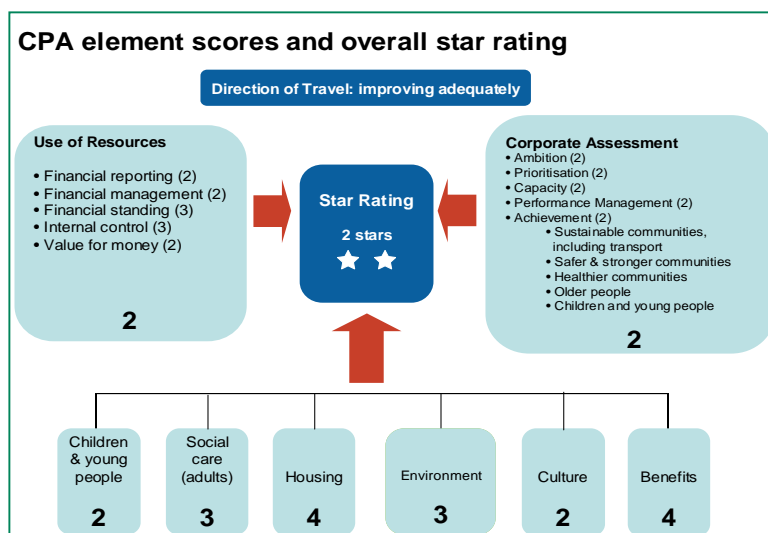
Our performance is extensively reviewed by independent bodies – the Audit Commission, the Office for Standards in Education and the Commission for Social Care Inspection amongst others. The overriding inspection rating is the Comprehensive Performance Assessment (CPA) which is informed by judgements made on all the key areas of a council's activities.

### Comprehensive Performance Assessment

Every February the Audit Commission issues its CPA scorecard, which makes a judgement on the performance of Thurrock Council.

This diagram shows the most recent scorecard and the scores achieved for each element. Thurrock is rated as a 2 star council that is 'improving adequately'

In its scorecard the Audit Commission observed:



*“Thurrock Council is improving adequately. Improvement in performance is mixed but stronger in priority areas. The corporate assessment found the Council to be adequate, as were children’s services although with key areas for improvement, particularly youth services which was judged inadequate. Adult services are good but prospects for improvement declined from excellent to promising due to internal issues including staffing capacity.*”

*Regeneration is a priority, however complex arrangements mean the approach is not fully effective. Some priority services are improving such as increased recycling rates. The benefits service improved with benefits paid more quickly. Community leadership improved. Grant funding of £28 million was secured to construct an academy school in 2008 in Tilbury. Life expectancy improved compared to the national average with people living two years longer on average than in 2000. Teenage pregnancy reduced by 43 per cent and crime reduced by 21 per cent since 2004. Educational attainment such as the number of 15 year olds achieving 5 or more A\* to C GCSEs increased to 60 per cent in 2007 (up from 40 per cent in 2000).”*

### Other inspections

Many other audits of the Council take place – including the accounts, performance indicators and benefits. Reports of inspectors findings can be found at [www.thurrock.gov.uk/i-know](http://www.thurrock.gov.uk/i-know)

In addition reports can be viewed on each inspectorates’ web site:

#### For general council services

- Access the Audit Commission website – [www.audit-commission.gov.uk](http://www.audit-commission.gov.uk)

#### For Children’s services

- Access the Office for Standards in Education website – [www.ofsted.gov.uk](http://www.ofsted.gov.uk)

#### For Older peoples’ services

- Access the Commission for Social Care Inspection website - [www.csci.org.uk](http://www.csci.org.uk)

## Financial Performance

### Summary of Financial Performance

During 2007-08 the Council worked hard to deliver efficient services offering value for money.

The net cost of the Council's services was £149.2 million. Net expenditure increased by £39.8 million as compared with the previous year, an increase of 36.4%. A large proportion of this increase is as a result of a change in the accounting treatment for Fixed Assets: new regulations mean that we are required to account for these on the basis of market valuations, which are naturally subject to variation over time. We believe that the variation this year is exceptional, and that such a shift will not occur in 2008-09.

In terms of performance, the General Fund underspent its budget by £0.238 million, which included £0.937 million to carry forward to budget in 2008/09. The Housing Revenue Account (HRA), which deals with expenditure and income on the provision of council housing, achieved a further contribution to its reserves of £0.881 million. This means that the level of reserves is greater than the minimum level set out in the Medium Term Financial Strategy, giving greater flexibility and security for the future.

2007/08 represented the third year of the Council's strategic services partnership with Vertex Data Science Ltd. The partnership has added considerable value to the Council's services and has overseen the creation of a customer services contact centre, the introduction of a new customer relation management system and the development of a new financial management system (Oracle Financials), all at no extra cost to Council tax payers. All financial transactions have been recorded in the new Oracle Financial system and the accounts prepared accordingly.

## Value for Money Commentary

By comparing the costs, performance and the satisfaction of our residents the Council is able to form a judgement on the value for money that service functions offer.

As we have used this approach for three years we are able to track the impact of spending decisions and performance improvement work, and to assess the extent of value for money gains that these realise.

The 'matrix' on the following page provides a visual representation of that comparison. It plots performance - based on the quartile ranking of key indicators, including satisfaction indicators - against cost - based on the quartile ranking of cost per head of the service in question – for key service functions.

To summarise the messages contained within the matrix:

- 33% (7) of the 21 comparable services were classified as 'green', for achieving levels of performance greater than might be expected, given their cost per head. This is a significant improvement on last year, with four more services now achieving that favourable comparison
- This improvement is partially balanced by an increase in the number of services in the 'red' areas. 19% (4) of the 21 services were classified as red; last year 2 services were classified as such.
- For the first time the Council has a very high-performing and very low-cost service – 'Adults with Physical Difficulties'. No services are very high-cost and poor performers
- Good performance has been achieved by 'Waste Disposal' and 'Adults with Physical Difficulties' both of which recorded significant improvements in performance whilst maintaining low spending rates

VFM Summary Matrix 2007-08							
		Costs					High
		Low Quartile and below	Between LQ and Average	Around Average	Between Average and UQ	Upper Quartile and above	
Performance	Low Quartile and below	<ul style="list-style-type: none"> <li>• Council tax ↓</li> </ul>	<ul style="list-style-type: none"> <li>• Sports &amp; Leisure ↓</li> </ul>				
	LQ to Average	<ul style="list-style-type: none"> <li>• Parks and Open Spaces ↑</li> </ul>	<ul style="list-style-type: none"> <li>• Special Educational Needs ↓</li> </ul>		<ul style="list-style-type: none"> <li>• Looked After Children ↓</li> <li>• Educational Achievement (KS2/3) ↑</li> <li>• Planning Service ↔</li> </ul>	<ul style="list-style-type: none"> <li>• Waste Collection ↓</li> </ul>	
	Around average	<ul style="list-style-type: none"> <li>• Waste Disposal ↑</li> <li>• Homelessness ↑</li> <li>• Culture and Heritage ↑</li> <li>• Environmental Health ↑</li> </ul>		<ul style="list-style-type: none"> <li>• Older People ↓</li> </ul>	<ul style="list-style-type: none"> <li>• Educational Achievement (GCSE) ↔</li> <li>• Benefit Service ↓</li> <li>• Street Cleaning ↔</li> </ul>		
	Average to UQ		<ul style="list-style-type: none"> <li>• Library Service ↔</li> <li>• Transport ↑</li> </ul>	<ul style="list-style-type: none"> <li>• Adults with Learning Disabilities ↑</li> </ul>		<ul style="list-style-type: none"> <li>• Housing (repairs &amp; maintenance) ↓</li> </ul>	
	Upper Quartile and above	<ul style="list-style-type: none"> <li>• Adults with physical difficulties ↑</li> </ul>					
Source: Audit Commission VFM Profiles 2007-08							
Legend							
↑	VFM Improved Performance improved and/or costs per head improved	↔	VFM Maintained Performance/cost relationship maintained at last year's level	↓	VFM Worsened Performance declined and/or costs per head increased		



## Governance and Control

The Council is responsible for ensuring that its business is conducted in accordance with the law and proper standards and that public money is safeguarded, properly accounted for and used economically, efficiently and effectively. We also have a duty under the Local Government Act 1999 to make arrangements to secure continuous improvement in the way in which our functions are exercised, having regard to a combination of economy, efficiency and effectiveness.

In discharging this overall responsibility we are also responsible for ensuring that there are sound systems of internal control, which facilitate the effectiveness of the Council's functions and includes arrangement for the management of risk.

The system of internal control is designed to manage risk to a reasonable level rather than to eliminate all risk of failure to achieve policies, aims and objectives. The system of internal control is based on an ongoing process to:

- identify and prioritise the risks to the achievement of the Council's policies, aims and objectives
- to evaluate the likelihood of those risks being realised and the impact
- to manage them efficiently, effectively and economically

## The Internal Control Environment

The key elements of the Council's internal control environment are as follows:

- Procedures to ensure compliance with established policies, procedures, laws and regulations
- Financial management of the authority
- Performance management

## Audit Committee

An Audit Committee was established in January 2006 to raise the profile of internal control, risk management and financial reporting, as well as provide a forum for the discussion of issues raised by external and internal auditors. Additionally, it helps enhance public trust and confidence in the financial governance of the authority.

The Audit Committee consists of three elected members and two co-opted members and enables all political parties to review and contribute to our systems of internal control.

## Risk Management

The Council adopted a revised Risk Management Strategy to bring risk management processes in line with good practice, ensure the integration of risk management with other management practices and ongoing monitoring and review.

Risk requirements are also integrated in the Council's Performance Management Framework.

Risk is embedded through the use of a risk profile and engagement with senior managers. Management Action Plans have been developed to show actions and progress against the risks identified.

## Performance Management

Our approach to performance management – "Plan-Do-Review-Revise"-calls for the constant review and improvement of services, processes and strategies based on a robust evidence base and a solid understanding of the needs of our communities. This approach is in turn supported by high-quality well-managed data.

For more information regarding our Performance Management Framework, the Plan-Do-Review-Revise cycle and our performance tool kits visit:

[www.thurrock.gov.uk/i-know](http://www.thurrock.gov.uk/i-know)

## Equality and Diversity

The Council is committed to its duties under all equality legislation, statutory codes of practice and EU directives. The Council is committed to mainstreaming equality and diversity throughout all of its operations.

In the spring of 2008 the Council undertook external validation against level 3 of the Equality Standard for Local Government (ESLG). Level 3 of the standard tests the compliance of the Council against key equality measures including community engagement, consultation and performance planning. The assessment covered all aspects of policy-making, service delivery and employment arrangements across the Council.

The assessors have since written to the Council and have acknowledged that there is "clear evidence of strong leadership and a determination to build equality into Council structures and services".

This was demonstrated both in terms of the pace of development and in the quality of our corporate equality schemes and documentation.

The assessment team has conditionally agreed that the Council meets level 3 of the ESLG but requires a number of actions to be delivered to consolidate our performance and thereby remove their 'conditional' assessment.

For more information on our approach to diversity, the findings of the assessors or our progress in achieving the actions they required, visit:

[www.thurrock.gov.uk/I-know/diversity](http://www.thurrock.gov.uk/I-know/diversity)

## Statement of Contracts

We have a statutory obligation to certify that contracts awarded by Thurrock Council involving a transfer of staff comply with best value requirements including workforce requirements in the Code of Practice on Workforce Matters in Local Authority Service Contracts.

We certify that this was the case in 2007-08, as no such contracts were awarded.

## Appendix I: Financial Summary Tables

### Balance Sheet

	2006/07 £'000	£'000	2007/08 £'000	£'000
<b>Fixed Assets</b>				
Intangible Fixed Assets	1,713		1,468	
Tangible Fixed Assets				
Operational Assets	1,177,057		1,157,682	
Non-Operational Assets	80,811		103,538	
<b>Total Fixed Assets</b>	<u>1,259,581</u>			<u>1,262,688</u>
Long Term Debtors	240			220
Deferred Assets	2,362			0
<b>Total Long Term Assets</b>	<u>1,262,183</u>			<u>1,262,908</u>
<b>Current Assets</b>				
Stocks and Work-in-Progress	92	225		
Debtors	27,979	25,566		
Investments	47,281	53,664		
Cash and Bank	927	7,664		
Imprest		<u>27</u>		
			87,146	
<b>Less: Current Liabilities</b>				
Short Term Borrowing	(7,830)	(13,088)		
Creditors	(28,913)	(26,904)		
Bank Overdraft	(2,306)	0	(39,992)	
<b>Current Assets less Current Liabilities</b>	<b>37,230</b>			<b>47,154</b>
<b>Long Term Liabilities</b>				
Long Term Borrowing	(111,813)		(125,284)	
Provisions	(804)		(3,233)	
Government Grants Deferred Account and Capital Contributions Unapplied Liability Relating to Defined Benefit Pension	(79,714)		(101,667)	
Deferred Purchase Arrangements	(68,768)		(103,568)	
	(448)		(303)	
<b>Total Long Term Liabilities</b>	<b>(261,547)</b>			<b>(334,055)</b>
<b>Total Assets less Liabilities</b>	<u><b>1,037,866</b></u>			<u><b>976,007</b></u>
<b>Financed by</b>				
Revaluation Reserve	0		(19,162)	
Capital Adjustment Account	(1,077,308)		(1,027,954)	
Financial Instruments Adjustment Account			(2,097)	
Pensions Reserve	68,768		103,568	
Usable Capital Receipts Reserve	(1,413)		(1,191)	
Major Repairs Reserve	(115)		(148)	
Earmarked Reserves	(13,716)		(13,241)	
Fund Balances	(14,082)		<u>(15,782)</u>	
<b>Total Net Worth</b>	<u><b>(1,037,866)</b></u>			<u><b>(976,007)</b></u>

## Income and Expenditure Account

	2006/07 Net Expenditure £'000	2007/08 Gross Expenditure £'000	2007/08 Gross Income £'000	2007/08 Net Expenditure £'000
<b>Expenditure on Services</b>				
Adult Services	28,564	46,027	(18,867)	27,160
Central Services to the Public	900	13,211	(11,142)	2,069
Childrens and Education Services	28,925	249,708	(221,845)	27,863
Cultural, Environmental, Planning Services	23,249	35,255	(9,595)	25,660
Highways, Roads, Transport Services	9,080	14,005	(4,213)	9,792
Housing Services	12,511	134,167	(84,856)	49,311
Corporate and Democratic Core	5,658	32,096	(26,656)	5,440
Non Distributed Costs	491	2,510	(647)	1,863
<b>Net Cost of Services</b>	109,378	526,979	(377,821)	149,158
Loss/Surplus on disposal of fixed assets	0			0
Levies	388			377
Interest Payable and similar charges	6,552			7,639
Contribution of Housing Capital Receipts to Government Pool	3,299			2,145
Interest and Investment Income	(3,287)			(8,788)
Pensions Interest Cost and Expected Return	2,116			1,670
on Pensions Assets				
Transferred Debt Payment	1,354			1,325
<b>Net Operating Expenditure</b>	119,800			153,526
<b>Sources of Finance:</b>				
Demand on the Collection Fund	(49,354)			(51,723)
General Government Grants	(7,434)			(7,299)
Non Domestic Rate Redistribution	(40,862)			(43,493)
Transfer of Share of Collection Fund Surplus	(306)			(234)
<b>Net (Surplus)/Deficit for the year</b>	21,844			50,777

## Housing Revenue Account

<b>HRA Income and Expenditure Account</b>	2006/07	2007/08
	£'000	£'000
<b>Income</b>		
<b>DWELLING RENTS</b>		
Gross Rent From Dwellings	33,443	36,050
Less Voids	(367)	(254)
Transfer To General Fund (Re Rent Rebates)	(677)	0
	<b>32,399</b>	<b>35,796</b>
<b>NON DWELLING RENTS</b>		
Shop Rents	818	813
Garage Rents	697	747
Premises Income	192	191
	<b>1,707</b>	<b>1,751</b>
<b>CHARGES FOR SERVICES AND FACILITIES</b>		
Central Heating Charges	33	35
	<b>33</b>	<b>35</b>
<b>CONTRIBUTION TOWARDS EXPENDITURE</b>		
Transfer From General Fund: Use Of Housing Amenities	162	170
Leaseholders Charges	345	582
Government Grant	38	44
	<b>545</b>	<b>796</b>
<b>Total Income</b>	<b>34,684</b>	<b>38,376</b>
<b>EXPENDITURE</b>		
Repairs And Maintenance	12,047	12,338
Supervision and Management	8,636	10,808
Rents, rates, taxes and other charges	30	37
Negative housing revenue account subsidy payable	7,014	7,788
Depreciation and impairment of fixed assets	16,897	54,010
Debt Management Costs	18	19
Increase in bad debt provision	211	215
Total Expenditure	<b>44,853</b>	<b>85,215</b>
<b>Net Cost of HRA Services per Authority Income and Expenditure Account</b>	<b>10,168</b>	<b>46,839</b>
<b>NET COST OF HRA SERVICE</b>	<b>10,168</b>	<b>46,839</b>
Gain or loss on sale of HRA fixed assets	0	0



## Housing Revenue Account (continued)

Interest Payable and similar charges (deferred purchase interest)	34	31
Amortisation of premiums and discounts (Premium on Debt Restructuring)	17	17
Interest and investment income	(477)	(339)
Pension interest cost and expected return on pension assets	(225)	(151)
<b>(Surplus) or deficit for the year on HRA Services</b>	<b>9,517</b>	<b>46,397</b>

### Statement of Movement on the HRA Balance

	£'000	£'000
(Surplus) or Deficit for the year on the HRA income and Expenditure Account	9,517	46,397
Net additional amount required by statute to be debited or (credited) to the HRA Balance for the Year	(8,904)	(45,821)
<b>(Increase) or decrease in the HRA balance</b>	<b>612</b>	<b>576</b>
<b>HRA surplus brought forward</b>	<b>(4,861)</b>	<b>(4,249)</b>
<b>HRA Surplus carried forward</b>	<b>(4,249)</b>	<b>(3,673)</b>

### Note to the Statement of Movement on the HRA Balance

	2006/07	<b>2007/08</b>
	£'000	<b>£'000</b>
Transfer to / (from) Major Repairs Reserve	(9,952)	(10,395)
Impairment of fixed assets	0	(36,585)
Capital Expenditure funded by the HRA	1,048	1,160
Net Amount required by statute to be debited or (credited) to the HRA balance for the year	<b>(8,904)</b>	<b>(45,820)</b>

## Cash Flow

	2006/07		2007/08	
	£'000	£'000	£'000	£'000
<b>Revenue Activities</b>				
Cash Outflows				
Cash Paid to and on behalf of Employees	(92,240)		(93,513)	
Housing Benefit Paid out	(13,877)		(17,612)	
Precepts Paid	(9,012)		(9,435)	
Non-Domestic Rates Paid to National Pool	(85,509)		(83,103)	
Payments to Capital Receipts Pool	(3,299)		0	
Other Operating Cash Payments	(84,133)	(288,070)	(171,845)	(375,508)
<hr/>				
Cash Inflows				
Council Tax Receipts	49,421		51,957	
Rents (after Rebate)	13,700		16,855	
National Non-Domestic Rate Receipts from National Pool	40,862		43,493	
Non-Domestic Rate Receipts	85,598		84,402	
Revenue Support Grant	7,434		7,299	
Housing Benefit	41,781		46,403	
Housing Subsidy	(7,014)		(7,788)	
Other Government Grants	61,822		119,813	
Cash Received for Goods and Services	6,045		17,809	
Other Operating Cash Receipts	8,111		12,030	
		307,760		392,273
<hr/>				
<b>Net Cashflow from Revenue Activities</b>		<b>19,690</b>		<b>16,765</b>
<b>Returns from Investment and Servicing of Finance</b>				
Cash Outflows				
Interest Paid	(7,283)		(7,135)	
Interest Element of Finance Lease Rentals	0		0	
	(7,283)		(7,135)	
<hr/>				
Cash Inflows				
Interest Received	3,544	(3,739)	4,686	(2,449)
<hr/>				
<b>Capital Activities</b>				
Cash Outflows				
Purchase of Fixed Assets	(56,573)		(54,037)	
Purchase of Investments	(2,730)		(6,383)	
	(59,303)		(60,420)	
<hr/>				
Cash Inflows				
Sale of Fixed Assets	5,954		758	
Capital Grants Received	19,170		24,103	
Sale of Investments	0		0	
Other Capital Cash Receipts	8,940		11,307	
	34,064	(25,239)	36,168	(24,252)
<hr/>				
<b>Net Cash Inflow before Financing</b>		<b>(9,288)</b>		<b>(9,936)</b>

## Cash Flow (continued)

	2006/07		2007/08	
	£'000	£'000	£'000	£'000
<b>Financing</b>				
Cash Outflows				
Repayments of Amounts Borrowed	(767)		(55,320)	
Capital Element of Finance Lease Rentals	0		0	
	<u>(767)</u>		<u>(55,320)</u>	
Cash Inflows				
New Loans Raised	51,127		69,012	
New Advances	0		0	
	<u>51,127</u>		<u>69,012</u>	
Net Change in Long Term Borrowing	50,360		13,692	
<b>Management Of Liquid Resources</b>				
Cash Outflows				
Repayments of Amounts Borrowed	(155,884)		(102,200)	
Cash Inflows				
New Loans Raised	117,300		107,488	
	<u>117,300</u>		<u>107,488</u>	
Net Increase(+)/Decrease(-) in Short Term Deposits	<u>(38,584)</u>		<u>5,288</u>	
<b>Movement in Net Debt</b>		11,776		18,980
<b>Increase/(Decrease) in Cash</b>		<u>2,488</u>		<u>9,044</u>

## Remuneration of Senior Officers

The numbers of staff whose remuneration fell within the following ranges were:

£	2006/07	2007/08
50,001 – 60,000	62	72
60,001 – 70,000	17	22
70,001 – 80,000	7	9
80,001 – 90,000	5	5
90,001 – 100,000	1	1
100,001 – 110,000	1	4
110,001 – 120,000	4	0
120,001 – 130,000	0	0
130,001 – 140,000	0	2
140,001 – 150,000	0	1
150,001 – 280,000	0	0
280,001 +	1	0






## Appendix III| Best Value Performance Indicators, 2007-08

### Appendix II: Best Value Performance Indicators, 2007-08

Each year we report on our performance against the nationally specified suite of Best Value Performance Indicators (BVPI). This is the last year that we will report against the BVPIs as they have been replaced by a new National Indicator Set. We are continuing to use some of the BVPIs as local indicators, however, as some of the new indicators don't fully cover the work that we do for residents. Where we will continue with BVPIs next year we have specified future targets.

The tables that follow detail how we performed in 2007-08, how that compared to our own targets, and (where appropriate) what our targets are for the coming years. We also note how we performed in comparison to other councils using 2006-07 data as that is the last full year for which there is nationally available comparable data. We ask the question "where would our performance for 2007-08 sit against the 2006-07 inter quartile range" and where we are able to make that judgement we include a number from 1 – 4. To achieve a 1 we need to be in the best performing 25% of councils in the country; a 4 means that we are in the worst performing 25%, and 2 and 3 mean that we are somewhere in the middle. Of course when the comparative data is available for 2007-08 these tables will be updated and published on our website.

Headline message of performance indicator behaviours in 2007-08									
Council priority	On target		Change			Quartile / Division			
	Yes	No	Improved	Stable	Worse	1	2	3	4
Delivering excellence	25.00%	75.00%	62.50%	12.50%	25.00%	12.50%	25.00%	50.00%	12.50%
Children & Young People	33.33%	66.67%	70.83%	0.00%	29.17%	15.79%	10.53%	31.58%	42.11%
Including People	36.59%	63.41%	60.47%	9.3%	30.23%	29.63%	22.22%	29.63%	18.52%
Safer	71.43%	28.57%	57.14%	14.29%	28.57%	20.00%	0.00%	60.00%	20.00%
Cleaner & greener	52.05%	47.95%	74.32%	9.46%	16.22%	26.87%	35.82%	20.90%	16.42%
<b>Overall</b>	<b>44.44%</b>	<b>55.56%</b>	<b>68.59%</b>	<b>8.33%</b>	<b>23.08%</b>	<b>24.60%</b>	<b>26.98%</b>	<b>27.78%</b>	<b>20.63%</b>

Key to using the indicator tables				
Are we better than last year?		Did we hit our target?		Which priority does each indicator belong to?
Performance improving		Target achieved		DE = Delivering excellence and achieving value for money CYP = Children, young people and lifelong learning IP = Including people SE = Safer environment CGS = Cleaner, greener, sustainable
Performance stable		Target missed		
Performance deteriorating				

## Appendix III| Best Value Performance Indicators 2007-08

Corporate Health									
PI Number	PI Title	How did we do last year?		Are we better than last year?	Did we hit our target?	What divisions are we in?	What are our targets for future years?		
		Target	Actual	Change 2007/08	Target 2007/08	Quartile performance 2006/07	Target 08/09	Target 09/10	Target 10/11
<b>BV 2A</b> IP	Equality Standard for Local Government	4	3			N/A	4	5	
<b>BV 2B</b> IP	Duty to Promote Race Equality	85%	85%			2	90	100	
<b>BV 8</b> DE	Percentage of Undisputed Invoices Paid on Time	95.90	91.75			4	96.50	97.00	
<b>BV 9</b> DE	Percentage of Council Tax Collected	96.40	95.99			4	96.60	96.80	97.00
<b>BV 10</b> DE	Percentage of Non-domestic Rates Collected	99.00	99.79			3	99.10	99.20	99.30
<b>BV 11a</b> IP	Top 5% of Earners: Women	50.00	61.48			1	63.00	65.00	70.00
<b>BV 11b</b> IP	Top 5% of Earners: Ethnic Minorities	5.00	4.10			1	5.00	6.00	7.00
<b>BV 11c</b> IP	Top 5% of Earners: with a Disability	3.20	2.46			3	3.00	3.00	4.00
<b>BV 12</b> DE	Working Days Lost Due to Sickness Absence	8.00	9.83			3	9.00	8.50	8.00
<b>BV 14</b> DE	Percentage of Early Retirements	0.35	0.70			3	0.10	0.10	0.10
<b>BV 15</b> DE	Percentage of Ill-Health Retirements	0.20	0.16			3	0.10	0.10	0.05
<b>BV 16a</b> IP	Percentage of Employees with a Disability	3.4	0.67			4	2.00	3.00	4.00

## Appendix III| Best Value Performance Indicators 2007-08

Corporate Health									
PI Number	PI Title	How did we do last year?		Are we better than last year?	Did we hit our target?	What divisions are we in?	What are our targets for future years?		
		Target	Actual	Change 2007/08	Target 2007/08	Quartile performance 2006/07	Target 08/09	Target 09/10	Target 10/11
<b>BV 16b</b> IP	Percentage of Economically Active People who have a Disability	13.10	13.10	◀▶	✓	N/A	13.10	13.10	13.10
<b>BV 17a</b> IP	Ethnic minority representation in the workforce – employees	6.60	6.93	▲	✓	1	5.00	5.50	6.00
<b>BV 156</b> IP	Buildings Accessible to People with a Disability	95.00	93.33	◀▶	✗	N/A	93.33	93.33	93.33
Education									
PI Number	PI Title	How did we do last year?		Are we better than last year?	Did we hit our target?	What divisions are we in?	What are our targets for future years?		
		Target	Actual	Change 2007/08	Target 2007/08	Quartile performance 2006/07	Target 08/09	Target 09/10	Target 10/11
<b>BV38</b> CYP	GCSE performance: grades A*-C	57.00	60.50	▲	✓	3	N/A <sup>1</sup>	N/A	N/A
<b>BV39</b> CYP	GCSE performance: grades A*-G inc. English & Maths	91.00	88.00	▲	✗	4	92.00	N/A	N/A
<b>BV40</b> CYP	Key Stage 2 Mathematics Performance – Level 4	75.00	71.00	▲	✗	4	77.00	N/A	N/A
<b>BV41</b> CYP	Key Stage 2 English Performance – Level 4	75.00	75.00	▲	✓	4	78.00	N/A	N/A

<sup>1</sup> We haven't set a target for this indicator for the coming years, as it will be replaced by the new National Indicator – NI 75



## Appendix III| Best Value Performance Indicators 2007-08

Education									
PI Number	PI Title	How did we do last year?		Are we better than last year?	Did we hit our target?	What divisions are we in?	What are our targets for future years?		
		Target	Actual	Change 2007/08	Target 2007/08	Quartile performance 2006/07	Target 08/09	Target 09/10	Target 10/11
<b>BV43a</b> CYP	Statements of Special Educational Needs: excluding 'exceptions'	97.00	98.40	▲	✓	4			
<b>BV43b</b> CYP	Statements of Special Educational Needs: including 'exceptions'	85.00	67.40	▲	✗	4			
<b>BV45</b> CYP	Absence in Secondary Schools	7.00	6.93	▲	✓	3			
<b>BV46</b> CYP	Absence in Primary Schools	5.20	5.66	▲	✗	3			
<b>BV181a</b> CYP	Key Stage 3 Performance (English): Level 5	74.00	71.00	▲	✗	3	80.00		
<b>BV181b</b> CYP	Key Stage 3 Performance (Mathematics): Level 5	74.00	73.00	▼	✗	3			
<b>BV181c</b> CYP	Key Stage 3 Performance (Science): Level 5	74.00	70.00	▲	✗	3	76.00	78.00	
<b>BV181d</b> CYP	Key Stage 3 Performance (ICT): Level 5	74.00	75.00	▲	✓	2	75.00	78.00	
<b>BV194a</b> CYP	Key Stage Two Performance (English): Level 5	30.00	26.00	▲	✗	4	32.00	34.00	
<b>BV194b</b> CYP	Key Stage Two Performance (Mathematics): Level 5	30.00	23.00	▼	✗	4	32.00	34.00	

### Appendix III| Best Value Performance Indicators 2007-08

Education									
PI Number	PI Title	How did we do last year?		Are we better than last year?	Did we hit our target?	What divisions are we in?	What are our targets for future years?		
		Target	Actual	Change 2007/08	Target 2007/08	Quartile performance 2006/07	Target 08/09	Target 09/10	Target 10/11
<b>BV221a</b> CYP	Participation in and outcomes from Youth Work: recorded outcomes	20	13	▲	✗	4			
<b>BV221b</b> CYP	Participation in and outcomes from Youth Work: accredited outcomes	15	9	▲	✗	4			
<b>BV222a</b> CYP	Quality of Early Years & Childcare Leadership - Leaders	35.00	31.00	▲	✗	4	45.00	50.00	
<b>BV222b</b> CYP	Quality of Early Years & Childcare Leadership – Postgraduate Input	16.00	18.00	▲	✓	4	20.00	20.00	
Health & Social Care - Children									
<b>BV49</b> CYP	Stability of placements of Looked After Children	13.00	14.21	◀▶	✗	N/A	13.00	13.00	13.00
<b>BV50</b> CYP	Educational Qualifications of Looked After Children	65.00	54.50	▲	✗	N/A			
<b>BV161</b> CYP	Employment, Training and Education for Care Leavers	0.61	0.87	▲	✓	N/A	Indicator replaced by NI 148		
<b>BV162</b> CYP	Reviews of Child Protection Cases	100	100	◀▶	✓	N/A	100	100	100
<b>BV163</b> CYP	Adoptions of Looked After Children	10	7.5	▼	✗	N/A			

Appendix III| Best Value Performance Indicators 2007-08

Health & Social Care - Children									
PI Number	PI Title	How did we do last year?		Are we better than last year?	Did we hit our target?	What divisions are we in?	What are our targets for future years?		
		Target	Actual	Change 2007/08	Target 2007/08	Quartile performance 2006/07	Target 08/09	Target 09/10	Target 10/11
<b>BV197</b> CYP	Teenage Pregnancies	-43.00	-25.5	▼	✗	N/A	-38.8	-50.00	-48
Health & Social Care - Adults									
<b>BV53</b> IP	Intensive Home Care	14.00	10.40	▼	✗	N/A			
<b>BV54</b> IP	Older people helped to live at home	72.00	70.00	▲	✗	N/A	70.00	70.00	
<b>BV56</b> IP	Equipment and Adaptations Delivered	79.00	80.00	▲	✓	N/A	80.00	80.00	
<b>BV195</b> IP	Assessment waiting time: acceptable waiting time	90.00	86.50	▲	✗	N/A	90.00	100.00	
<b>BV195 i</b> IP	Assessment waiting time: percentage <48 hours	100.00	100.00	◀▶	✓	N/A	100.00	100.00	
<b>BV195 ii</b> IP	Assessment waiting time: percentage <= 4 weeks	80.00	73.00	▲	✗	N/A	80.00	80.00	
<b>BV196</b> IP	Acceptable Waiting Time for Care Packages	80.00	90.00	▲	✓	N/A	90.00	90.00	
<b>BV201</b> IP	Direct Payments from Social Services	75.00	55.00	▼	✗	N/A	75.00		
Housing									
<b>BV63</b>	Energy Efficiency of Housing Stock	78.50	78.50	▲	✓	1	78.50	78.50	79.00
<b>BV64</b>	Vacant Dwellings Returned to Occupation or Demolished	80	101	▲	✓	2	100	110	120

### Appendix III| Best Value Performance Indicators 2007-08

Housing									
PI Number	PI Title	How did we do last year?		Are we better than last year?	Did we hit our target?	What divisions are we in?	What are our targets for future years?		
		Target	Actual	Change 2007/08	Target 2007/08	Quartile performance 2006/07	Target 08/09	Target 09/10	Target 10/11
<b>BV66a</b>	Rent Collection and Arrears Recovery	99.20	99.85	▲	✓	1	99.80	99.80	
<b>BV66b</b>	Rent Collection and Arrears Recovery: tenants in arrears	5.00	5.40	▲	✗	3	5.00	4.50	
<b>BV66c</b>	Rent Collection and Arrears Recovery: possessions sought	22.00	17.80	▲	✓	3	21.00	20.00	
<b>BV66d</b>	Rent Collection and Arrears Recovery: evictions	0.33	0.32	▲	✓	3	0.30	0.28	
<b>BV184 a</b>	Non-Decent Local Authority Dwellings	5.0	5.0	▲	✓	1	7.5	7.0	0.0
<b>BV184 b</b>	Non-Decent Local Authority Dwellings (change)	50	-57	◀▶	✗	1	6.6	100.0	
<b>BV212</b>	Average Time to Re-let Local Authority Housing	31	28	▲	✓	2	27	26	26
Homelessness									
<b>BV183b IP</b>	Length of stay in temporary accommodation (hostels)	7	11	▲	✗	3			
<b>BV202 IP</b>	Number of Rough Sleepers	0	0	◀▶	✓	1			

Appendix III| Best Value Performance Indicators 2007-08

Homelessness									
PI Number	PI Title	How did we do last year?		Are we better than last year?	Did we hit our target?	What divisions are we in?	What are our targets for future years?		
		Target	Actual	Change 2007/08	Target 2007/08	Quartile performance 2006/07	Target 08/09	Target 09/10	Target 10/11
<b>BV213</b> IP	Housing Advice Service: preventing homelessness	5	3	▲	✗	4			
Housing benefit & Council Tax benefit									
<b>BV76b</b> IP	Housing Benefit and Council Tax security - investigators	0.24	0.17	▼	✗	N/A	0.18		
<b>BV76c</b> IP	Housing Benefit and Council Tax security - investigations	30.00	18.47	▼	✗	N/A	30.00		
<b>BV76d</b> IP	Housing Benefit and Council Tax security – prosecutions and sanctions	4.00	2.41	▼	✗	N/A	4.40		
<b>BV78a</b> IP	Average time for processing new claims (Housing and Council Tax Benefit)	26.00	31.70	▲	✗	3	26.00	26.00	26.00
<b>BV78b</b> IP	Speed of processing: Housing and Council Tax benefit claims	8.00	9.67	▲	✗	2	7.00	7.00	7.00
<b>BV79a</b> IP	Accuracy of processing Housing Benefit and Council Tax benefit claims	99.00	99.40	▲	✓	3	99.00	99.00	99.00
<b>BV79b</b> i IP	Percentage of recoverable overpayments recovered (HB)	65.00	37.09	▼	✗	4	70.00	75.00	75.00
<b>BV79b</b> ii IP	Percentage of recoverable overpayments recovered (HB)	40.00	9.16	▼	✗	4	41.00	42.00	42.00
<b>BV79b</b> (iii) IP	Percentage of recoverable overpayments recovered (HB)	10.00	2.54	▼	✗	N/A	10.00	10.00	10.00

### Appendix III| Best Value Performance Indicators 2007-08

Environment: Waste & Cleanliness									
PI Number	PI Title	How did we do last year?		Are we better than last year?	Did we hit our target?	What divisions are we in?	What are our targets for future years?		
		Target	Actual	Change 2007/08	Target 2007/08	Quartile performance 2006/07	Target 08/09	Target 09/10	Target 10/11
<b>BV82a (i)</b>	Household Waste Management: recycling	21.00	20.00	▲	✗	3	20.00	21.00	25.00
<b>BV82a (ii)</b>	Household Waste Management: recycling	16401	14251	▲	✗	2	14402	15273	18364
<b>BV82b (i)</b>	Household Waste Management (composting)	6.00	7.50	▲	✓	3	9.00	14.00	15.00
<b>BV82b (ii)</b>	Household Waste Management (composting)	4686	5373	▲	✓	3	6481	10182	11019
<b>BV82c (i)</b>	Household Waste Management (energy recovery)	0.70	1.29	▲	✓	2	1.30	1.31	1.32
<b>BV82c (ii)</b>	Household Waste Management (energy recovery)	546.70	919.23	▲	✓	2	936	953	969
<b>BV82d (i)</b>	Household Waste Management (land filled)	73.2	71.2	▲	✓	4	69.7	63.69	58.68
<b>BV82d (ii)</b>	Household Waste Management (land filled)	56466	50753	▲	✓	2	50191	46322	43105
<b>BV84a CGS</b>	Household Waste Collection (kilograms per head)	532	486	▲	✓	4	490	500	501
<b>BV84b CGS</b>	Household Waste Collection (% change)	1.00	-4.85	▲	✓	4	1.00	1.00	1.00
<b>BV86 CGS</b>	Cost of Waste Collection	74.00	78.66	▼	✗	4	80.00	82.00	84.00
<b>BV87 CGS</b>	Municipal Waste Disposal Costs	36.68	36.89	▲	✗	2	39.00	40.00	41.00



### Appendix III| Best Value Performance Indicators 2007-08

Environment: Waste & Cleanliness									
PI Number	PI Title	How did we do last year?		Are we better than last year?	Did we hit our target?	What divisions are we in?	What are our targets for future years?		
		Target	Actual	Change 2007/08	Target 2007/08	Quartile performance 2006/07	Target 08/09	Target 09/10	Target 10/11
<b>BV91a</b> CGS	Kerbside collection of recyclables (one recyclable)	100.00	97.75	▲	✗	3	98.00	98.00	98.00
<b>BV91b</b> CGS	Kerbside collection of recyclables (two recyclables)	100.00	97.75	▲	✗	3	98.00	98.00	98.00
<b>BV199a</b> CGS	Local Street and Environmental Cleanliness – Litter & Detritus	10	15.1	▼	✗	3	To be replaced with NI 195a		
<b>BV199b</b> CGS	Local Street and Environmental Cleanliness – Graffiti	0.3	3.0	▲	✗	2	0.2	0.2	
<b>BV199c</b> CGS	Fly-posting visible from relevant land and highways	0	0	◀▶	✓	1	0	0	
<b>BV199d</b> CGS	Local Street and Environmental Cleanliness – Fly-tipping	2	4	▼	✗	2	1	1	
Transport									
<b>BV223</b> CGS	Condition of Principle Roads	7.0	4.0	▲	✓	1	7.0	7.0	7.0
<b>BV224 a</b>	Condition of Non-Principle Classified Roads	9.00	3.00	▲	✓	1	9.00	9.00	9.00
<b>BV224 b</b>	Condition of Unclassified Roads	6.78	9.00	▲	✗	1	8.00	7.00	6.00
<b>BV99a (i)</b>	Road Accident Casualties: KSI all people	93	110	▲	✗	3	88	83	77
<b>BV99a (ii)</b>	Road Accident Casualties: KSI all people	-9.5	-6.8	▲	✗	4	-10.0	-13.0	-16.0

### Appendix III| Best Value Performance Indicators 2007-08

Transport									
PI Number	PI Title	How did we do last year?		Are we better than last year?	Did we hit our target?	What divisions are we in?	What are our targets for future years?		
		Target	Actual	Change 2007/08	Target 2007/08	Quartile performance 2006/07	Target 08/09	Target 09/10	Target 10/11
<b>BV99a (iii)</b>	Road Accident Casualties: KSI all people	-25.7	-14.0	▲	✗	4	-33.6		
<b>BV99b (i)</b>	Road Accident Casualties: KSI children	15	12	◀▶	✓	2	11	10	
<b>BV99b (ii)</b>	Road Accident Casualties: KSI children	-11.8	0.0	▲	✗	4	-10.0	-16.6	-39.9
<b>BV99b (iii)</b>	Road Accident Casualties: KSI children	-28.6	-44.0	◀▶	✓	3	-55	-60	-65
<b>BV99c (i)</b>	Road Accident Casualties: Slight Injuries	728	525	▲	✓	1	520	515	510
<b>BV99c (ii)</b>	Road Accident Casualties: Slight Injuries	0.0	-12.5	▼	✓	1	-13.0	-14.0	-15.0
<b>BV99c (iii)</b>	Road Accident Casualties: Slight Injuries	-10.0	-35.2	▲	✓	4	-36.0	-37.0	-38.0
<b>BV100</b>	Temporary Road Closures	0.4	0.3	▼	✓	1	0.3	0.2	0.1
<b>BV102</b>	Passenger Journeys on Buses	2.85M	3.42M	▲	✓	4	3.10M	3.12M	
<b>BV165</b>	Pedestrian Crossings with Facilities for Disabled People	100.0	70.3	▲	✗	4	100.0	100.0	100.0
<b>BV178</b>	Footpaths and Rights of Way Easy to Use by the Public	80.0	59.6	▲	✗	4	80.0	85.0	90.0
<b>BV187</b>	Condition of Surface Footway	27.0	17.0	▲	✓	3	16.0	15.0	14.0

### Appendix III| Best Value Performance Indicators 2007-08

Transport									
PI Number	PI Title	How did we do last year?		Are we better than last year?	Did we hit our target?	What divisions are we in?	What are our targets for future years?		
		Target	Actual	Change 2007/08	Target 2007/08	Quartile performance 2006/07	Target 08/09	Target 09/10	Target 10/11
<b>BV215 a</b>	Rectification of street lighting faults: non DNO	7.0	5.1	▲	✓	4	4.5	4.0	3.5
<b>BV215 b</b>	Rectification of street lighting faults: DNO	14.00	24.86	▼	✗	2	16.00	14.00	12.00
Environment & Environmental Health									
<b>BV166 a</b>	Environmental Health & Trading Standards Checklist	100.00	70.70	◀▶	✗	4			
<b>BV166 b</b>	Environmental Health & Trading Standards Checklist	100	100	▲	✓	4	100	100	100
<b>BV216 a</b>	Identifying Contaminated Land	391	399	▲	✓	N/A	391	391	
<b>BV216 b</b>	Information on Contaminated Land	91	94	▲	✓	1	92	93	
<b>BV217</b>	Pollution Control Improvements	95	100	▲	✓	1	95	95	
<b>BV218 a</b>	Abandoned Vehicles - Removal	65	94	▲	✓	4	70	72	
<b>BV218 b</b>	Abandoned Vehicles - Removal	65	88	▲	✓	4	65	65	
Planning									
<b>BV106</b>	New Homes on Previously Developed Land	60.00	96.55	▼	✓	1	97	97	
<b>BV109 a</b>	Planning Applications: Major Applications	70.00	65.38	▲	✗	4	75.00	82.00	

### Appendix III| Best Value Performance Indicators 2007-08

Planning									
PI Number	PI Title	How did we do last year?		Are we better than last year?	Did we hit our target?	What divisions are we in?	What are our targets for future years?		
		Target	Actual	Change 2007/08	Target 2007/08	Quartile performance 2006/07	Target 08/09	Target 09/10	Target 10/11
<b>BV109 b</b>	Planning Applications: Minor Applications	82.00	77.64	▲	✗	3	82.00	86.00	
<b>BV109 c</b>	Planning Applications: 'Other' Applications	92.00	80.16	▼	✗	2	92.00	94.00	
<b>BV200 a</b>	Plan-making: Development Plan	Yes	Yes	▲	✓	N/A	Yes	Yes	Yes
<b>BV200 b</b>	Plan-making: Milestones	No	No	▼	✗	N/A	No	No	No
<b>BV204</b>	Planning Appeals	30.00	37.50	▲	✗	4	32	26	
<b>BV205</b>	Quality of Planning Service Checklist	63.10	61.10	◀▶	✓	4	85	100	100
Culture & Related Services									
<b>BV170 a</b>	Visits To and Use of Museums and Galleries: all visits	305	538	▲	✓	3	310	315	320
<b>BV170 b</b>	Visits To and Use of Museums and Galleries: visits in person	285	140	▲	✗	3	150	151	152
<b>BV170 c</b>	Visits To and Use of Museums and Galleries: school groups	1020	1050	◀▶	✓	3	1030	1040	1050
<b>BV219 b</b>	Preserving the Special Character of Conservation Areas: Character Appraisals	100	100	◀▶	✓	1	100	100	100
<b>BV220</b>	Compliance against the Public Library Service Standards	4	4	◀▶	✓	N/A	To be replaced by NI 9		

Appendix III| Best Value Performance Indicators 2007-08

Community Safety and Well-Being									
PI Number	PI Title	How did we do last year?		Are we better than last year?	Did we hit our target?	What divisions are we in?	What are our targets for future years?		
		Target	Actual	Change 2007/08	Target 2007/08	Quartile performance 2006/07	Target 08/09	Target 09/10	Target 10/11
<b>BV126</b>	Domestic Burglaries per 1,000 Households	8.13	12.68	▼	✗	3			
<b>BV127 a</b>	Violent Crime per 1,000 Population	19.20	17.22	▲	✓	3			
<b>BV127 b</b>	Robberies per 1,000 Population	1.20	1.06	▲	✓	4			
<b>BV128</b>	Vehicle Crime per 1,000 Population	25.00	20.35	▲	✓	4			
<b>BV174</b>	Racial Incidents Recorded	N/A	256.54	▲	N/A	N/A			
<b>BV226 a</b>	Advice & Guidance Services – Total	N/A	442,137	▼	N/A	N/A			
<b>BV226 b</b>	Advice & Guidance Services – CLS Quality Mark	N/A	17.89	▼	N/A	N/A			
<b>BV226 c</b>	Advice & Guidance Services: Direct Provision	N/A	£3.48M	▲	N/A	N/A			

## A profile of Thurrock

### Place

- Area of borough: 165sq km
- Population density-people per hectare: 8.7 (3.5)
- Green belt land: 60%
- Riverfront: 18 miles
- Wards: 20

### Ethnic Profile

- Thurrock is becoming more diverse
- Non-white population 2001: 4.7% (9.1%)
- Non-white population 2005: 7.4% (9.3%)
- Largest BME group 2005: Asian/Asian British 2.7%

### Education and Qualifications

- Qualifications & skills profile in Thurrock is below average
- 5 GCSEs grade A\*-C 2007: 60.5% (60.9%)
- National Vocational Qualification level 4 or higher (2007): 16.3% (27.4%)
- No qualifications (2007): 19.3% (13.8%)

### Jobs

- Low unemployment but jobs still largely lower skilled
- % of working age in employment 2007: 75.5% (74%)
- % of working age self-employed 2007: 7.8% (9.3%)
- Unemployment rate April 2008: 2.2% (2.2%)
- Unemployment rate 18-24s April 2008: 4.3% (4.8%)
- Long-term unemployment April 2008 (12 months+): 13.6% (13%)

### Deprivation and Inequality

- Indicators of inequality and deprivation are improving
- Parts of Tilbury, Grays, Belhus, Chadwell, Ockendon and West Thurrock still experience inequalities
- In 2007 124<sup>th</sup> out of 354 areas in terms of multiple deprivation
- Inequalities gap is biggest in health, crime, education and employment

### Crime

- Recorded crime continues to fall but is still above average
- 21% reduction in crime since 2004
- 88% of people feel safe during the day & 48% at night

### Housing and house prices

- Main population centres: Grays, Tilbury, Ockendon, Corringham, Chafford Hundred and Aveley/Belhus
- House prices continue to rise across Thurrock
- Average house price 2008 (Q1): £186,633 (£218,112)
- Number of houses: 63,600 (2007)

### People

- Thurrock's population continues to increase
- Population at 2001 Census: 143,212
- Population 2007: 148,900
- Population growth 1991-2007: 16% (5%)
- Projected population 2021: 166,900



### Age Profile

- Younger age profile than the national picture
- Aged under 15: 20% (17%)
- Aged 15-24: 12% (13%)
- Aged over 50: 30% (34%)
- Aged over 75: 6% (8%)

### Health

- Health is improving but remains generally poor compared to elsewhere in East England
- Male life expectancy 2003-05: 76 years (77)
- Female life expectancy 2003-05: 81 years (81)
- More than half of all deaths are due to cancer or circulatory diseases (mainly coronary heart disease or strokes)

### Economy

- Economy is dominated by wholesale / retail sectors
- VAT registered business stock: 3,450
- Key benefits claimants May 2007: 12.9% (14.2%)
- Average weekly earnings (workplace) 2007: £447 (£458)

### Environment

- Recycling rate 2007/08: 20% (28%)
- 7 conservation areas
- 28 parks totalling 62 hectares
- 3.41million local bus journeys in 2007
- 48% of children walk to school

*All figures are correct as of June 2008. Figures in brackets are national averages.*



## Do You Need to Know More?

Further information can be found on our website at:

[www.thurrock.gov.uk](http://www.thurrock.gov.uk)

Or by contacting us as follows:

### For information about priorities and performance:

Corporate Improvement and performance Team



Civic Offices  
New Road  
Grays  
Essex  
RM16 3SL



01375 652131



[performance@thurrock.gov.uk](mailto:performance@thurrock.gov.uk)



[www.thurrock.gov.uk/i-know](http://www.thurrock.gov.uk/i-know)

### For information about spending, accounts and budgets:

Corporate Finance



Civic Offices  
New Road  
Grays  
Essex  
RM16 3SL



01375 652131



[finance@thurrock.gov.uk](mailto:finance@thurrock.gov.uk)



[www.thurrock.gov.uk/money/finance](http://www.thurrock.gov.uk/money/finance)

## Other contacts

### General Enquiries

01375 652652

(Monday to Friday 8.00 a.m. to 8.00 p.m.  
Saturdays 9.00 a.m. to 12.30 p.m.)

[www.thurrock.gov.uk](http://www.thurrock.gov.uk)

### Schools / Education



01375 652652



[education@thurrock.gov.uk](mailto:education@thurrock.gov.uk)



[www.thurrock.gov.uk/education](http://www.thurrock.gov.uk/education)

### Housing



01375 652652



[housing@thurrock.gov.uk](mailto:housing@thurrock.gov.uk)



[www.thurrock.gov.uk/housing](http://www.thurrock.gov.uk/housing)

### Highways



(01375) 366100



[highways@thurrock.gov.uk](mailto:highways@thurrock.gov.uk)



[www.thurrock.gov.uk/travel/highways](http://www.thurrock.gov.uk/travel/highways)

### Social Care



(0  
1375) 652652



[social.care@thurrock.gov.uk](mailto:social.care@thurrock.gov.uk)



<http://www.thurrock.gov.uk/socialcare>

INSERT LANGUAGE PLATE HERE