



AGENDA

SUPPORTING PEOPLE IN KENT COMMISSIONING BODY

Thursday, 2nd July, 2009, at 2.00 pm

Ask for: **Geoff Mills/Andy Ballard**

**Darent Room, Sessions House, County Hall,
Maidstone**

Telephone **(01622) 694289/69497**

1. Apologies
2. Introductions
3. Declaration of Interests
4. Minutes of meeting - 19 March 2009 and Matters Arising (Pages 1 - 6)
5. Commissioning Body meeting dates for 2010

Thursday 18 March 2010

Thursday 24 June 2010

Tuesday 12 October 2010

Thursday 16 December 2010

(All meetings will be held at Session House, County Hall, Maidstone and commence at 2.00pm)

6. Report back from Meeting of Governance Sub Group - Oral
7. Performance Management - (Mel Anthony) (Pages 7 - 34)
8. Supporting People Budget - (Claire Martin) (Pages 35 - 38)
9. Youth Offending Service - (Angela Slaven) (Pages 39 - 42)
10. Housing Conditions and Deprivation in Thanet - (Amber Christou) (Pages 43 - 86)
11. Draft Commissioning Framework - (Claire Martin) (Pages 87 - 102)
12. Draft Annual Plan 2009/2010 and Final Progress Report on the Annual Plan for 2008/2009 - (Claire Martin) (Pages 103 - 120)
13. The Development of the Kent Five-Year Supporting People Strategy 2010-15 - (Claire Martin) (Pages 121 - 124)
14. Work Plan for Commissioning Body and Core Strategy Development Group 2009 - 2010 - (Mel Anthony) (Pages 125 - 132)

15. Glossary (Pages 133 - 138)

16. Any other business

**Contact: Geoff Mills, Secretary, Room 1.95 Sessions House, County Hall,
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KENT COUNTY COUNCIL

SUPPORTING PEOPLE IN KENT COMMISSIONING BODY

MINUTES of a meeting of the Supporting People In Kent Commissioning Body held in the Darent Room, Sessions House, County Hall, Maidstone on Thursday, 19 March 2009.

PRESENT:

Ashford Borough Council:	Cllr P Wood and Mrs T Kerly
Canterbury City Council:	Cllr T Austin and Mr S Osborne
Dartford Borough Council:	Mr P Dosad
Dover District Council:	Mr B Porter
Gravesham Borough Council:	Mr A Chequers
Kent County Council:	Mr G Gibbens (Chairman of the Commissioning Body)
Maidstone Borough Council:	Ms K Chahal
Sevenoaks District Council:	Mrs P Smith
Shepway District Council:	Cllr Mrs K Belcourt
Thanet District Council:	Cllr Mrs Z Wiltshire and Ms A Christou
Tonbridge & Malling Borough Council:	Cllr Mrs J Anderson and Mrs J Walton
Tunbridge Wells Borough Council:	Mr D Crosby
Kent Probation:	Mr R Clarke

KCC Officers:

Mr O Mills, Managing Director, Kent Adult Social Services; Ms C Highwood, Social Services; Ms C Martin, Kent Adult Social Services – Supporting People Team; Ms M Anthony, Supporting People Team; Ms D Apar, Supporting People Team; Mrs A Coleman, Supporting People Team; Mr K Prior, Supporting People Team; Ms U Vann, Supporting People Team; Mr D Martinez, KCC, Children's Social Services; Mr G Bridgland, KCC and Mr G Mills, Secretary.

UNRESTRICTED ITEMS

1. Apologies

(Item. 1)

Cllr Mrs S Nicholas, Dover District Council; Cllr Mr A Pritchard, Gravesham Borough Council; Cllr Mrs C Mayhew, Tunbridge Wells Borough Council; Mr J Littlemore, Maidstone Borough Council and Mr B Anderson, KCC.

2. Minutes of meeting - 18 December 2008 and matters arising

(Item. 3)

The Minutes of the meeting held on 18 December 2008 were agreed as a true record.

Matters arising were dealt with and noted as appropriate.

3. Performance Management

(Item. 4 - Report by Caroline Highwood, Director Resources, Kent Adult Social Services)

This report provided data on all aspects of performance management in the Kent Supporting People Programme.

Following discussion, the Commissioning Body thanked officers for their report and noted its content.

4. Supporting People Budget

(Item. 5 - Report by Caroline Highwood, Director Resources, Kent Adult Social Services)

(1) This report provided information on the budgetary provision of the Supporting People Programme for the year 2008/2009 and the predicted position for 2009/2010. The Commissioning Body Report in December 2008 indicated an estimated spend within 2008/2009 of £31.7m and there was very little change to that position and therefore expenditure remained stable. The report to the Commissioning Body in December 2008 showed an anticipated spend of £35.2m for 2009/2010 and this had now changed to £34.3m mainly due to competitive bids within the tendering process and the movement of anticipated supported housing schemes into 2010/2011.

(2) During the course of discussion Mr Porter said that it would be helpful if the recommendations regarding the Supporting People Budget could in future years be reported at an earlier stage as that would give providers more of an opportunity to set their charges in the knowledge of what had been agreed in relation to the budget setting process. This was agreed. Mr Mills said that the proposed inflationary uplift of 2.5% from 1 April 2009 was good when considered against the background of the current economic climate. He said should the economy go into deflation as some were predicting then matters would need to be reviewed next year in the light of those circumstances.

(3) The Commissioning Body then noted the contents of the report and agreed an inflationary uplift of 2.5% from 1 April 2009. The Commissioning Body also agreed that the reporting of the budget position and the recommended inflationary uplift should in future years be submitted earlier in the process so that providers could take these into account when setting their future charges. It was agreed this would be looked at although it was acknowledged this may not in the event be possible.

5. Development of the Kent five-year Supporting People Strategy 2010-2015

(Item. 6 - Report by Caroline Highwood, Director of Resources, Kent Adult Social Services)

(1) This report provided a summary of how the Kent Supporting People Strategy covering the period 2010-2015 would be developed, and set out what key issues would need to be considered in its development.

(2) During the course of discussions Cllr Austin said that it would be helpful if more clarity could be provided around the layout and the wording of the proposed questions which would form part of the consultation process. He also said that he supported the holding of a conference but that needed to be arranged so that it was

held early in the consultation period. In response it was said that the Conference would be held after detailed discussions had taken place with District/Borough partners and other key stakeholders. There would also be further reports to the Commissioning Body as the consultation process progressed.

(3) The Commissioning Body then noted the report and the draft project plan for the development of the Kent five-year Supporting People Strategy 2010-2015.

6. Growth Bids

(Item. 7 - Report by Caroline Highwood, Director of Resources, Kent Adult Social Services)

(1) This report outlined the current progress in developing a new growth bid process and recommended an interim approach.

(2) During the course of discussion Ms Christou gave the Commissioning Body an update on the position with the bid relating to Thanet and said that meetings had been held to try and resolve this particular problem. She said that the circumstances were now such that care needed to be taken to ensure that a suitable long-term solution was identified but in the meantime there was a need for some specialist floating support. Ms Martin said that the position in Thanet was very fluid and that members of the Supporting People Team were working closely with Thanet in order to identify and provide a suitable long-term solution.

(3) Cllr Mrs Belcourt said that the Commissioning Body deferred consideration of this matter at its last meeting so that it could be provided with more information and therefore she had expected to see a much more detailed written report. She also said that given the present circumstances she could not agree to the proposal to provide interim funding of a hostel prior to a direct access hostel being funded in Thanet. Cllr Austin also expressed concerns but said that he was willing to support Thanet by providing some floating support. Mr Porter said that this matter had been discussed by the Joint Policy Housing Board which was supportive of Thanet being provided with some intensive floating support in order to address the particular issues in this area. That initiative would need to be led by Thanet. Mr Porter also said that providing alternative hostel accommodation may not solve the existing problems and it was therefore premature to make decisions around that. On that basis he proposed, and it was agreed that Paragraphs 2.4 and 6.3 of the report should be deleted and that recommendation 7 (iii) should not be agreed without a further report on these issues being submitted to the Commissioning Body as soon as possible. Ms Highwood said that there was a need to find both interim and long-term solutions to solve the particular problems within this area of Thanet and she also said that there was a need to ensure that the Commissioning Body was kept informed of progress. Mr Mills said that it was clearly important for the Commissioning Body to be kept fully informed and for some scoping work to be undertaken in order to identify and clarify the interim and long-term issues.

(4) Following further discussions the Commissioning Body accepted the Report with the following exceptions:-

- the deletion of Paragraph 2.4;

- in Paragraph 6.1 the date on which a report is to be made back to the Commissioning Body on the growth bid process be changed from September to July 2009;
- paragraph 6.3 be deleted; and
- recommendation 7 (III) be deleted.

(5) On the basis of the above the Commissioning Body therefore agreed to endorse the contents of the report as amended, to note that a growth bid process will be recommended to the Commissioning Body at its meeting in July 2009 and that in the interim no growth bids will be approved until the process and framework had been determined.

7. Implementation of the final Recommendations of the Strategic Review of Older Peoples Services

(Item. 8 - Report by Caroline Highwood, Director of Resources, Kent Adult Social Services)

(1) This report summarised the conclusions of the recommendations of the Strategic Review agreed by the Commissioning Body in September 2007.

(2) The Commissioning Body noted the contents of the report.

8. Kent Move-On Strategy

(Item. 9 - Report by Caroline Highwood, Director of Resources, Kent Adult Social Services)

(1) This report presented the Kent Move-On Accommodation Strategy that sets out the processes that support vulnerable people moving on from supported to independent accommodation.

(2) Following discussion the Commissioning Body agreed to the Kent Move-On Accommodation Strategy as detailed in Appendix 1 to the report.

9. Kent Supporting People Provider Charter

(Item. 10 - Report by Caroline Highwood, Director of Resources, Kent Adult Social Services)

(1) This report presented the draft Kent Provider Charter that sets out the commitment that the Kent Supporting People Programme makes to service providers.

(2) Following discussion the Commissioning Body agreed the Kent Provider Charter as detailed in Appendix 1 to the report.

10. Service User Involvement and Consultation

(Item. 11 - Report by Caroline Highwood, Director of Resources, Kent Adult Social Services)

(1) This report summarised the current Service User Involvement and Consultation activities and identified opportunities for future development.

(2) Following discussion the Commissioning Body agreed the report.

11. Any Other Business

(Item. 13)

- In response to a question Ms Anthony said that the Guidance Handbook was on the Supporting People Commissioning Body website but for ease she would arrange to circulate the hyperlink.
- Membership – Cllr Mrs Anderson said that the guidance from the Audit Commission said that Commissioning Bodies should have more elected representatives serving on them. She said this was a worthy aspiration and therefore this was an opportune time to look at the governance and membership arrangements for the Supporting People in Kent Commissioning Body. This was agreed and a Sub-Group consisting of Mr Gibbens, Cllr Mrs Anderson, Cllr Austin, Mr R Clarke and Ms P Smith was appointed in order to undertake some scoping work on these matters and for a report to be submitted to the July meeting of the Commissioning Body.
- Mr Porter said that Shepway and Dover were acting in collaboration on a number of management matters amongst these being housing. Therefore in future he would be attending meetings of the Commissioning Body on behalf of both Shepway and Dover District Councils.

12. Date of next meeting

The next meeting of the Commissioning Body is on Thursday 2 July 2009 at Sessions House, County Hall, Maidstone commencing at 2:00 pm.

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REPORT

By: Caroline Highwood - Director of Business Support, Kent Adult Social Services

To: Supporting People in Kent Commissioning Body

2 July 2009

Subject: Performance Management

Classification: Unrestricted

For Information

Summary: This report provides data on all aspects of performance management in the Kent Supporting People Programme.

1.0 Introduction

The Supporting People team monitors both the performance at both programme and service level.

1.1 Information regarding progress against the National Outcomes Framework is included. The outcomes dataset derives from returns made by providers direct to the Centre for Housing Studies at St Andrews University.

1.2 For the first time data on reconnection is included. This data is collected by the team on a monthly basis and gives detail on the origin and destination of service users entering and leaving short term services in Kent.

2.0 Contractual data

At the close of 2008/09, contracts were held with 129 providers who were delivering 327 services. Of the units funded, 71% were accommodation based services, 3% are HIAs and 19% are floating support services. Further information on household units, contracts, providers and services are included within Appendix 1. The team has

continued to negotiate fixed capacity contracts in block subsidy schemes and to separate out the community alarm element from the housing support element in sheltered housing services.

2.1 Quarterly Workbook Returns

Table 2 shows an analysis of workbook returns from quarters 19 to 24. Members of the Commissioning Body will note once again the high number of workbooks received by the deadline this quarter.

Table 2: Workbook return monitoring

	Qtr 19 Oct-Dec 07	Qtr 20 Jan-Mar 08	Qtr 21 Apr-Jul 08	Qtr 22 Jul-Sep 08	Qtr 23 Oct-Jan 09	Qtr 24 Jan-Mar 09
Number of workbooks expected	376	378	300	300	295	295
Number of workbooks returned by deadline	317 (84%)	267 (71%)	248 (83%)	276 (92%)	285 (97%)	285 (97%)
Number of reminders sent	0	0	39	24	10	10
Number of workbooks received by end of default period	342 (91%)	326 (26%)	297 (99%)	298 (99%)	293 (99%)	295 (100%)
No. Defaults issued	34	52	3	2	2	0

(Source: PIAMIDS)

2.2 Reminders and default notices

In Quarter 24 all services returned their workbook by the end of the default period and no default notices have been issued. This excellent return rate has been achieved by a sustained effort on the part of the team to raise awareness of the significance of workbook returns and their impact upon the future of the programme. Steps taken include training provided by the team, publicity articles in the Supporting People newsletter, website and site visits. The team's efforts have been assisted by continued support from the east and west provider forums.

2.3 Workbook auditing

The team has completed a workbook audit on a further 16 services during quarter 24. The audits are conducted during a site visit and seek to establish levels of assurance regarding the accuracy of the data submitted to the CLG regarding Key Performance Indicators 1 and 2 and therefore National Indicators 141 and 142.

Of the 16 services visited 11 were graded as having high or medium assurance. The 5 remaining services were established at offering low assurance and will be revisited during the course of the next quarter.

The design of the workbook has been amended for 2009/10 to assist providers to maintain accurate records and support future auditing. The Supporting People team offered 8 free training workshops in locations around the county to introduce the new workbooks and to demonstrate their benefits. Feedback from providers regarding their ease of use has been favourable.

3.0 Key Performance Indicators (KPIs)

- 3.1 The Department of Communities and Local Government (CLG) set two Key Performance Indicators for Supporting People programmes

The CLG indicators are as follows

KPI 1 - Service users who are supported to establish and maintain independent living as a percentage of the total number of users who have departed

KPI 2 - Service users who have moved on in a planned way from short term services as a percentage of all who have moved on

The CLG publish the performance of all programmes nationally against these indicators on the SPKweb www.spkweb.org.uk. The quarters are published in arrears; the latest publication relates to Quarter 23 October 2008 – January 2009.

The Core Strategy Development Group and Commissioning Body have agreed targets of a target of 98% for KPI 1 and 71% for KPI 2 for 2008/09. The KPI 2 target is also the Supporting People target for Local Area Agreement 2. The target for 2008/09 is 66.7%.

3.2 Performance against Key Performance Indicator 1

- 3.3. A detailed analysis of the programme's performance against KPI1 is shown in Appendix 2.
- 3.4. Table 2.1 shows that the overall proportion of those maintaining independent living exceeded the target in quarter 23, though remains below target in floating support services.
- 3.5 Services for homeless families with support needs show the lowest proportion of those maintaining independent living in quarter 23 and have consistently done so throughout the year.

- 3.6 Similarly, services for people with mental health problems have not met the target set by the Commissioning Body in the quarters to date.
- 3.7 Although single homeless services have failed to reach the target set by the Commissioning Body, their performance has exceeded the regional figure this quarter. The same can be said of Kent's services for young people at risk, offenders and teenage parents.
- 3.8 Services for people with learning disabilities, older people with mental health problems/support needs, HIV/Aids, physical/sensory disabilities and those fleeing domestic abuse have all reached or exceeded the 98% target set.
- 3.9 The Supporting People team continues to work closely with the providers of services below the target to examine the reasons for poor performance levels and agree the steps to be taken to improve. In some cases, this has led to reconfiguration of services or contract termination.

3.10 Performance against Key Performance Indicator 2 (KPI 2)

- 3.11 A detailed analysis of the programme's performance against KPI 2 is shown in Appendix 2.
- 3.12 Whilst overall the KPI 2 is below target this quarter, performance against this volatile indicator overall has improved significantly in some client groups since the previous quarter. Notably, services for people with drug problems have improved their KPI 2 figure from 40% last quarter to 100% in quarter 23.(Table 2.3)
- 3.13 Services for homeless families, rough sleepers, and young people leaving care have all improved their KPI 2 figure since the previous quarter.
- 3.14 However, there were noticeable falls in performance in services for those with mental health problems, offenders and young people at risk.
- 3.15 The team has carried out performance improvement visits to providers of services where the KPI 2 figure was a cause for concern. Some of these visits have resulted in a reconfiguration of services or additional training on the completion of the workbook. It is anticipated that as a result of these visits, the programme's KPI 2 figure will show an improvement next quarter.

4.0 Outcomes monitoring

- 4.1 The national framework uses the five high level outcomes adopted in the Department of Families and Education's *Every Child Matters*.
- Achieve Economic Wellbeing
 - Enjoy and Achieve
 - Be Healthy
 - Stay Safe
 - Make positive contribution
- 4.2 The framework seeks to establish whether or not the service user achieved the outcomes they sought from the service they used.
- 4.3 The latest data published by Centre for Housing Research (CHR) at St Andrews University relates to the performance of short term services up until January 2009.
- 4.4 The practise of publishing the data in arrears and the direct submission of the returns to the CHR presents difficulties in ensuring that all providers submit their returns. The team are not able to be certain that all outcome forms due have been submitted until a quarter or six months after the submission is due.
- 4.5 The team has extensively promoted the framework among provider organisations improve the return rate of submissions in a variety of means, including provider forums, the programme website, newsletters, formal visits. Twenty four sessions of free training have been provided at locations around the county in 2008/09. Those providers who have not made expected submissions have been contacted to ensure they do so in future.
- 4.6 A summary of year to date short term outcome returns made to quarter 23 is provided at Appendix 3.
- 4.7 A summary of the desired outcomes identified in the returns and their achievement is provided in Appendix 4.
- 4.8 The table shows that the overall success rate in short term services is 75.9%, an improvement of over 2.5% on the previous quarterly figure.
- 4.9 Particularly improved in the Economic Wellbeing category is the percentage of individuals seeking work that have either obtained or participated in paid employment (78.1%).

Focus on Outcomes by Service Type

4.10 For the purposes of the outcomes framework, provision can be divided into six categories of service types

- Direct access
- Floating support*
- Foyer
- Outreach
- Supported housing
- Women's refuge

** Floating support is not considered to be a short term service within the context of performance workbooks.*

4.11 For services such as direct access, outreach, and women's refuges, most service users remained in the service 6 months or less. The very short nature of these services can have an influence on the ability of the provider to deliver successful outcomes in some high level categories.

4.12 The tables in Appendix 5 show a comparison of the performance of each service type against the five high level outcomes.

4.13 Economic Wellbeing in short term services.

Whilst achievement levels in the sub-group "Obtain/participate in paid work" have improved in short term services since last quarter, there is a correlation between the comparatively low success rate in the shortest term services, i.e. women's refuges, direct access and outreach (Table 5.1)

4.14 Enjoy and Achieve in short term services

The strongest performance in this category for all service types was in the sub level outcome contact with external groups (Table 5.2). Success rates for all service types exceeded 80% against this outcome and reached 100% in foyers.

4.15 Be Healthy

Direct access achieved the sublevel outcome "Use technology to maintain independence" in 100% of cases, along with foyers and women's refuges (Table 5.3). The poorest performance against any outcome in this category was recorded in women's refuges where only 12.5% of those seeking to manage substance misuse did so successfully.

4.16 Stay Safe

The strongest performance in this category was recorded in foyers where 100% of outcomes were achieved in all but one sublevel (Table 5.4).

4.18 Positive contribution

In Table 5.5, this outcome has been best achieved in women's refuges (92.9%). It is also one of the most successful for outreach services (72.9%)

4.19 Outcomes and the Local Area Agreement

The Supporting People team continues to seek opportunities within the Local Area Agreement partnership to use the outcomes data to map the contribution the programme is making to achieve many of the 35 targets. An outcomes conference will be held to illustrate the contribution the Kent programme is making.

5.0 Reconnection data

- 5.1 Following the agreement of the countywide reconnection policy, the Supporting People team has collected data regarding the origin and destination of those people entering and leaving Supporting People services.
- 5.2 Providers of short term services are asked to supply data to the team on a monthly basis.
- 5.3 An excerpt of the data is supplied for the first time in Appendix 6. The Commissioning Body is asked to comment on the format of the data and its presentation.

6.0 Quality Monitoring

Officers of the Supporting People team visit services in order to monitor contract compliance and quality. Services are measured against the objectives of the Quality Assessment Framework (QAF). The visit includes consultation with service users.

- 6.1 Table 6 shows an analysis of the outcomes of those visits that took place in quarter 24.

Table 6: Analysis of all monitoring visits conducted in quarter 24

Number of Visits conducted	31
Number of visits completed	26

Visits conducted	A	B	C	D	Not graded	Total
Existing grade	4	2	24	0	1	31
Self Assessed Grade	7	8	16	0	0	31
Awarded Grade	7	13	5	1	5	31

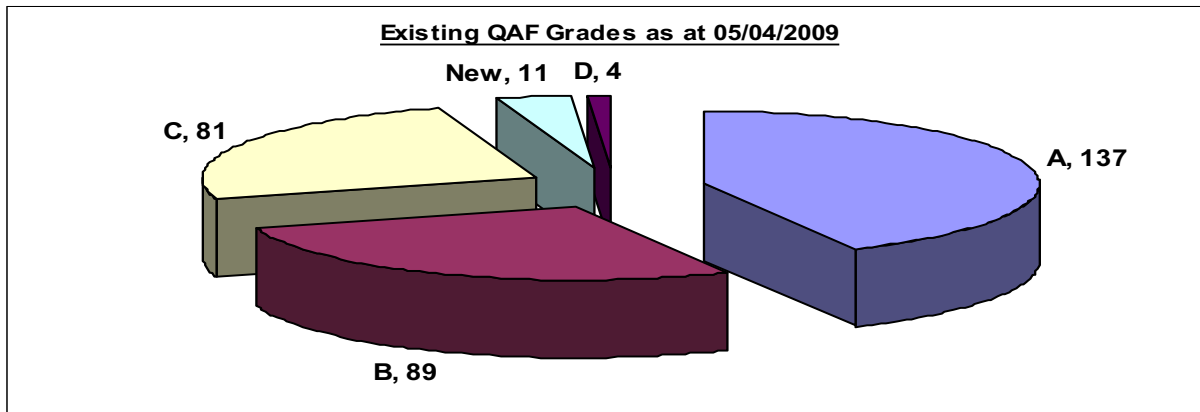
6.2 Visits to 31 services were begun during the quarter, leading to improved grades in 62% of all services where visits were completed. Of those visits begun in the quarter, 6 were not completed by quarter close. One service was awarded a lower grade following the visit. This service is working towards an action plan under the supervision of the monitoring officer.

Table 7: Summary of improvement

Number of services with higher grade following contract monitoring visit <i>(As percentage of all completed)</i>	16 (62%)
Number of services with no change following contract monitoring visit <i>(As percentage of all completed)</i>	8 (31%)
Number of services with lower grade following contract monitoring visit <i>(As percentage of all completed)</i>	2 (7%)

6.3 Table 9 shows the QAF grading of all services at the end of quarter 24. The four services currently graded as D are working to an action plan under the supervision of a monitoring officer.

Table 8: All QAF grades at end of Quarter 23



7.0 Complaints

The Supporting People team collects and logs details of all complaints received which have exhausted service providers' own complaints procedures. Three complaints were received in Quarter 24. Two have been successfully concluded. A third is subject to contractual negotiations with the provider.

- 7.1 Work continues on improving the mechanisms by which service users and other interested parties can inform the Supporting People team of concerns or complaints that they have about Supporting People funded services. The review involves the Service User and Consultation Officer and will be considered by the Service User Panel as part of a wider examination of communication and access to information as outlined in the last meeting.

8.0 Safeguarding Alerts

The team collects and logs safeguarding alerts in grant-funded schemes (Table 9). The team's responsibilities in this regard are limited to ensuring that all such alerts are processed appropriately to a Safeguarding Co-ordinator.

- 8.1 The awareness exercise undertaken by the team amongst providers continues to have an effect upon the levels of alerts received.
- 8.2 The table shows the safeguarding alerts received quarter 24. Of these cases, nine cases have been closed following investigation and four are ongoing.

Table 9: Safeguarding Alerts received in quarter 24 by service type

Nature of Alert	Number of alerts received
Financial Abuse	6
Physical Abuse	3
Sexual Abuse	4
Total	13

9.0 Recommendation

The Commissioning Body is asked to

- (i) offer comment and suggestions regarding the presentation and content of the reconnection data
- (ii) note the contents of the report.

Melanie Anthony

Performance and Review Manager

01622 694937

With contributions from Kevin Prior, Acting Procurement and Commissioning Manager

Yozanne Pannell, Performance and Review Officer

Ute Vann, Policy and Strategy Officer

Appendix 1 Contractual data as at end of Quarter 23

Appendix 2 Performance against key performance indicators

Appendix 3 Summary of Outcome Returns Quarter 23

Appendix 4 Summary of Outcomes data Quarter 23

Appendix 5 Comparison of percentage high level outcomes achieved by service type – Quarter 23

Appendix 6 Reconnection Data Jan – Mar 2009

APPENDIX 1 Contractual data as at end of Quarter 24

TABLE 1.1: CONTRACTUAL DATA as at Close of Quarter 24

	Quarter 20 Jan – Mar 08	Quarter 24 Jan – Mar 09
Number of Providers	128	129
Number of Services	422	327
Number of Household Units	22205	22321
Number of Leaseholders	76	76
Total Number of Units	22281	22397

TABLE 1.2: BREAKDOWN OF UNITS

	Quarter 20 Jan – Mar 08	Quarter 24 Jan – Mar 09
Number of Floating Support Units	4506	4958
Number of HIA Units	1619	3238
Number of Sheltered Units	12824	12037
- <i>Accommodation</i>		9459
- <i>Community Alarm</i>		2578
Number of Other Acc. Based Units	3332	2164
Total	22281	22397

TABLE 1.3: CONTRACTS

	Quarter 20 Jan – Mar 08	Quarter 24 Jan – Mar 09
Number of Block Gross Units	9711	6863
Number of Block Subsidy Units	12570	15534
<u>Of which</u> Capped	9522	15128
Not Capped	3048	406
All contracts capped	14466	15128
All contracts not capped	7815	7269

TABLE 1.4: CONTRACT VALUES at 31 March 09*

	Quarter 20 Jan – Mar 08	Quarter 24 Jan – Mar 09
Grant from CLG	£32,024,915	£32,024,915
Contract £	£29,177,973.27	£31,858,012
% FS	25%	25%
% Accommodation Based	75%	75%

* Financial data for 2008/09

APPENDIX 2 Performance against key performance indicators

TABLE 2.1 YEAR to DATE ANALYSIS of LOCAL PERFORMANCE – KPI 1
Quarterly performance comparison by service type

	Quarter 21 KPI 1 (%)	Quarter 22 KPI 1 (%)	Quarter 23 KPI 1 (%)	Quarter 23 Regional Figure (%)	RAG rating (Target 98%)
Accommodation based services	98.95	99.05	98.93	99.17	
Floating Support Services	97.84	97.15	96.97	96.95	
Overall KPI 1	98.62	98.48	98.29	98.67	

**based on previous quarter*

Source: CLG

TABLE 2.2 YEAR to DATE ANALYSIS of LOCAL PERFORMANCE – KPI 1
Quarterly performance by primary client group

Primary Client group	Quarter 21 KPI 1 (%)	Quarter 22 KPI 1 (%)	Quarter 23 KPI 1 (%)	Quarter 23 Regional Figure (%)	RAG rating (Target 98%)
People with drug problems	100	96.15	96.52	93.57	
Frail Elderly	98.43	97.46	96.97	97.61	
Generic	96.99	95.92	93.41	95.5	
Homeless families with support needs	75	88.36	85	93.57	
Learning disability	98.58	98.89	98.45	99.39	
Mental health	95.88	92.95	94.95	98.01	
Offenders	95.29	90.11	93.33	93.14	
Older people with mental health problems	100	100	100	100	
Older people with support needs	98.98	99.09	99.06	99.17	
People with HIV/AIDS	93.10	100	100	100	
Physical/ sensory disabilities	100	100	100	99.06	
Single homeless with support needs	95.93	95.86	96.07	95.29	
Teenage parents	97.14	93.00	94.38	94.29	
Those at risk of domestic abuse	100	99.24	100	97.52	
Young people at risk	93.41	94.00	92.66	92.47	
Total (Target 98%)	98.62%	98.48%	98.29%	98.67%	

Source: CLG

APPENDIX 2 – cont'd

TABLE 2.3 YEAR to DATE ANALYSIS OF LOCAL PERFORMANCE – KPI 2
Quarterly performance comparison by primary client group

Primary Client group	Quarter 21 KPI 2 (%)	Quarter 22 KPI 2 (%)	Quarter 23 KPI 2 (%)	Quarter 23 Regional Figure (%)	RAG rating Target 71% for 10/11 66.7% for 08/09
People with alcohol problems*	50	100		82.35	
People with drug problems	80	40	100	55.56	
Homeless family with support needs	65.22	92.31	96	88.31	
Learning disability*	0	100		91.67	
Mental health	92.31	92.31	68.42	77.71	
Offenders	69.23	56	40	56.41	
Older people with support needs*	100			100	
Physical/sensory disability			100	100	
Rough sleepers	45.51	43.90	55.10	59.61	
Single homeless with support needs	80.83	71.3	68.81	64.37	
Teenage parents	100	80.0	75	89.8	
Those at risk of domestic abuse	89.83	84.29	86.21	83.39	
Young people at risk	63.27	67.12	52.83	73.49	
Young people leaving care	50	62.50	65	72.00	
Total (Target 71%)	66.38%	67.65%	65.56%	72.38%	

Source: CLG

* denotes services with no departures in quarter 23

TABLE 2.4 REGIONAL and NATIONAL COMPARISON of LOCAL PERFORMANCE INDICATORS – KPI 1

The table below gives the performance of the Kent programme against Key Performance Indicator 1 for the last four quarters published by CLG

KPI1

	2007/08	2008/09		
	Q20	Q21	Q22	Q23
Kent	97.11%	98.62%	98.48%	98.29
Regional	98.06%	98.40%	98.59%	98.67
National	98.18%	98.26%	98.38%	98.44

Source: CLG

APPENDIX 2 cont'd
TABLE 2.5 REGIONAL and NATIONAL COMPARISION of LOCAL
PERFORMANCE INDICATORS – KPI 2

The table below gives the performance of the Kent programme against Key Performance Indicators 2 for the last five quarters published by CLG

KPI2

	2007/08	2008/09		
	Q20	Q21	Q22	Q23
Kent	80.7%	66.4%	67.65%	65.56%
Regional	67.6%	68.3%	70.54%	72.38%
National	68.6%	70.8%	70.78%	72.88%

Source: CLG

APPENDIX 3 Summary of Outcome Returns Quarter 23

The outcomes dataset for short term services is based on returns made for clients who left SP funded services between 6 October 2008 and 4 January 2009, which were received and validated by the Centre for Housing Research at the University of St Andrews.

(i) Outcome returns received by Service Type

Service Type	Total Returns
Direct access	94
Floating support	569
Foyer	40
Outreach service	146
Supported housing	332
Women's' refuge	114
Grand Total	1295

(ii) Outcome returns received by primary client group of the service user

Primary Client Group	Total
Alcohol problems	52
Drug problems	33
Frail Elderly	1
Generic	115
Homeless families with support needs	36
Learning disabilities	38
Mental health problems	139
Traveller	1
Offenders at risk of offending	124
Older people with support needs	26
People with HIV/Aids	1
Physical or sensory disability	22
Rough sleeper	10
Single homeless with support needs	394
Teenage parents	59
Women at risk of domestic violence	162
Young people at risk	59
Young people leaving care	21
<i>Not Given</i>	2
Grand Total	1295

**APPENDIX 4 Summary of Outcomes data Quarter 23
Summary of outcomes data in short term services, April 08 – Jan 09**

	Yes	No	Unanswered
Q24 Was this a planned move from service	770 (59.5%)	509 (39.3%)	16
Q25 If yes did this achieve greater independence	697 (90.5%)	73 (9.5%)	0
Total of 1295 returns made			
Type of Support	Yes	No	Was the outcome achieved?
Achieving Economic Wellbeing	Total needs identified 1829		Yes
To maximise income	927		Total successful 1482 (81%)
To reduce debt	560		823
To obtain /participate in paid work	342		392
Enjoy and Achieve	Total needs identified 1659		267
To participate in training/education	410		Total successful 1251 (75%)
To participate in informal learning	296		241
To participate in work-like activities	224		231
To establish contact with external groups	729		123
Be Healthy	Total need identified 1352		656
Manage physical health	474		Total successful 915 (68%)
Manage mental health	451		366
Manage substance misuse issues	377		303
Technology helping to maintain independence	50		203
Stay Safe	Total needs identified 1412		43
To maintain their accommodation	708		Total successful 1048 (74%)
To comply with statutory orders	218		517
To better manage self harm	110		149
To avoid causing harm to others	106		90
To minimise risk of harm from others	270		71
Make a Positive Contribution	Total needs identified 758		221
To develop confidence and choice	758		Total successful 627 (83%)
Total	7010		627
			5323
			75.9%

APPENDIX 5 Comparison of percentage high level outcomes achieved by service type April 2008 – January 2009

Table 5.1

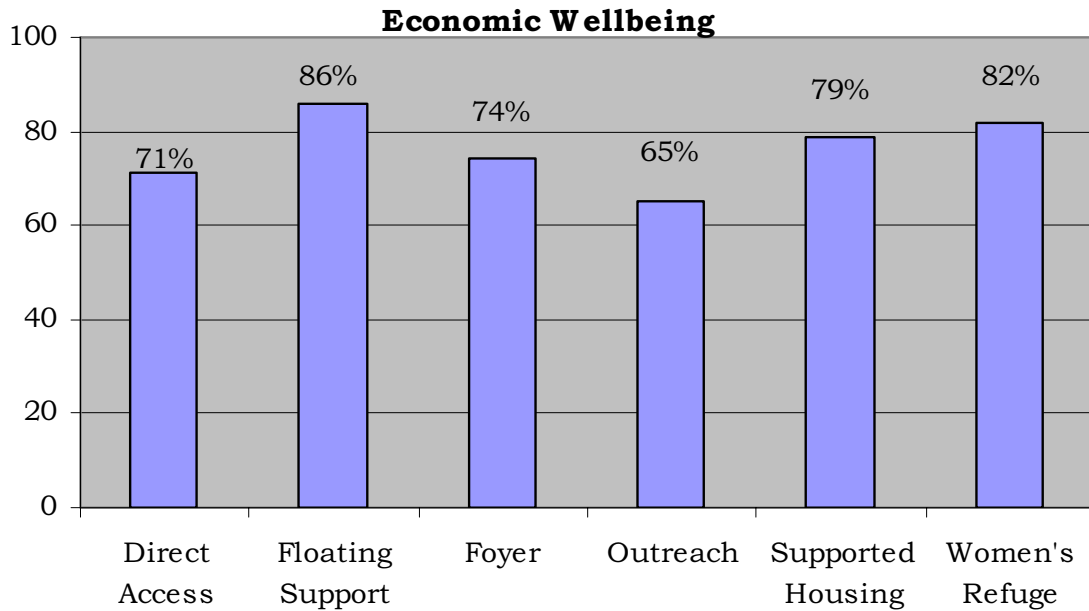
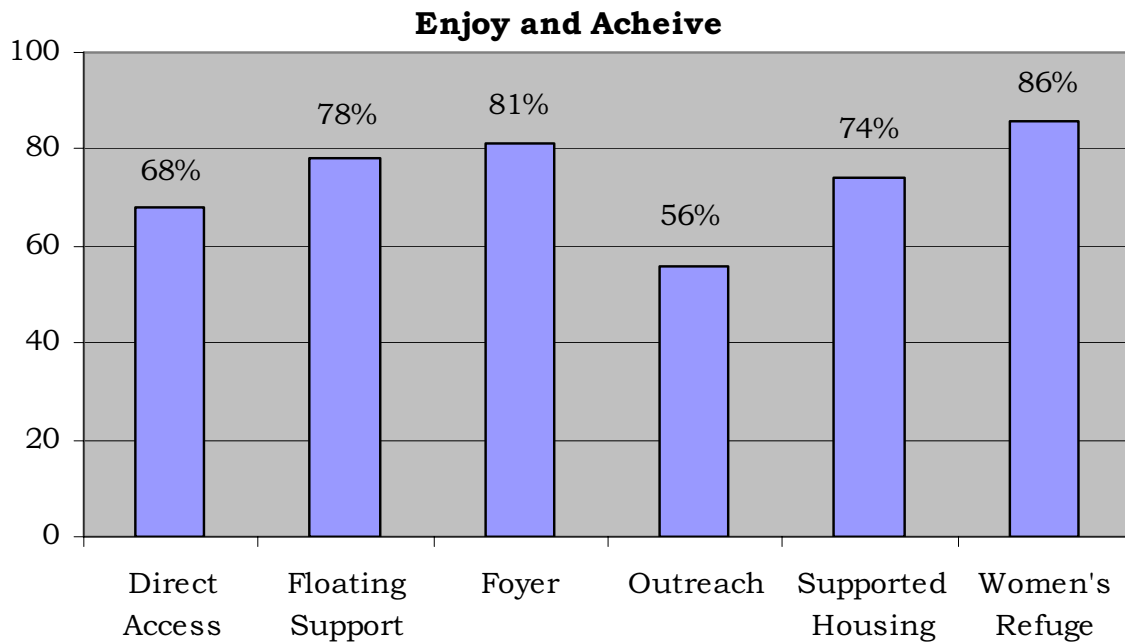


Table 5.2



APPENDIX 5 Cont'd - Comparison of percentage high level outcomes achieved by service type April 2008 – January 2009

Table 5.3

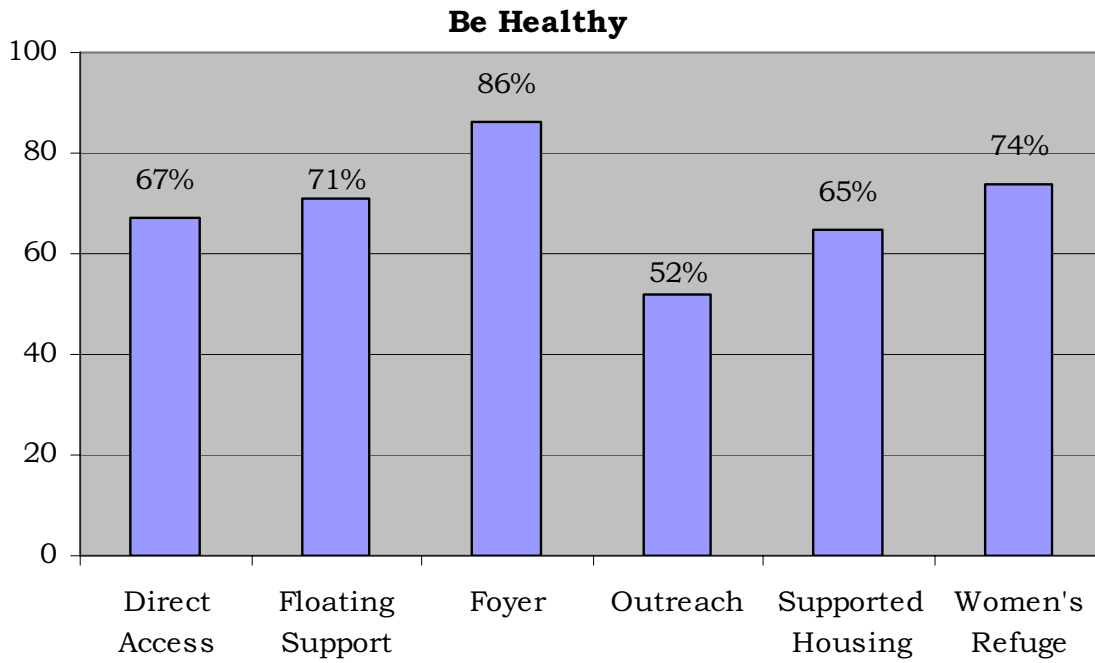
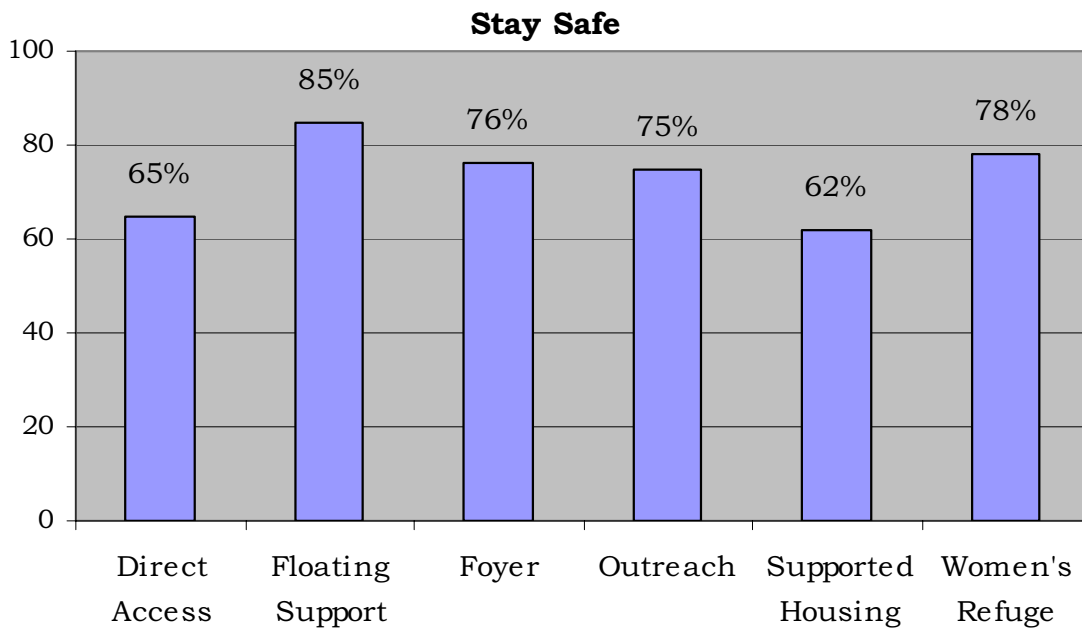
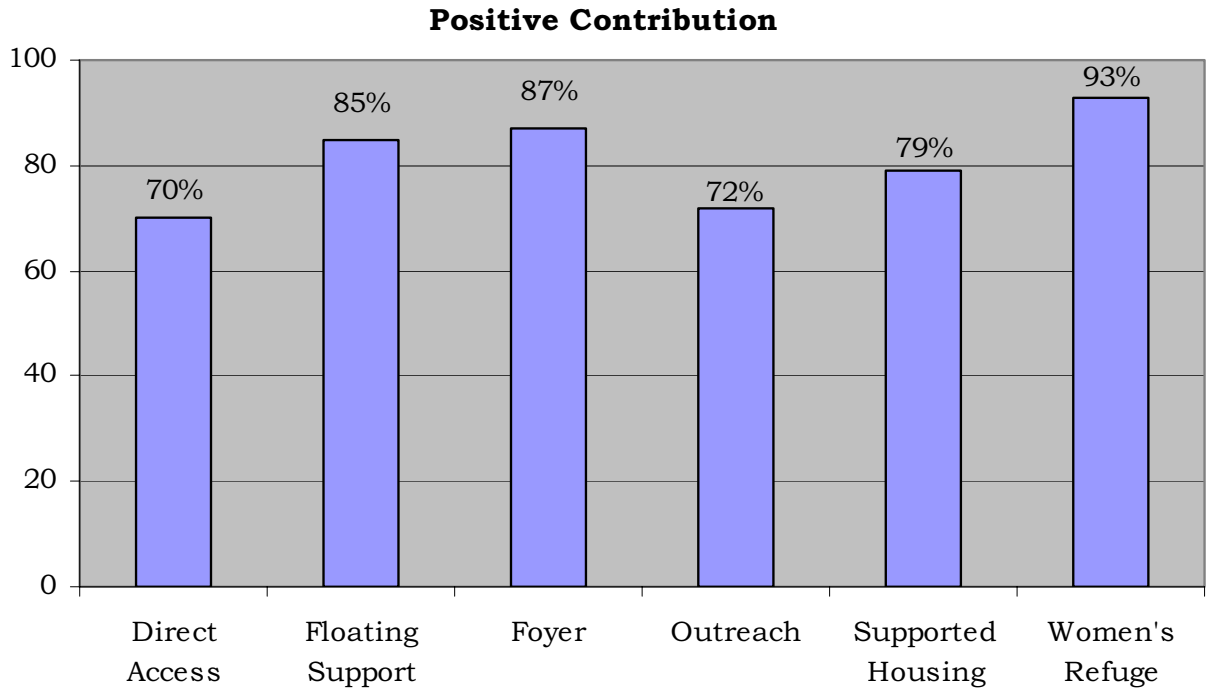


Table 5.4



**APPENDIX 5 Cont'd of percentage high level outcomes achieved by service type
- April - January 2009**

Table 5.5



APPENDIX 6 Reconnection Data Jan – Mar 2009

A) Reconnection Data Jan-Mar 2009 - Move in data

Table 4. 3: Out of Area New Entrants to Services, by Client Group

Client Group	Out of Kent Area	Kent Area	No connections anywhere	Not disclosed	TOTAL	Additional comments
Single Homeless	15	23	1		39	
Rough Sleepers	9	11		9	29	
Families with support needs		2			2	
People with mental health problems	2	4			6	
Offender or at risk of offending	8	5			13	
People with drug problems	2	2			4	
People with alcohol problems	1				1	
Older persons with support needs	2				2	Repatriated from Zimbabwe
Teenage Parents						
People fleeing domestic abuse	44	24			68	
Young people at risk	3	9	1		13	
TOTAL	86 (48.5%)	80 (45.2%)	2 (1.8%)	9 (4.5%)	177	

Note:

- Client groups with most significant proportions accessing services from out of Kent are women fleeing domestic abuse (64% of this client group) and offenders or those at risk of offending (61%)
- The service for older persons with support needs deals mainly with people being repatriated from (former) Commonwealth countries
- Selective out of Kent Area data:
Inner and Outer London Authorities 24
Medway 17
Surrey 6
Bexley 4

A) Reconnection Data Jan-Mar 2009 - Move in data continued

Table 4.4 : Number of out of area entrants to services, by location and client group of service and areas of origin

Location of service, by client group		Number of out of area entrants to services													
		Areas of origin											Not disclosed		
		Ashford	Canterbury	Dartford	Dover	Gravesham	Maidstone	Sevenoaks	Shepway	Swale	Thanet	Tonbridge & Malling	Tunbridge Wells	Out of Kent	Not disclosed
Ashford															
	Single homeless with support needs														
	Young people at risk	1							1					1	
	Women fleeing domestic abuse													2	
	TOTAL	1	1						1					3	
Canterbury															
	Single homeless with support needs	4													
	Rough sleepers	1			2									4	
	Young people at risk								3	1				9	
	Women fleeing domestic abuse								3	1				1	
	People with mental health problems	1				1				4				2	
	Teenage parents									1					
	People with drug problems														
	People with alcohol problems													1	
	TOTAL	6		2		5			6	10				17	9
Dartford															
	Single homeless with support needs														
	Teenage parents													3	
	People with physical/sensory disabilities														
	People with mental health problems														
	Women fleeing domestic abuse					1									
	TOTAL					1								3	
Dover															
	Single homeless with support problems		1							1					
	Women fleeing domestic abuse					3								2	
	People with mental health problems					1								2	
	Offenders or people at risk of offending														
	TOTAL	1				4			1	1				4	

Number of out of area entrants to services														
Location of service, by client group	Areas of origin													
	Ashford	Canterbury	Dartford	Dover	Gravesham	Maidstone	Sevenoaks	Shepway	Swale	Thanet	Tonbridge & Malling	Tunbridge Wells	Out of Kent	Not disclosed
Gravesham Single homeless with support needs Teenage parents Young people at risk Women fleeing domestic abuse People with mental health problems Offenders or people at risk of offending People with drug problems TOTAL		1											15	
Kent Young people leaving care TOTAL		1											2	17
Maidstone Single homeless with support needs Young people at risk Women fleeing domestic abuse People with mental health problems People with learning disabilities Offenders or people at risk of offending People with drug problems TOTAL	1	1			1				1				3	6
Sevenoaks People with mental health problems TOTAL	1	1			1			1					1	6
Shepway Women fleeing domestic abuse People with mental health problems Offenders or people at risk of offending People with drug problems TOTAL		1				2			1				2	4
Swale Single homeless with support needs Young people at risk TOTAL					3	1				1			6	6

Number of out of area entrants to services														
Location of service, by client group	Areas of origin													
	Ashford	Canterbury	Dartford	Dover	Gravesham	Maidstone	Sevenoaks	Shepway	Swale	Thanet	Tonbridge & Malling	Tunbridge Wells	Out of Kent	Not disclosed
Families with support needs	1	1				2							7	
Women fleeing domestic abuse												1	1	
People with mental health problems														
People with learning disabilities														
Offenders or people at risk of offending														
TOTAL	1	1			3	3				1	1		14	
Thanet														
Single homeless with support needs														
Young people at risk		2											1	
Families with support needs														
Women fleeing domestic abuse			2		1	2							9	
People with mental health problems		1												
Offenders or people at risk of offending														
TOTAL		3	2		1	2							10	
Tonbridge & Malling														
Single homeless with support needs														
Older people with support needs													2	
Offenders or people at risk of offending											1		1	
TOTAL											1		3	
Tunbridge Wells														
Single homeless with support needs						1				1			2	
Families with support needs														
Women fleeing domestic abuse													4	
People with mental health problems										1				
TOTAL					1	3			1	1			6	

Note:

- The districts/boroughs with most clients from out of area newly accessing services were Canterbury (31% of all new clients), Swale (13.5%), Thanet (10.2%) and Gravesham (10.2%).
- These districts/boroughs also had the most clients from out of Kent accessing services.
- In most districts/boroughs, women fleeing domestic abuse accounted for most of those newly accessing services from out of Kent. For example, in Gravesham all those accessing services from out of Kent belonged to that client group.

A) Reconnection Data Jan-Mar 2009 - Move in data continued

- However, in Canterbury and Swale most of those newly accessing services from out of Kent were single homeless people with support needs and rough sleepers.
- When looking at movements within Kent districts /boroughs, most clients move to neighbouring districts to access resources. For example, 10 out of 15 clients moving away from Thanet newly accessed services in Canterbury.
- All 5 clients accessing services elsewhere and originating from Sevenoaks were single homeless with support needs.
- Whereas 8 clients from other Kent districts newly accessed services in Thanet (5 of which were women fleeing domestic abuse), 15 clients from Thanet accessed services elsewhere.
- When looking at clients accessing services elsewhere than their area of origin, the highest numbers left the following districts: Maidstone 17, Thanet 15, Swale 9, Ashford 8 and Canterbury 8.

B) Reconnection Data Jan-Mar 2009 - Move out data
Table 4.9: Numbers of service users moving on, by areas settled in and areas of origin

Areas of resettlement of service users	Areas of origin													TOTAL	
	Ashford	Canterbury	Dartford	Dover	Gravesham	Maidstone	Sevenoaks	Shepway	Swale	Thanet	Tonbridge & Malling	Tunbridge Wells	Out of Kent		Not disclosed
Ashford	1													1	2
Canterbury		1		1						2			4	7	13
Dartford					2					1			4		7
Dover	1	2		5				1	1				1		11
Gravesham					1									1	2
Maidstone					1	3	1			1			2	2	10
Sevenoaks					1										1
Shepway															0
Swale									3				1	1	5
Thanet		1		1				3	1	7			2		15
Tonbridge & Malling											1		1		2
Tunbridge Wells															0
Out of Kent									2		2		28		32
Not known/Unplanned departure/prison	1	1		2		2	1	3	1		1	1	11	7	35
TOTAL	3	5	0	9	5	6	2	7	8	11	4	2	54	19	135

Note:

- Out of 135 service users
- 54 originated from out of Kent (40%), 62 (46%) originated from Kent and in 17 cases (14%) the area of origin was not disclosed/identified.
- Of those originating from out of Kent, 43% were women fleeing domestic abuse, 17% were rough sleepers, 11% each were offenders and young people at risk and 9% were single homeless. 15 (28%) were resettled within Kent.
- 68 (50.3%) were reconnected within Kent, 35 (26%) left services in an unplanned way and in most cases it is unknown where clients moved to.
- Out of a total of 62 people from Kent districts/boroughs, 22 (35%) were reconnected to their area of origin
- 28 out of a total of 54 people originally from out of Kent were reconnected out of Kent (52%). A further 11(20%) left services in an unplanned way and may well have left Kent
- The districts/boroughs with highest numbers of people settling were Thanet, Canterbury, Dover and Maidstone.
- Of 15 people resettled in Thanet, 7 originated from the district. When examining client groups, 6 were women fleeing domestic abuse and 4 were offenders or people at risk of offending. In Canterbury, the majority of people were single homeless and rough sleepers, in Maidstone women fleeing domestic abuse and in Dover equal numbers of women fleeing domestic abuse and single homeless and rough sleepers.

B) Reconnection Data Jan-Mar 2009 - Move out data
Table 4.10 : Resettlement of service users in Kent, by client group and district/borough

Primary Client Group	Ashford	Canterbury	Dartford	Dover	Gravesham	Maidstone	Sevenoaks	Shepway	Swale	Thanet	Tonbridge & Malling	Tunbridge Wells	TOTAL
Single Homeless		2	2	3					1	2	1		11
Rough Sleepers	1	5		3		1			1	2			13
People with mental health problems			1				1						2
People with physical/sensory disabilities													0
Offender or at risk of offending		2				1				4			7
People with drug problems						1							1
People with alcohol problems													0
Teenage Parents					1								1
Older persons with support needs						1					1		2
Women fleeing domestic abuse		3	4	5	1	6			2	6			27
Young people with support needs	1	1							1	1			4
TOTAL	2	13	7	11	2	10	1	0	5	15	2	0	68

B) Reconnection Data Jan-Mar 2009 - Move out data
Table 4.1.1: Resettlement of service users originally from out of Kent in Kent, by client group and district/borough

Primary Client Group	Ashford	Canterbury	Dartford	Dover	Gravesham	Maidstone	Sevenoaks	Shepway	Swale	Thanet	Tonbridge & Malling	Tunbridge Wells	TOTAL
Single Homeless		1	1							1			3
Rough Sleepers													0
People with mental health problems													0
Offender or at risk of offending		2				1				1			4
People with drug problems													0
People with alcohol problems													0
Teenage Parents													0
Older Persons with support needs						1					1		2
Women fleeing domestic abuse		1	3	1					1				6
Young people with support needs													0
TOTAL	0	4	4	1	0	2	0	0	1	2	1	0	15

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REPORT

By: Caroline Highwood - Director of Strategic Business Support, Kent Adult Social Services

To: Supporting People in Kent Commissioning Body

2 July 2009

Subject: Supporting People Budget

Classification: Unrestricted

For Information

Summary: This report provides information on the final outturn of the budgetary position of the Supporting People Programme for the year 2008/2009 and the current position for 2009/10

1.0 Introduction

1.1 When the Supporting People Programme was first implemented in April 2003 there was considerable national uncertainty as to the long term funding. As a result of this, the Commissioning Body in Kent took a prudent approach to the management of the grant available, working through benchmarking, strategic reviews and other processes to ensure the money is spent as effectively as possible.

1.2 As a result of this careful husbandry, the Programme ended 2008/09 with a balance in reserve of £9,682k. The Commissioning Body has previously acknowledged that this is too great a balance to be sitting in reserves, and so commissioned some short-term services, with the principle aim of using some of that accumulated saving to facilitate a reduction in the waiting lists for floating support. These contracts have now come into force, and so there will be a direct impact on the level of reserve carried forward at the end of this current financial year.

2.0 Forecast for 2009/2010

The forecast position for this year is that the Programme will spend £2,735k more than it receives in grant. This includes the inflation uplift paid at the start of the year, by agreement with the Commissioning Body. The result of this is that the balance to be carried forward at the end of this financial year is estimated to be the lesser sum of £6,947k.

3.0 Five Year forecast

3.1 The Five Year Forecast is attached at Appendix One. This contains a number of assumptions, not least of which being that the grant amount received from the Department of Communities and Local Government will remain the same throughout the period. In the current economic climate this can only be a working assumption, as there is a very real risk that the amount will be reduced in future years. If it is, then the position at the end of the period will clearly be more difficult than currently outlined.

3.2 In this analysis it is also assumed that no inflation award would be made in 2010/11 (on the basis that 2.5% in the current year was relatively generous in relation to current inflation levels), but that in future years 2.5% would be awarded. This is a current working assumption, and it would be for the Commissioning Body to determine whether they wished to make future payments. The annual cost of this uplift is shown separately in this analysis, in order to inform consideration.

3.3 This analysis also assumes that the temporary additional contracts for floating support agreed last year would cease at the end of their two year life (March 2011). It would be for the Commissioning Body to determine whether to extend their contracts, or to allow them to terminate when originally planned. Both assumptions (i.e. inflation uplift (3.2) and termination of additional floating support (3.3)) are separately identified in the forecast, so that any change to those assumptions can be tracked.

3.4 No assumption has been made about the inclusion of any future growth bids. This analysis relates purely to existing commitments.

4.0 The Five Year Strategy and Strategic Review of Investment

4.1 The 5 year forecast is showing that the Programme will be in deficit by the end of the period, if no other decisions are made. Clearly this will not be acceptable, as no partner agency is likely to have any money available to cover this deficit. The Five Year Strategy will need to consider priorities, and to determine ways in which funding may be

redistributed, and appropriate disinvestments undertaken, in order to bring the long term budget back to balance.

4.2 The Commissioning Body may also wish to make some decisions relating to reduction in capacity within some services ahead of the five year strategy and the strategic review of investment being completed. This would be where services are being delivered in relation to the needs analysis where the capacity required for the services user groups within specific areas are demonstrably above the levels that might be anticipated for that area. The intention would be to reduce capacity within a managed context so that service users do not see services being withdrawn which they would be expecting to receive. A further report will be submitted to the Commissioning Body in September 2009, relating to this particular issue.

5.0 Conclusion

5.1 While the current level of funding for the Programme is good, due to earlier prudent management, the five year forecast shows that this will not be sustained, and that, if no further decisions are made, the Programme will be in deficit by the end of the period. The current development of the Five Year Strategy, and the associated Strategic Review of Investment give an opportunity to rethink priorities and levels of investment so that the future deficit may be avoided.

5.2 There may be an opportunity to take an early decision to rebalance some services across the County, by a reduction in capacity, in some areas. A further report will be brought to the Commissioning Body on this issue in September 2009.

6.0 Recommendation

6.1 The Commissioning Body is asked to note the contents of this report.

Claire Martin
Head of Supporting People
01622 221179

Background Documents:
None

Appendix 1 Supporting People Five Year Forecast

Appendix 1 Supporting People Five Year Forecast

Years	2009/10	2010/11	2011/12	2012/13	2013/14
Grant Allocation	-32,025,000	-32,025,000	-32,025,000	-32,025,000	-32,025,000
Contractual Commitments	34,760,000	34,760,000	34,760,000	34,760,000	34,760,000
Less Temporary FS Contracts			-1,317,610	-1,317,610	-1,317,610
Inflationary Uplift	2.5%	N/A	2.5%	2.5%	2.5%
Cumulative Uplift Value	767,000	0	836,060	1,693,021	2,571,406
Total Expenditure	34,760,000	34,760,000	34,278,450	35,135,411	36,013,796
Variance	2,735,000	2,735,000	2,253,450	3,110,411	3,988,796
Achieved Savings Brought Forward	-9,682,000	-6,947,000	-4,212,000	-1,958,550	0
Year End Balance Pre Strategic Review	-6,947,000	-4,212,000	-1,958,550	1,151,861	3,988,796
Strategic Review Savings Required	<i>Underspend</i>	<i>Underspend</i>	<i>Underspend</i>	<i>Overspend</i>	<i>Overspend</i>
Year End Balance Post Strategic Review				-1,151,861	-3,988,796
				0	0

Notes

1. 767,000 uplift figure is included in the Contractual Commitments of 34,760,000 for 2009/10.
2. Contractual Commitment Figure across all years include 677,145 for Floating Support Commissioned in advance of Accommodation Based Schemes.

REPORT

By: Caroline Highwood - Director of Business Support, Kent Adult Social Services

To: Supporting People in Kent Commissioning Body

2 July 2009

Subject: **Youth Offending Services housing related support requirements**

Classification: **Unrestricted**

For Decision

Summary. This paper provides an overview of current plans and activity in relation to housing/housing related support for young people known to the Youth Offending Service. It seeks support for a growth bid to be made to the Commissioning Body, at the appropriate time. Children Families and Education are fully involved in this work.

1. Introduction

1.1 The report from Her Majesty's Inspectorate of Probation following the Inspection of the Youth Offending Service in January 2008 highlighted concerns regarding the ability of the Youth Offending Service to access suitable accommodation in the county, particularly for those leaving custody.

1.2 A Youth Justice Board and Local Area Agreement performance measure (National Indicator 46) for the Service requires the Youth Offending Service to ensure that young people are suitably accommodated. During the first three Quarters of 2008/2009 there have been the following numbers of young offenders recorded aged 16 / 17 years, recorded as not being in suitable accommodation of whom;

Quarter One 37 (5 of whom were leaving custody).

Quarter Two 37 (3 of whom were leaving custody).

Quarter Three 54 (6 of whom were leaving custody).

1.3 There is a strong correlation inevitably for a young person between being either homeless or unsuitably accommodated and involvement in offending behaviour. A key objective for the Youth Offending Service is the prevention of re-offending.

1.4 The Youth Offending Service also has a statutory duty (Children Act 2004) to promote the welfare of those known to the Service and clearly when a young person is without suitable accommodation their vulnerability is significantly enhanced and they are more at risk of harm.

2. Current Activity

2.1 The current activities which the Youth Offending Service is undertaking to improve performance include:

(1) strengthening working relationships with each of the twelve Districts to ensure;

- the accommodation needs of young people known to the Service are recognised in their respective strategic plans
- there is a shared approach to the establishing of local accommodation developments
- the joint business processes work effectively when a young person presents as homeless
- informed representation by the Youth Offending Service on the Joint Policy and Planning Board (Housing)

(2) collaboration with Supporting People that is reflected in:

- representation from the Head of Supporting People on the management body for the Youth Offending Service
- the representation of YOS, via the Director for Youth Services & Kent Drug and Alcohol Action Team, on the Commissioning Body for Supporting People
- the promotion of Floating Support opportunities amongst the management and practitioner groups within the Service
- joint planning for a Deposit and Rent Guarantee Scheme – the intention is to present a proposal for funding of the Scheme to the Commissioning Body for Supporting People when it is agreed that growth bids can be submitted
- a shared understanding of the accommodation needs of the young people known to the Youth Offending Service with the objective being to minimise the need for them being placed in Bed & Breakfast
- ensuring that representation from Supporting People is integral to the development of a revised resettlement strategy for young people known to Youth Offending Service leaving custody
- the strengthening of the roles of the Accommodation Officer within Youth Offending Service, a post with countywide responsibilities and the establishing of an Accommodation Lead within each of the six current locality Teams:
- the Accommodation Officer represents the Service on the Joint Planning and Policy Board Housing (JPPB (H)) and provides professional support to the Accommodation Leads

- the Leads are taking responsibility for liaison with Housing staff for the Districts their respective Teams cover and for ensuring data quality so that the monitoring of need is accurate
- via the support of the Policy Officer of the Joint Policy and Planning Board (Housing) (JPPB (H)) developing the competencies relating to housing and support of the Accommodation Leads

(3) shared work with Children’s Social Services for the delivery of services to those young people known to the Youth Offending Service who have been assessed as “children in need”:

- a protocol is in place which is proving effective
- the priority group are those 16 & 17 year olds who are being resettled in the community following a custodial sentence. They are particularly vulnerable when suitable accommodation and sufficient levels of support are not available
- the Howard League, an organisation campaigning for penal reform, are monitoring the performance of Local Authorities with respect to meeting their statutory duties under the Children Act 1989 to provide accommodation for 16 & 17 year olds. In those cases where in their view the duties are not being fulfilled they seek judicial reviews in the High Court in order to ensure the needs of the young people are responded to

2.2 Work recently agreed with Supporting People includes, firstly, the preparation of a needs analysis with the Probation Service, secondly the development of an alliance with the National Landlords Association and finally determining how the Service can contribute effectively to the strategy of the Kent Partnership, via the Safer and Stronger Communities Board, to the protection of vulnerable people.

2.3 It is intended that these three areas of work will inform the paper planned for the Commissioning Body for Supporting People. This will present a business case for the funding of a Youth Offending Service administered Deposit and Rent Guarantee scheme for the youth offending population.

2.4 Youth Offending Service is concluding a review of its structure and the arrangements for the delivery of youth justice services. Preparation is underway for the implementation of new approach, designed at the national level, to the identification and management of those children and young people assessed as either presenting a risk of serious harm to others or a high level risk of re-offending or both. For a significant percentage of those meeting these classifications accessing suitable accommodation and sufficient support will be pivotal to the achievement of positive outcomes. Currently the Youth Offending Service is concerned by the high re-offending rates of this population, particularly amongst those leaving custody.

3. Recommendations

3.1 Members are asked to:

- (i) NOTE and COMMENT on the contents of this report.
- (ii) support in principle the presentation of a business case from the Youth Offending Service to the Commissioning Body for Supporting People under the auspices of a new growth bid process for a Deposit and Rent Guarantee Scheme which the Service would be responsible for administering.

Charlie Beaumont
Effective Practice & Performance Manager
Tel 01622 696579

Angela Slaven
Director, Youth Services and KDAAT
Tel 01622 221696

REPORT

By: Caroline Highwood – Director of Strategic Business Support, Adult Social Services

To: Supporting People in Kent Commissioning Body

2 July 2009

Subject: Report on Housing Conditions and Neighbourhood Deprivation in Thanet

Classification: Unrestricted

For Information

Summary: The report sets out to evaluate the interconnected issues of neighbourhood deprivation and the housing market in the two most deprived wards in Thanet. It details how these challenges could be tackled by a multi-agency partnership and how the Supporting People Programme can contribute to the overall strategy to regenerate these areas.

1.0 Introduction

1.1 Thanet District Council has two wards called Margate Central and Cliftonville West. These wards have attracted the attention of central and local government as well as the South East Development Agency (SEEDA), and the Homes and Communities Agency (formerly known as the Housing Corporation). There have also been multi-agency concerns expressed about the housing of vulnerable people in Houses of Multiple Occupation (HMOs). Vulnerable children and young people at risk are known to have been living in close proximity to vulnerable adults with complex needs. The HMOs in the district are concentrated in these two particular wards. The concern about vulnerable people has led to attention being focussed on housing issues in Thanet in their entirety.

1.2 Margate Central and Cliftonville West in particular experience concentrations of deprivation. The Indices of Multiple Deprivation 2007 indicates that these areas include the five most deprived neighbourhoods in Kent. They are also in the top 3% of the most deprived wards nationally.

1.3 There is an obvious role for the Supporting People Programme in working within a multi-agency context to assist in trying to resolve the issues that relate to Margate Central, and Cliftonville West. The Programme is part of a solution to the problem, but cannot resolve the problems relating to Thanet by itself. The Supporting People Programme will of course be evaluating investment within the County as part of the Five Year Strategy and Strategic Review of Investment, and will be looking at whether or not existing services should continue to be invested in, and if there are new services which are required where there are deficits in provision. The East Kent and Coastal Primary Care Trust also has a valuable role to play in working within a strategic partnership to try and turn the two wards around.

1.4 There are two appendices to this report which go into more detail about the housing situation in Thanet in general, and allied issues. They are Appendix 1 Margate Renewal Study, Shared Intelligence, 2008 and Appendix 2 Margate Central and Cliftonville West; The Key Issues Affecting The Two Wards.

2.0 Context

2.1 There is a complex interrelationship between the nature of the housing market in the two wards and the high levels of deprivation experienced within them.

2.2 These socio-economic conditions are a product of the housing market in these areas. The majority of properties are Victorian and too large for retention as a family home. Many have been converted into care homes for children or vulnerable adults. Opportunistic landlords have purchased others and sub divided them, creating additional flats and HMOs and thus creating a greater percentage overall of privately rented accommodation.

2.3 These properties have become easily accessible for housing for benefit dependent individuals and less attractive to home owners. The transient nature of single person benefit dependent households has led to a high turnover, both within, and into and out of, these neighbourhoods and there is little social cohesion.

2.4 People without employment are unable to access the housing market and are often unable to access social housing in their areas of origin. They are then forced to move to areas such as Cliftonville to secure accommodation.

The situation is made worse by statutory agencies or voluntary organizations placing vulnerable adults and homeless people in the area.

2.5 The availability of cheap rented property has led to the concentration of some of the most vulnerable people in the two wards requiring a high level of support by public agencies.

3.0 Housing Renewal Delivery Plan 2004/2008.

There have been previous approaches to try and resolve the issues relating to housing. In particular the Housing Renewal Delivery Plan 2004/2008 identified particular actions that would contribute to turning the area around.

3.1 The Housing Renewal Delivery Plan 2004/2008 has prioritised the following actions;

- A targeted approach to tackle the worst privately rented accommodation, in particular the high number of poor condition HMOs.
- Creating conditions that make the area more attractive to home ownership through increased environmental enforcement and improved refuse collection services.
- Providing grants to property owners to improve the external appearance of their properties.
- Targeted action against empty properties and other derelict sites.
- Improving poor quality homes occupied by vulnerable residents.

3.2 Despite some successes, these interventions and other high levels of activity within the area have had no major impact on the housing situation and the poor quality of life of its residents. Indeed, deprivation levels have worsened and over the last 3 years the two wards have moved up the national deprivation rankings.

3.3 It is felt that further interventions are required to turn the tide. The scale and nature of the deprivation and associated poor housing is leading to a cycle of residualisation and it is felt that a greater effort is needed to extract these wards from the situation they find themselves in.

4.0 The Communities and Local Government (CLG) Mixed Communities initiative.

4.1 Due to the existing complex housing challenges the two wards have been chosen as a pilot area for the Communities and Local Government (CLG) Mixed Communities initiative which requires a multi-agency approach to tackle neighbourhood deprivation. The Supporting People Programme could make a valuable contribution.

5.0 Future Interventions

5.1 An alternative form of public intervention is required and Kent County Council and Thanet District Council are committed to leading a new and innovative multi-agency approach to establish a comprehensive programme to tackle the issues over the next 5 year. The objectives include to;

- Transform housing and the environment through targeting HMOs and reducing the levels of private rented housing.
- Providing tailored support to individuals and families.
- Reduce the flow of vulnerable people moving or being placed into the wards.
- Delivering an integrated approach to skills and employment opportunities.
- Engage local residents in the renewal programme.
- Reducing crime and creating strong community cohesion.
- Regeneration with the cooperation of the Homes and Communities Agency, Communities and Local Government Department, and the South east Development Agency.

5.2 Currently, effort is concentrated on establishing an operational model based on using a multi-agency task force to tackle social conditions.

5.3 With the support of the Government's Mixed Communities Initiative and through the Margate Renewal Partnership, a multi-agency approach should lead to a transformation of the area.

6.0 Potential Supporting People Programme Interventions

6.1 Clearly, the aims of the envisaged interventions are shared with the cross-cutting objectives of the Supporting People partnership. Supporting People has a valuable role to play in delivering services on the ground that provide vulnerable people with housing-related support as well as contributing to develop communities.

6.2 The Commissioning Body has already agreed to the possibility of a Floating Support/Outreach Service being commissioned. It is suggested that the Supporting People Programme commissions a new and innovative type of floating support/outreach service. Rather than directing it at referred individuals, the support would be part of integrated social interventions developed in conjunction with the District Council, directed at an area. Support would include provision of housing-related support to vulnerable individuals identified by the task force as well as contribute to individuals acquiring social capital, and building socially cohesive communities.

6.3 The other potential intervention is an intensive accommodation-based short-term supported housing scheme. There is some supported housing within the renewal area. However this is for specific groups and cannot provide the high level of support for the more chaotic households with often complex needs. It is therefore proposed to develop specific, intensive supported housing for the most vulnerable adults that will be displaced by the housing renewal activity, outside of the two wards. Any financial contribution would need to be agreed by the Commissioning Body.

7.0 Financial Impact Assessment

7.1 The intensive accommodation-based supported housing scheme growth bid which is to be presented to the Commissioning Body is still being developed and have not yet been costed. It would be possible to scope the cost of the floating support based on recent tenders. It is also possible to base costings for the accommodation-based scheme on current funding of other comparable services once there is greater clarity about the number of bed-spaces required.

8.0 Conclusion

8.1 The report sets out the interconnected socio-economic issues affecting two wards in Margate characterised by high levels of multiple deprivation, polarisation of the housing market in private rented properties (often HMOs) and a concentration of often highly vulnerable populations.

8.2 Under the Mixed Communities initiative, a multi-agency approach is being developed to tackle neighbourhood deprivation in the above areas.

8.3 Supporting People can play a valuable role in contributing to the programme to be established for the next five years. This will involve growth bids to be made for a new type of floating support/outreach service to work within the Task Force, and an intensive supported housing scheme.

8.4 The Core Strategy Development Group noted the contents of the report and recommends it to the Commissioning Body. The members of the group asked to be kept updated about the Thanet initiative. Members expressed the view that other parts of the county may well be able to draw on some elements of the Thanet response. This was agreed and the governance bodies will be provided with regular updates.

9.0 Recommendation

9.1 The Commissioning Body is asked to note the contents of the report.

9.2 The Commissioning Body is asked to agree in principle to consider the commissioning of an intensive accommodation-based short-term supported housing scheme outwith of Margate Central and Cliftonville West when a business case is presented.

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Background Information:

- 1. Margate Draft Renewal Framework and Implementation Plan, 2007/08*
- 2. Thanet Inquiry: Report of the Kent Child Protection Committee Inquiry into the general concerns expressed by officers and politicians in the Thanet area*
- 3. Margate Renewal Study, Shared Intelligence 2008*

Appendix 1. Margate Central and Cliftonville West; The Key Issues Affecting the Two Wards

Appendix 2. Margate Renewal Study, Shared Intelligence, 2008

Appendix One

Margate Central and Cliftonville West; The Key Issues Affecting the Two Wards

Crime

1. High levels of crime recorded crime in Margate.
2. Crime levels in Margate Central are four times the Thanet average.

Economy

1. A fragile economic base.
2. Over one thousand jobs being lost in the two wards between 2003 and 2006.
3. Benefit-dependant households.
4. Entrenched and interlinked cycles of deprivation.
5. Worklessness.
6. Over a third of working age residents in the two wards are out of work and claiming benefit more than three times the regional rate.
7. 6% of 16 to 18 year olds are not in employment, education or training (2007 data from Department of Work and Pensions).

Health

1. Ill health.
2. Incapacity.
3. There are also high levels of drug and alcohol misuse.

Housing Market

1. A profoundly unbalanced housing market.
2. High and increasing numbers of private rented properties.
3. 55% of homes privately rented.
4. 84% of dwellings are flats.
5. 45% of households in the area are single persons.
6. Over 50 known licensable Houses in Multiple Occupation (HMOs) and an indeterminate number that falls outside the requirement to be licensed.
7. 13% of dwellings have category one hazards under the Housing Health and Safety Rating System (Housing Act 2004).
8. 57% of dwellings don't meet the Decent Homes standard including 66% of properties in the private rented sector
9. A highly transitory population with an annual turn over of residents nearing 30%

Placements

1. Over the last three decades, there have been numerous placements of different groups of vulnerable benefit claimants including homeless people and ex-offenders, adults and children in care from out of the Thanet area.

2. Quantification is difficult because placing authorities are not required to notify Thanet District Council and therefore many of those who need support do not receive it.
3. Over the last three decades, there have been numerous placements of different groups of vulnerable benefit claimants including homeless people and ex-offenders, adults and children in care from out of the Thanet area.

Population

1. Migration of economic migrants
2. The placement of looked after children and other vulnerable groups.
3. The number of migrants in Thanet more than doubled between 2002/2003 and 2006/2007 with migrants from the 10 European Union accession countries making up almost two-thirds of all migrant workers locating in Thanet in 2006/2007.
4. The number of migrants in Thanet more than doubled between 2002/2003 and 2006/2007 with migrants from the 10 European Union accession countries making up almost two-thirds of all migrant workers locating in Thanet in 2006/2007.

Residential Care

1. High numbers of single people, and people in residential establishments, compared to Kent, the south-east and the UK.
2. The Thanet Inquiry Report 2005 noted that in Thanet as a whole there were some 1,298 beds in residential care establishments for adults.
3. The County Council itself utilised just under 50% of the total beds for its residents, and the remainder were occupied by people referred by other local authorities or by self-funding individuals.
4. At the time of the report there were 35 children's homes in Thanet.
5. High numbers of single people, and people in residential establishments, compared to Kent, the south-east and the UK.

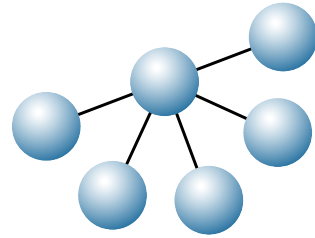
Social Cohesion

1. A lack of social cohesion within and between older and newer communities.

Tourism

1. Historic dependency on a declining tourism sector. This is a feature of coastal towns and has become a problem over the last one hundred years or so, as people have decided to travel abroad for their holidays.

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SHARED INTELLIGENCE



margate

renewal study

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1 EXECUTIVE SUMMARY

Shared Intelligence was commissioned by the Margate Renewal Partnership to carry out a study of the drivers of deprivation in Margate Central and Cliftonville West wards and make recommendations on future regeneration activity to tackle deprivation in a sustainable and holistic way. The study was sponsored by Communities and Local Government.

1.1. The work has been carried out at a highly significant time in the development of government policy on mixed communities as well as coastal towns, and in the lead up to the production of the government's National Regeneration Framework. It has been conducted through: a programme of desk research; a large number of stakeholder interviews and consultations; and a workshop series with partner agencies to develop programmes for future interventions.

1.2. This report contains an analysis of the socio-economic conditions in the two study wards and comparisons with the District and region, with consideration of the work underway to achieve improvements. It reaches some conclusions on the drivers of change operating in the town and gaps in interventions. It then proposes a **Seven-Point Plan for Margate Renewal** along with a proposal for

an expanded Margate Renewal Partnership team to deliver it and a series of next steps for consideration by partners.

1.3. The seven-point plan requires concurrent and coordinated interventions to support the development of the economy, rebalance the housing market, support workless and vulnerable individuals and families, and engage the community in Margate's regeneration. Implementation of the plan will be a challenging task requiring the active intervention of all members of the Partnership and support from funding agencies.

1.4. It will help ensure that the two wards benefit from the Margate Renewal Partnership's inspiring vision for Margate to be a **thriving and well-connected modern coastal town**, which embraces its historic character and offers residents and visitors an array of leisure facilities, a thriving cultural quarter, and balanced, stable residential communities. Margate should be an attractive and inspiring place to all individuals that visit, work and reside there.

Profile and Drivers

1.5. Margate Central and Cliftonville West are highly deprived wards in a generally affluent region. The housing market has been distorted resulting in an unbalanced tenure mix, with more than three times the regional average of private rented homes. Unemployment in the two wards is three times the Thanet average.

1.6. The key issues affecting the two wards are:

- Historic dependency on a declining tourism sector and a fragile economic base – over 1,000 jobs were lost in the two wards between 2003 and 2006;
- A profoundly unbalanced housing market with high and increasing numbers of private rented properties, and benefit-dependant households;
- In-migration of economic migrants and the placement of looked after children and other vulnerable groups;
- Entrenched and interlinked cycles of deprivation, ill health and incapacity, and worklessness – over a third of working age residents in the two wards are out of work and claiming benefit, more than three times the regional rate; and

- A lack of social cohesion within and between older and newer communities, and high levels of crime – recorded crime in Margate Central is four times the Thanet average.

1.7. The elements of deprivation combine in a way which makes it imperative that they are tackled in a coordinated fashion by the agencies involved.

Interventions and Gaps

1.8. The Margate Renewal Partnership has brought partners together to transform the physical fabric of the town centre over the coming years. The focus of activity is on regenerating key sites to restore the town's potential to become a thriving town and modern visitor destination. This is an effective partnership and the projects, when complete, will bring real change to Margate.

1.9. Thanet District Council has supported this work by tackling some of the worst conditions found in houses in multiple occupation (HMOs). It has implemented a wide range of other programmes through the housing renewal team to improve the conditions and management of private sector accommodation.

1.10. The District and County are working to diversify the economy and create new jobs across Thanet, and a wide range of other voluntary, community and public services have been engaged in targeting the residents of these wards.

1.11. Interventions have not, however, fundamentally tackled the key drivers of decline in Margate. As the evidence shows:

- The economy remains over-reliant on public services and the declining tourism sector;
- Housing improvement work has been on too limited a scale to fundamentally shift the balance in the housing market;
- Significant numbers of vulnerable adults and children from outside Thanet continue to be placed in the district;
- National and local programmes to tackle unemployment and deprivation have not improved the relative position of the wards; and
- Crime rates remain high and local perceptions of service provision low.

Seven-Point Plan

1.12. It was recognised in the commissioning of this report that regenerating key sites in the town, while fundamental to its economic revival, is not a sufficient response to the area's needs. The view of partners engaged in the study is that a full range of interventions is necessary to: make Margate an

attractive place for visitors and residents; rebalance the housing market; provide a more diverse range of jobs; and equip local people to be able to take advantage of them, through education and training and effective social services. Each of these areas needs to be tackled concurrently – none of them will work in isolation because of the inter-connection between the forces driving deprivation and decline.

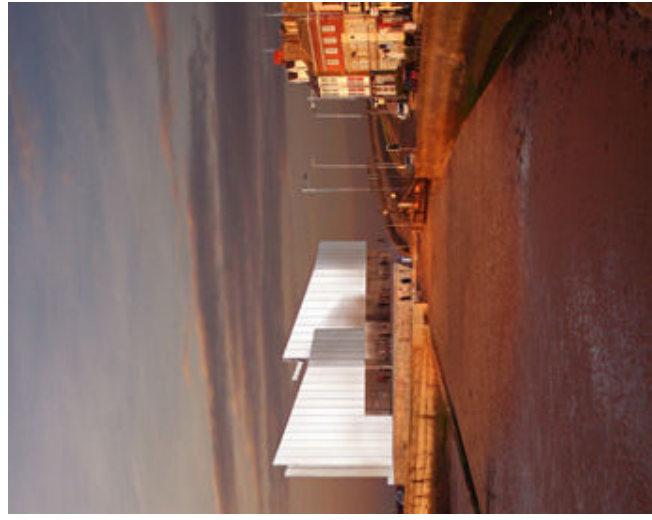
1.13. Through a series of workshops involving stakeholders across local, regional and national government as well as other public agencies, we identified a Seven-Point Plan for Margate Renewal; set out in the box below.

1.14. The seven point plan sets out the work needed to take these objectives forward, but it needs to be recognised that all key partners need to actively support the process of identifying the necessary resources and setting up delivery structures if this plan is to work.

1.15. The report also identifies a series of steps for the Partnership to take to start the process off, and we have also set out a suggested mechanism for delivering the work through an expanded partnership structure.

1.16. Finally we list a series of policy implications for government departments to consider, in order that the problems of coastal towns such as Margate can be addressed as part of emerging government policy on mixed communities and within the National Regeneration Framework.

1. Regenerate the centre of Margate and improve the public realm
2. Diversify the local economy and create jobs
3. Rebalance the housing market and improve housing management and condition
4. Develop an integrated approach to worklessness and skills, and provide additional support for vulnerable groups
5. Reduce the flow of vulnerable people moving or being placed into the wards and provide good support for arrivals
6. Provide co-ordinated and personalised support to residents
7. Engage local residents in the renewal programme and support community development



2 BACKGROUND TO THE STUDY

Margate is a small coastal town in the south-east of England which has experienced serious economic decline since its growth from the Victorian era and its heyday in the 1960s and 1970s as a domestic holiday resort. It is geographically isolated, and has not successfully restructured its economy.

Margate Today

- 2.1. The two wards under consideration are Cliftonville West and Margate Central. They contain the principal residential area and the main portion of the town centre of Margate. As at the last population census, they contained some 11,700 people¹.
- 2.2. According to the census, Margate Central and Cliftonville West contain 4.1% and 4.7% owner-occupied housing, compared to a district and national average of around 70%, and a correspondingly **high proportion of private rented stock**. This results from the town's previous dependence on tourism, and resulting stock of hotels and bed and breakfasts. This accommodation led to increasing vacancy rates, and ultimately provided large amounts of cheap accommodation for rent. This, combined with its attractive seaside location resulted in the arrival of a range of benefit dependents, homeless households, overseas migrants, and vulnerable adults and children in the area. With high levels of demand, the housing market has continued to become more heavily weighted towards private rented accommodation.

- 2.3. **Employment rates are low in the ward**, with the census figures showing only 58% of the working age population in employment compared to a UK average of 72%. Over 37% of working age residents are out of work and claiming benefits. Unemployment is three times the district average at 8.3% (JSA claimant count). Incapacity Benefit (IB) claimant numbers have increased over recent years at a time when nationally the numbers have fallen². Some **26% of 16 to 18-year olds are not in employment, education or training** in Cliftonville West, compared to an average of 4% across Kent. The picture across a range of health indicators is similarly disturbing, with the highest numbers of teenage pregnancies in Thanet, along with high levels of **drug and alcohol misuse, and limiting long-term illness**.

- 2.4. The high number of benefit-dependent households and vulnerable people placed in the area is a particular concern of local stakeholders. The Thanet Inquiry carried out in 2005 found that Cliftonville West had over **seven times the proportion of looked after children as the Kent average**, and noted that half of these were placed there by authorities outside the County. Vulnerable adults, ex-offenders and asylum seekers are also placed in the wards in higher numbers than anywhere else in the County, and are often isolated, and far from home.

The Government Policy Context

- 2.10. The **Mixed Communities Initiative** has been developed by central government as a more intensive and comprehensive approach to tackling neighbourhood deprivation. It aims to bring together housing and physical regeneration strategies with action to take social deprivation and economic failure. Margate Central and Cliftonville West wards have been designated as a mixed communities demonstration project.

- 2.11. The Margate demonstration project is distinct from the other eleven areas, which all contain predominantly social housing. Experience in Margate should further the understanding of how to achieve successful mixed communities in coastal areas with high levels of private rented housing.

- 2.12. Coastal towns have become a priority for action in recent years. This stems in part from recognition that recent investment in regeneration has often focused on inner-city areas and has overlooked the particular needs of coastal areas.



- 2.13. The report of the **House of Commons Select Committee on Coastal Towns**, published in March 2007, brought this issue into sharp focus. It found that many coastal towns suffered from a similar set of problems, including:

- Decline of the traditional domestic tourism industry and a failure to diversify economically;
- High levels of in-migration and population transience leading to demographic and labour market imbalances; and,
- Poor quality and low quality building stock, with many units being converted into HMOs.

- 2.14. CLG is now undertaking and commissioning further work to map out gaps and issues and has established a cross-departmental working group to address specific issues such as the disproportionately high rise in the number of people claiming IB in coastal towns.

- 2.15. Experience in Margate can also feed directly into the new **National Regeneration Framework**. Communities and Local Government (CLG) was mandated to develop the framework by HM Treasury through the Sub-National Review of Economic Development and Regeneration. The Sub-National Review significantly re-focuses the government approach to regeneration. In particular, it signalled a much more tailored and variegated approach to regeneration interventions in different areas including coastal towns which are facing similar problems to Margate.

- 2.16. The framework will include a typology of places, setting out the specific problems in different kinds of areas including coastal towns. According to the Secretary of State for Communities and Local Government, Hazel Blears, the framework should "facilitate more co-ordinated, cross-government working in coastal towns exhibiting significant problems, and identified as a priority for intervention on the grounds of market failure or equity".

- 2.17. The third key policy area to which Margate can make a powerful contribution is **community cohesion and transient populations**. Following concerns about the stability and cohesiveness of neighbourhoods across England, particularly those which have taken in large numbers of European economic migrants, central government is developing a set of proposals to support local authorities to integrate new and potentially vulnerable arrivals, and is keen to learn from local experience.

- 2.18. In July 2005, the Kent Child Protection Committee produced a report following an inquiry into the significant and growing number of looked after children and vulnerable young people placed by local authorities from outside Kent into Thanet. This has become known as the **Thanet Inquiry**.

2.1.19. The Committee found that Thanet had seven times the number of looked-after children as the most affluent areas in Kent, and highlighted the strong links between the transient and volatile population, driven particularly by looked after children placed in Thanet, and broader social and economic problems. It recommended a more structured framework to the management of placements and a strengthening of the adolescent services targeted at disaffected and vulnerable young people.

2.2.20. Few areas face a challenge of a similar magnitude to Margate in integrating and supporting a highly transient population. The response to the Inquiry is in development, but the follow-up action to its recommendations should generate valuable learning for other areas.



“Place shaping” and devolution

2.2.21. The Local Government and Public Involvement in Health Act 2007 introduced a series of reforms to sharpen the strategic “place shaping” role of local authorities and strengthen local partnership working. To support local authorities and local partnership to deliver more effective services and tackle deprivation, the government will invest £185m nationally over three years in **Regional Improvement and Efficiency Partnerships (RIEPs)**. The RIEPs will operate within the framework of the National Improvement and Efficiency Strategy.

2.2.22. Kent’s new Local Area Agreement, the **Kent Agreement 2**, will set out the high level priorities for the County. These should reflect local priorities and central government’s view of key challenges. While the mechanism agreed is for the East Kent LSP to develop its own targets within the Kent LAA framework, as one of the key priority areas, Thanet District Council will need to work with partners to agree how the targets are implemented in Margate.

2.2.23. The “**duty to co-operate**” places a new statutory requirement on a wide range of public bodies to co-operate in the design and delivery of targets in the LAA. The emphasis on partnership working will be strengthened by the **Comprehensive Area Assessment (CAA)**. The CAA will replace the existing Comprehensive Performance Assessment (CPA) following consultation on the details.

2.2.24. In making an assessment of corporate performance, the CAA will include a focus on **vulnerable groups and priority places** looking at issues like housing quality and health inequalities. The CAA will also reflect the views of key partners and local people in its assessment.

2.2.25. The focus on targets and priority places through the Kent Agreement 2 and the emerging CAA framework, supported by strengthened partnership working and improvement and capacity building, creates opportunities for Thanet District Council and its partners to consider how to use these new mechanisms to drive improvement in Margate.



1 Census of Population 2001
2 DWP benefits data 2007

3 MARGATE'S LOCAL ECONOMY

This section discusses the Margate's local economy, summarising key information in order to draw some broad conclusions about the needs of the town in economic development terms. We then identify the key drivers impacting on the local economy, and the action currently being taken within the region in order to strengthen it, before looking at gaps and possible levers for intervention.

- 3.1.1. The table below provides a high-level summary of the structure of the local economy in relation to that of the district, by looking at the jobs in the area, and the occupations of its residents.
- 3.1.2. The economy in Thanet is dominated by two sectors: **distribution, hotels and restaurants**; and the **public sector**. The district has around half the national average proportion of its employment in the financial and business services sector, a sector which has driven much of growth in employment nationally and is forecast to continue to do so.
- 3.1.3. Despite its industrial structure, Thanet as a whole has experienced **relatively strong growth** in recent years, with total employment increasing

by over 6,000 jobs between 1995 and 2006 (+19%). This was a faster rate of growth than the national average (+16%) and only slightly behind the growth experienced in the region as a whole (20%). The sectors which saw the biggest increases in employment were also the two largest sectors. Employment in the public services and distribution, hotels and restaurant grew by over 2,000 jobs each (+19% and +28% respectively).

3.1.4. **Thanet** is also forecast to see **employment growth in future**, but at a slower rate than over the last decade. Employment is anticipated to rise by 5% over the next 10 years. This is in line with the predicted performance of the UK as a whole, but below the regional average of 8%.

3.1.5. **Margate** has a **similar industrial structure** to the district as a whole, with employment concentrated in **distribution, hotels and restaurants** and the **public services**. Public administration jobs are very important for the town and provide almost a half of all employment (47%); this is much higher than in Thanet (36%), the South East (25%) and nationally (27%), and this reflects the lack of diversification into other growth sectors.

3.1.6. Margate's **workforce** is over-represented in elementary occupations, and under-represented in higher skilled occupations such as managers and professionals. This is partly a reflection of the

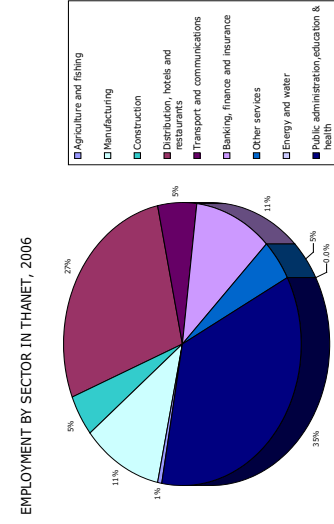
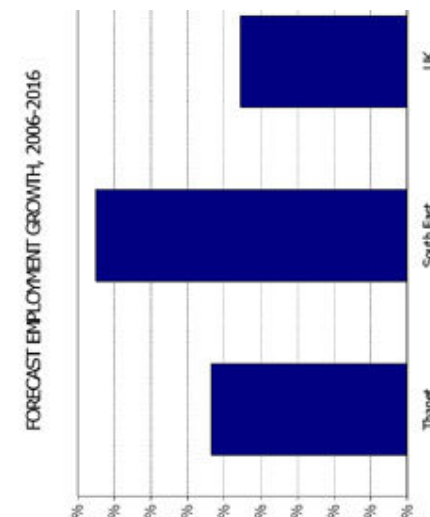
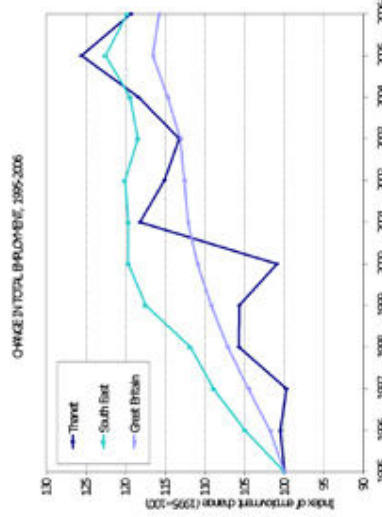
weakness of the local economy, and the lack of representation of knowledge industries and business and financial services in the area. It will provide a further disincentive for growth in these sectors.

3.1.7. Margate, like many coastal towns, is **geographically isolated**. Most coastal towns are further away than inland towns from the main centres of population and often suffer from poor transport infrastructure. Margate is anticipating an improvement in rail journey times to London, but despite this it is outside the London commuter belt.

3.1.8. Despite the growth experienced in the district as a whole, Margate continues to suffer from the **decline in tourism-related industries**, which provided a base for the local economy in the past. The area continues to see **job losses** in distribution, hotels and restaurants – a sector which now accounts for just 23% of local employment, below the district and regional averages (25% and 28% respectively). Job losses have been concentrated in the hotel sector while **restaurants and bars** have all experienced **modest growth**.

3.1.9. Margate Central and Cliftonville West wards have a high proportion of employment in tourism-related industries, and Margate Central has suffered significantly from the decline in this sector. The only other sector with significant employment is the public services, which also has above average levels of employment compared to the regional average. Given the expected slow-down in the growth in public expenditure this may well have a negative impact on the local economy in the future as any job losses will be felt more severely.

3.1.10. Margate is currently ill-adapted to catering for modern expectations of visitors. It **lacks quality accommodation** (most establishments don't apply quality assessment and none are above 3 stars nor



Change in Employment 2003-06 (%)	Margate Central	Cliftonville West	Thanet	South East	UK
Agriculture and fishing	-	-	-20%	1%	1%
Energy and water	-	-	-80%	-34%	-8%
Manufacturing	-18%	-31%	3%	-10%	-11%
Construction	-12%	-1%	3%	10%	10%
Distribution, hotels and restaurants	-26%	-13%	-4%	-5%	-2%
Transport and communications	136%	-19%	13%	-2%	1%
Banking, finance and insurance	-5%	-28%	33%	9%	11%
Public administration education & health	-23%	7%	9%	6%	6%
Other services	2%	-29%	-9%	-1%	4%
Change in employment 2003-2006	-757	-330	1,976	41,134	609,944
% change in employment 2003-2006	-16%	-12%	5%	1%	2%

Employment by Occupation	Margate Central	Cliftonville West	Thanet	South East	UK
Managers and senior officials	12%	12%	13%	19%	15%
Professional	5%	7%	9%	13%	11%
Associate professional & technical	10%	12%	12%	16%	14%
Administrative & secretarial	11%	11%	12%	11%	13%
Skilled trades	16%	12%	13%	12%	12%
Personal services	12%	15%	11%	7%	7%
Sales and customer services	9%	8%	8%	8%	8%
Process plant and machine operatives	9%	9%	8%	2%	9%
Elementary occupations	18%	15%	13%	11%	12%

Source: Annual Business Inquiry (2003-2006)
Source: Census 2001

feature in the Good Hotel Guide⁵) and quality restaurants and pubs (no upper range brands and no entries in the Good Food Guide or Good Pub Guide⁶).

3.11. The decline in tourism-related industries is further highlighted by the high number of vacant retail premises in the area. Margate town centre had a very high proportion of **vacant retail units** in 2007 (33%).⁷ This is partly a result of the location in Westwood of a new comparison retail centre, and the resultant relative down-grading of Thanet town centres for local shopping. Cliftonville appears to have a slightly more buoyant retail sector with a vacancy rate of a fifth of all retail premises. By comparison, in the nearby town of Broadstairs, just 4% of local retail premises are vacant in the town centre.

3.12. In summary, Margate's economy is still suffering from the decline in tourism and related industries since its heyday. It is geographically isolated, and has an industrial structure that remains highly dependent on tourism and public administration, and is therefore highly vulnerable to decline.

Regional and Local Economic Strategies

3.13. This section summarises the key priorities of the economic strategies covering the region and local area and then looks at the interventions impacting on Margate.

3.14. SEEDA's *Regional Economic Strategy* provides a direction of travel for the economy of the whole South East region from 2006 to 2016⁸ and highlights three key challenges that the region must face:

- Making the South East **globally competitive** in the face of pressure from new economic powerhouses such as China and India;
- Spreading prosperity to all through the principles of **smart growth**, by "raising levels of enterprise, productivity and economic activity throughout the region" and lifting "the prospects of underperforming areas, communities and individuals"; and,
- Achieving and maintaining environmentally and socially **sustainable** prosperity.

3.15. In addition, SEEDA has produced a **Coastal South East Draft Strategic Framework** designed to maximise the area's potential in a sustainable and inclusive way. This recognises that despite the proximity of the region to one of the most successful world city economies (London), much of the coast in the region is seen as "underperforming" due to its relative remoteness, isolation, deprivation, ageing population, transient population, poor quality housing, and restricted hinterland.

3.16. SEEDA has also recently published a draft **Corporate Strategy**, identifying new ways of working including developing new approaches to investing in place-making, and delegating resources where appropriate.

3.17. SEEDA's priorities are reflected in economic strategies at lower spatial levels including Kent Prospects 2007 – 2012 and the *Thanet Economic Growth and Regeneration Strategy*. Kent Prospects 2007–2012 develops the economic aspects of the Kent Partnership's Sustainable Community Strategy – the Vision for Kent – into an economic development framework.

KENT PROSPECTS

- Priority 1 is to strengthen Kent's accessibility and connections through investment in sustainable infrastructure, including road improvements and the Channel Tunnel Rail Link (CTRL).
- Priority 2 is to promote sustainable growth and regeneration. Coastal towns form a distinctive part of this, and Margate is listed as one of a number of towns where concerted public sector intervention is required.
- Priority 3 is to develop enterprise and competitiveness across Kent. A wide variety of interventions cover skills, supporting development opportunities, developing tourism, attracting inward investment, encouraging enterprise, promoting innovation, and developing sites and premises.
- Priority 4 is to build pathways to sustainable prosperity through sustainable construction, sustainable consumption, resource efficiency, and sustainable enterprise, energy efficiency and renewable energy.

3.18. The **Thanet Economic Growth and Regeneration Strategy** builds upon these other strategies, highlighting a number of areas of economic opportunity. These include: creative and cultural industries; retail and leisure; health and social care; and transport and communications.

3.19. Alongside the District's economic strategy, there are a number of specific sector strategies agreed or in development which will support the development of Margate as a destination. In particular, the cultural vision commissioned at the same time as this study will provide a vision and programme for the development of the cultural and creative industries in Margate.

Interventions in the local economy

3.20. While the general ambitions for the region and county are important for Margate, we have identified here the principal interventions that are designed to improve the prospects for the economy of Margate and its residents. These are:

- Diversification of the district economy and inward investment;
- Creating "destination Margate"; and,
- Generic business support.

Diversification and inward investment

3.21. Stakeholders working in this area are clear that it is not possible to work at the level of individual small coastal towns such as Margate to diversify local economies. Thanet is seen as an island, with an island economy, highly dependent on its component towns to create sufficient market size to support investment. This was the justification for the development of Westwood Cross, to provide a district level retail centre serving Margate along with Ramsgate, Broadstairs and other local markets.

3.22. Most interventions and programmes for inward investment and diversification are therefore Thanet-wide, on the rationale that this is the most appropriate scale for economic development, and all brownfield sites within Margate itself have been identified for inclusion in the regeneration plans.

3.23. Diversification has taken the form of developing a number of business parks, along with the marine and aviation sectors and renewable energy technologies related to off-shore wind. The business parks are the Eurokent business park with 142,000m² of mixed office and factory facilities, the Manston business park and Thanet Reach Business Park whose current occupiers include Kent Innovation Centre, Thanet Campus of Canterbury and Christ Church University.

3.24. **Impact:** On the completion of the anticipated new developments there will be significant numbers of new jobs created in Thanet. For example, the China Gateway project at Manston Park will generate 3,000 jobs and the wind farm, and greenhouses are estimated to be able to generate 600 further jobs. These are within the geographical reach of Margate residents, and the ambition is to improve transport infrastructure to support this.

3.25. However, Margate itself will remain highly dependent on the current sectors of tourism and hospitality and public administration, and no dedicated organisation at the Margate level has been identified to review, plan, and identify funding for economic development activity for Margate. Economic development activity at Thanet level is supported by one Economic Development Officer, and there is a question mark around the **capacity** of the Thanet District Council to access available funding since the external funding officer post has been deleted.





Creating Destination Margate

- 3.26. Local and regional programmes envisage a diminished role for tourism. As Locum put it in the Destination Strategy “tourism is not a panacea”^{41,42}. The vision for Margate outlined in the Destination Strategy is of a “highly attractive town by the sea”⁴¹, rather than a seaside resort filled with tourist attractions. Elements of its original visitor offer will remain unchanged, with the beach and Old Town in particular providing a natural and built environment of quality and character.
- 3.27. A comprehensive Masterplan and Implementation Plan⁴³ for the **physical redevelopment of Margate** has been agreed including 11 development sites stretching from the Royal Seabathing Hospital to the Lido. The overall aim of the renewal programme is two-fold. Firstly, to rekindle and repackage Margate’s visitor industry, with site developments bringing a ‘critical mass’ of visitors, transforming Margate’s image and creating spin-off industries. Secondly, to change the demographic of the residential population attracting a more stable, wealthier owner-occupant population through the construction of quality residential property.
- 3.28. The main vehicle for co-ordinating regeneration in Margate is the **Margate Renewal Partnership**. The Partnership brings together the efforts of its members⁴⁴, and a budget of £35m, into a comprehensive strategy and implementation plan. The Masterplan they are all working to divides Margate into four ‘quarters’ in order to provide distinct places with appeal to residents and visitors.
- 3.29. The Partnership brings together all key public agencies required to take forward the physical developments, and has a clearly defined programme of projects. The outputs anticipated from these projects are set out below, although the impact of the programme once completed would be to transform the physical fabric of the town and give a significant boost to the visitor economy.
- 3.30. A well-developed **creative sector** is a key element of the vision for Margate. Building on the development of the Turner Contemporary, the aim of the Margate Destination Strategy is to turn Margate into a hub for cultural events, artistic goods and creative production. As mentioned above, a cultural vision has been commissioned by Margate Renewal Partnership and the Council. This will outline mechanisms for surrounding the Turner Contemporary with a wider cultural offer. This will be essential for the integrity of the overall offer of the regenerated Margate. Adjacent to the gallery the remainder of the Rendezvous site will be a mixed use development and the Pier will be renovated and opened to public use.

SITE	PLANNED CONTENT	ESTIMATED EMPLOYMENT OUTPUTS
Turner Contemporary	3,000m ² gallery space	58 jobs
Dreamland/Arlington 20 Acre site	300 – 400 residential units 3,000m ² restaurants 7,000m ² retail 8,000 m ² leisure	250 jobs 20 acres of brownfield land reclaimed
Lido 6 Acre site	400 – 500 residential units 200 bed hotel 1,000m ² leisure and restaurants	80 – 100 jobs 6 acres of brownfield land reclaimed
Royal Seabathing	350 residential units	Construction jobs 4 acres of brownfield land reclaimed
Marks & Spencers	4,000 m ² retail 70 residential units 1,500 m ² commercial	150 jobs 1 acre of brownfield land reclaimed
Fort Road	70 residential units	2 acres of brownfield land reclaimed
Rendezvous	200 residential units 150 bed hotel	50 jobs 4 acres of brownfield land reclaimed
Harbour Arm	500m ² of commercial space	10 jobs FTE
Queens Arms Yard	25 residential units 500m ² of commercial space	15 jobs FTE 0.5 acre of brownfield land reclaimed
TOTAL	1565 residential units 16,000 m² retail 13,000 m² leisure 37.5 acres of brownfield land reclaimed 350 new hotel bed spaces	633 FTE jobs

- 3.31. In proximity, Fort Road will be redeveloped as a ‘gateway’ into the Old Town. Planned residential and artists studio space in the Old Town itself will form the core of a cultural quarter.
- 3.32. There will be another type of visitor offer in the ‘Lifestyle quarter’, centred on the redevelopment of the Dreamland site. Current plans retain the cinema and the Scenic Railway, and include an amusement park. Some non-commercial leisure facilities and new housing will also be created on the eastern side of the site.

- 3.33. New life will be injected into the High Street, and a key site in the town centre will be turned into an office, retail and residential scheme. These will be complemented by improvements to footway and carriageway surfaces and pedestrianisation of the Lower High Street to improve connectivity and increase footfall.
- 3.34. There is broad agreement among all partners that these projects are being delivered as effectively as possible. The Margate Renewal Partnership brings together all the necessary public agencies and co-ordinates activity. The only criticism voiced was that there is a tendency to see the projects individually rather than to maintain a strategic overview of the inter-connections. This means that issues such as community engagement can easily be overlooked. For example local residents interviewed for this report did not feel that the Turner Contemporary would be relevant to them. This is despite the extensive consultation programme conducted for the project estimated to have included over 4,000 people. A more concerted approach to working with and engaging the community across the programme might help to allay their concerns.
- 3.35. **Impact:** The partnership has brought together an impressive range of regeneration projects which, when completed, will transform the physical fabric of Margate. In view of the economic problems facing Margate the focus of this work is sensible and appropriate.
- 3.36. These projects and programmes are clearly crucial for the future of Margate, and each of the elements will need to be secured in order to achieve the anticipated impacts. This includes the delivery of the Destination Strategy and cultural vision and action plan once it is developed, and it is not clear that there are the resources identified to do this.

Business Support

- 3.37. There is a wide variety of local, regional and national business support providers available for Thanet on providing training and consulting support to deliver know-how to ‘would be’ or ‘early stage’ entrepreneurs⁴⁴.
- 3.38. **Business Link Kent** provides information, assessments of business strengths and identification of support services needed to businesses and pre-start individuals⁴⁵. **East Kent Gateway** facilitates and support networks of start-up and early stage enterprises across North Kent⁴⁶. It has facilitated the formation of two networking groups, one for the Creative sector and the second for women not in education, employment or training (NEET). Technology Enterprise Kent supports individuals

wanting to set up their own business. The Princes Trust awards start-up grants averaging £1,625 and provides business planning advice and mentoring as part of ongoing support.

3.39. Within the two wards some support for businesses is provided by two key locally-based partnerships - the **Margate Town Partnership** and the **Cliftonville Partnership**. Their officers undertake promotion work, particularly in relation to events, but limited work with individual traders. There is not currently an effective town centre management function concentrating on increasing the competitiveness of local traders and encouraging others in.

3.40. **Impact:** To a large extent the fortunes of local businesses are tied up in the economic development and regeneration of Margate as a whole. However, the generic provision of business support is less likely to experience high levels of take-up in deprived areas, and evidence of the high level of vacancies in commercial and retail premises would support the need for intensification of economic development work in Margate.

Drivers of change

3.41. Despite growth in Thanet as a whole, Margate, and the two wards in particular, have witnessed continued economic decline. There is a lack of diversity in the local economy and an over-reliance on employment in the public sector.

3.42. The key drivers of the change in the local economy are:

- Forecast trends in the national and global economy;
- The decline of tourism related industries; and
- The changing nature of leisure and consumption

3.43. The context for this study is one of continuing national and global change. Intensifying international competition and the emergence of new global economic powerhouses such as China and India provide challenges but also opportunities for the national economy.

3.44. The UK economy is still undergoing a period of economic restructuring, with the continued long-term decline of manufacturing and the growth of the service sector, and the pace of change is unlikely to slow. While the current economic climate is uncertain, the UK financial and business services sector has driven much of the growth in the economy over the last decade or so and the trend towards higher productivity knowledge-based industries is forecast to continue. As consumers become richer, leisure spending and tourism is also likely to increase. In addition, the ageing population will prompt huge growth opportunities in health care.

3.45. Given the dearth of knowledge-industries in Margate the local economy is not likely to benefit from these trends, with the possible exception of the care sector. The local economy is **over-reliant** on employment in the public sector. Given the expected slow-down in the growth in public expenditure this may well have a negative impact on the local economy in the future as any job losses will impact significantly on local residents.

3.46. Over the last 30 years the **changing pattern of tourism** in the UK has had a profound effect on seaside towns. The tourism industry was the main reason for their growth during the Victorian era and this growth peaked during the early 1970s. There are a number of key trends which have driven this decline, namely, the increased popularity of foreign holidays, the advent of affordable short-haul flights, and the shift in the British tourist industry towards short-break visitors and day-trippers.

3.47. A massive overseas package tour holiday industry has put foreign holidays within the reach of most of the population. However, many people take more than one holiday a year. Their main holiday may be abroad, but second and third holidays are usually taken in Britain. The number of second holidays taken as short breaks has grown by 50 per cent in the past five years. Many other coastal towns have managed to capitalise on the growth in short break holidays, but although the Destination Strategy will attempt to do this, it has not yet happened in Margate.

Summary of interventions and gaps

3.48. The main emphasis of economic development programmes in relation to Margate has been diversification, regeneration and business support. Improvements to the urban fabric and regeneration of key sites are fundamentally important to the future of the town. They will boost the local economy through redeveloping the visitor offer of the town, and extend the range and type of visitors, as well as encouraging the development of a cultural and creative sector. The regeneration is being taken forward through an effective partnership of all the key agencies, and when completed will help to transform Margate.

3.49. Diversification of the economy and support for the growth of other sectors is designed to benefit Thanet as a whole. This work will not in itself impact on Margate's very local economy, and leaves it still vulnerable due to its over-dependence on two sectors.

3.50. It is suggested that local partners should ensure they have an oversight of the development and delivery of a range of economic development programmes to support the **local Margate economy**. Initiatives such as the Destination Strategy and cultural vision are already under way but will need action plans and resources for implementation. This will include bidding for funds to deliver the plans, and capacity in this area is currently limited. Effective town centre management support for local traders would help the town centre to increase its commercial success and capitalise on the public realm improvements and regeneration.

3.51. The Partnership should also consider mechanisms for developing community engagement across the regeneration programmes. In particular the **significant investment in arts and culture** should be fully utilised for education, training, community engagement and employment.

- 3 Annual Business Inquiry (1998-2006), Annual Employment Survey (1995-1997)
- 4 Business Strategies' Local Markets Database, 2006
- 5 Margate Destination Strategy, Locum Consulting, 2006
- 6 Ibid
- 7 Kent County Council Town Centre Audit
- 8 The Regional Economic Strategy 2006-2016 A Framework for Sustainable Prosperity, SEEDA
- 9 Kent Prospects 2007 to 2012 'An economic development and regeneration framework for Kent', Kent Partnership, June 2007
- 10 The Regional Economic Strategy 2006-2016 A Framework for Sustainable Prosperity, SEEDA
- 11 Margate Destination Strategy, Locum Consulting, May 2006. This follows suggestions made in the Sea Changes Report (English Tourism Council, 2002).
- 12 Margate Renewal Framework and Implementation Plan: 2007/08 Final Draft, Margate Renewal Partnership.
- 13 It assembles eight key local and regional bodies - Thanet District Council, Kent County Council, the South East England Development Agency (SEEDA), the Arts Council England, the Government Office of the South East (GOSE), the Heritage Lottery Fund, English Partnerships and English Heritage.
- 14 Business Support and Enterprise Intervention in Thanet, Report for Thanet District Council, SEEDA 2007
- 15 Ibid
- 16 Ibid



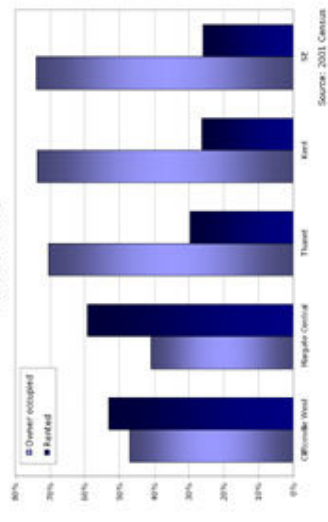
4 HOUSING MARKET AND CONDITIONS

This section looks at the housing market and conditions in Margate, summarising data on tenure and housing conditions, and looking at the impact of current programmes in rebalancing the market. It then considers the market forces operating on the housing market in Margate, and the need for further and more aggressive intervention to re-balance it.

4.1. The table opposite provides a high level summary of the composition of the local housing market and levels of housing need, with regional and national comparisons. The housing tenure figures are from the 2001 census, and Thanet District Council has published more recent estimates showing far **higher proportions of private rented accommodation**, with 59% quoted in the Housing Renewal Delivery Plan.

4.2. The housing in Margate Central and Cliftonville wards is largely Edwardian and Victorian with some post-1950s social and private houses.

4.3. Margate Central and Cliftonville West both have a very unbalanced housing market with more than double the Thanet proportion of private rented housing. The wards have approximately 1,850 or 17% private rented homes, more than three times the regional average. There is also a lack of family sized homes, 45% of homes are owner occupied and 15% social rented¹. In addition there are 350 vacant properties in the two wards. Housing conditions in the area are very poor with 57% judged non-decent in 2004.



4.4. There are high numbers of single people, and people in residential establishments, compared to Thanet, the south-east and the UK. The Thanet Inquiry report¹⁵ noted that in Thanet as a whole there were some 1298 beds in residential care establishments for adults. The District Council itself utilised just under 50% of the total beds for its residents, and the

remainder were occupied by people referred by other local authorities or by self-funding individuals.

4.5. Similarly, at the time of the report there were **35 children's homes** in Thanet, although it has been suggested that some of the managers of these establishments have since changed their status and are now fostering.

4.6. Discussions with Council officers have indicated other issues in the wards including higher than average building repair maintenance costs due to the average age of properties; a higher than average proportion of older buildings in multiple occupancy, particularly former hotels and guest houses; and significant numbers of absentee landlords.

4.7. The private rented sector in Thanet as a whole plays a key role in providing accommodation to **low-income families** on housing benefit. The proportion of households in the two wards claiming benefit is almost four times that of the south east as a whole. Data from the Department for Work and Pensions (DWP) shows that over half of all households in the private rented sector in Thanet were in receipt of housing benefit. This proportion is likely to be even higher in the study two wards, as a result of the high level of people out of work in the area.

4.8. **Average house prices** in Margate stood at £164,200 in 2006¹⁹. This represented an increase of more than double since 1997 (+203%) but is still significantly lower than the rest of the South east which has experience very strong growth in house prices. House prices in Margate are just 75% of the regional figure.

4.9. While it is difficult to find evidence to substantiate the description of 'waves of migration' into Margate, information provided through interviews with stakeholders suggests that there has been a process over the last three decades of different groups of benefit claimants, homeless people, adults and children in care, asylum seekers and migrants from the eight accession states (A8), choosing to live, or being referred or placed, in Margate.

4.10. This trend started as the tourist trade declined, and hotels and bed and breakfasts found they had vacant rooms. These were made available to benefit claimants, resulting in a high concentration of hostel-type accommodation falling into the HMO category. We understand that private landlords advertised premises in London and elsewhere.

	Margate Central	Cliftonville West	Thanet	South East	UK
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Household Tenure (%)1, 2001					
Owner Occupied	41%	47%	70%	74%	69%
Rented: Social	20%	11%	13%	14%	19%
Rented: Private	39%	42%	16%	12%	12%

Housing Benefit/Council Tax Benefit Claims2, 2007					
Number	1,210	1,680	15,960	545,550	4,540,015
% of working age population	42%	39%	22%	11%	14%
% of all households	52%	56%	29%	17%	22%

Household Composition (%)1, 2001					
Single person households	46%	46%	34%	29%	30%
Lone Parent Households	14%	12%	11%	8%	9%

Communal Establishments1, 2001*					
Number of individuals in communal establishments	232	681	3,210	190,801	890,682
% of total population	5%	10%	3%	2%	2%
Number of residents in Residential Care/Nursing homes	123	341	1,799	61,328	323,786
Number of residents in hotels, boarding houses, guest houses	3	85	270	6,287	28,574
Number of residents in hostels (inc. youth/homeless hostels)	17	40	60	2,549	26,144

Homeless households3, 2007					
Number of homeless households	N/A	N/A	31	1,370	16,540
Number of households accommodated end of Q3 2007	N/A	N/A	65	7400	82,750
% housed in LA/HA stock	N/A	N/A	5%	35%	20%
% housed in hostels	N/A	N/A	23%	9%	9%
% housed in private sector leased (by LA or RSL)	N/A	N/A	55%	39%	52%
% housed in other types including private landlord	N/A	N/A	0%	11%	14%
% accommodated in bed & breakfast	N/A	N/A	17%	6%	5%

* Inc0

1 Source: 2001 Census
2 Source: Department for Work and Pensions
3 Source: Communities and Local Government

The Thanet Inquiry report described the process by which housing authorities, including several in London, identified potential properties for homeless households.

4.11. A recent report on seaside towns by Christina Beatty and Stephen Fothergill¹⁰ found evidence to suggest that some of the immigration in seaside towns, and some of the resulting unemployment, was **housing driven**. Evidence suggests that the **prevalence of cheap rental accommodation** arising from the closure and subsequent sub-division of hotels and boarding houses has served to **attract in benefit claimants**. Among the in-comers surveyed in the study, which included interviewees from Thanet, around one in seven said that housing had been a factor in their decision to move there.

4.12. The concentration of low-income families in the two wards is reflected in higher than average benefit dependency, above average levels of unemployment and high proportions of elderly and the infirm. This is discussed further in the next chapter.

4.13. In summary, the housing market in Margate is exceptional in terms of its significant proportion of private rented housing. It also contains significant numbers of residential care establishments, both for children and adults, and high numbers of HMOs and hostels. The low level of house prices coupled with the demand for rented accommodation encourages further development, providing a spiral of supply fuelling further demand and further supply. **This imbalance in the housing market is a fundamental issue in relation to the composition of the population in the area.**

Regional and Local Housing Strategies

4.14. This section summarises the key priorities of the strategies covering the region and local area and then looks at the interventions impacting on Margate.

4.15. The **South East Regional Housing Board** private sector housing strategy for 2008-11 focuses on decency, energy efficiency and reducing fuel poverty, with a particular emphasis on supporting vulnerable households in non-decent homes. Their aim is to help 2,484 vulnerable households across Canterbury, Dover, Shepway, Swale and Thanet make their properties decent over the next three years through targeted loans. It should be noted that there are a total of 31,765 non-decent properties occupied by vulnerable households in these authorities, so this programme will support around one-thirteenth of the total.

4.16. **Delivering Quality Housing** is a corporate priority for Thanet District Council, and they are committed to achieving this through re-balancing the housing market, reducing the number of HMOs, improving housing conditions and reducing the numbers of vacant properties. These objectives are supported by the District's housing strategy, private sector housing strategy and empty properties strategy. In addition, Margate Central and Cliftonville West wards were declared a Housing Renewal Area in May 2005.

4.17. The **Margate Central and Cliftonville West Housing Renewal Delivery Plan** aims to support the re-balancing of the housing market by improving the tenure mix of the area, reducing the number of HMOs and empty properties, and improving the condition of the stock.

Re-balancing the housing market

4.18. Re-balancing the market and promoting housing activity in the Renewal Area are seen by the Thanet District Council as essential to transforming the two wards. Thanet District Council's objectives are to decrease the number of privately rented properties, increase the level of owner occupation, and add to the stock of affordable housing in the Renewal Area.

4.19. Thanet District Council aims to **reduce the proportion of privately rented properties** in the two wards from 59% to 54% over the next three years. To do so, they are using enforcement tools provided by the Housing Act 2004 to take stronger enforcement action on poor quality private rented accommodation. The Council are encouraging Registered Social Landlords (RSLs) to purchase existing private rented properties, HMOs and properties at risk of being turned into HMOs and convert them to affordable or shared equity homes. As discussed in paragraph 4.25 below, it is unlikely that at current rates of activity this target will be met.

4.20. The Housing Renewal Delivery Plan also states an intention to **increase levels of owner occupation** – from current levels of 32% in Margate Central and 37% in Cliftonville West to 50% across the board by 2015. However, affordability of housing is a particularly acute problem in Margate Central and Cliftonville West, where estimated average total household incomes were the lowest of any ward in Thanet in 2001²¹ and house prices are rapidly moving towards the Kent averages.

4.21. A concern has been expressed by officers that a significant number of properties in new developments have also been bought to let, further exacerbating the proportion of private rented housing. The recently introduced planning policy preventing conversion

to one-bed flats in these wards will help and may slow the trend towards increasing private rented accommodation, but it will not reverse it.

4.22. In one recent development, a Section 106 contribution from the developer was used off-site to purchase property for management by a Registered Social Landlord (RSL). This might provide a model for future activity, but would be helped by a more strategic approach to identifying further properties for purchase and conversion to social housing and to using S106 for this purpose.

4.23. **Impact:** There is no evidence to suggest that the numbers of privately rented properties have decreased, and evidence suggests that the buy-to-let market remains strong. The drivers are still working to move the housing market towards a greater degree of private rented provision. While the most recent stock condition survey results were still awaited at the time of writing, it is clear that the level of private rented accommodation has increased significantly since the last census in 2001.



4.24. In recent years the Thanet District Council has delivered a number of affordable homes (20 units in 2002-3; 12 in 2003-4; and 12 in 2004-5).

The Council aims to deliver 30% of new housing developments as affordable homes through partnerships between developers and RSLs. Seven units are underway in the Renewal area and are due to be completed in 2008/09. In relation to total numbers of homes in the area, this is a very small change in composition.

Houses in Multiple Occupancy

4.25. Thanet District Council has introduced a range of new initiatives to reduce the number of HMOs in Margate Central and Cliftonville West wards and enforce higher management standards on existing HMOs, including:

- **Supporting RSLs to purchase and convert** existing HMOs into affordable housing. Funding for the programme of RSL acquisition has been gained²². The Council aims to identify further funding that can be used to acquire properties in the renewal area.
- **Mandatory licensing and inspections.** Once an HMO has been licensed under the 2004 Housing Act it can be inspected for hazards and it can be closed down until the landlord deals with the hazard.

4.26. In 2006/07, 19 HMOs were licensed in the Renewal Area, just one fewer than the target of 20 in the Housing Renewal Delivery Plan. Of these, only eight were the subject of enforcement actions and interventions, against a target of 24. Eight properties have been acquired by RSLs in the Renewal Area in the last two financial years. To date one property has undergone enforced sale to an RSL²³.

4.27. Council officers suggest that the process of mandatory licensing undertaken in the renewal area has encouraged a number of landlords of HMOs in poor condition to sell their property. According to Council officers, approximately 40 HMOs throughout the district have either been sold and converted, or converted following the implementation of mandatory licensing. This data was not available at the level of the Renewal Area.

Improving Housing Conditions

4.28. Tackling poor housing conditions, energy inefficiency and fuel poverty are the driving forces of the South East Regional Housing Board Renewal Strategy 2008-11. There is a range of grants and loans available across the region, many of which are aimed at vulnerable households. **Heating and insulation grants** to reduce the number of households living

in fuel poverty and homes with 'insufficient thermal comfort'⁴⁴. For example, the Coldbusters scheme provides £400,000 of funding for improving heating and insulation. Secondly, **decent home loans** are available for vulnerable households to reduce the number of households living in non-decent accommodation²³, and for landlords of non-decent homes occupied by vulnerable households.

4.29. Improving private sector housing conditions is one of Thanet District Council's corporate priorities. Their objective is to make 100 properties occupied by vulnerable households decent every year for the next three years. Some will be made decent through council licensing and enforcement, others through use of the grants outlined above.

4.30. The Council has provided £2,000 grants to landlords and home-owners in the Renewal Area to make improvements to their property. These grants are easily accessible, in that they don't need to be 'matched' by the proprietor and can be used for a relatively wide variety of works⁴⁵.

4.31. **Impact:** Across the district, 39 properties were made decent in 2006/07, and a further 38 had Category 1 hazards reduced. Results to September 2007 show a much better rate of results with 74 properties made decent and 144 having a Category 1 hazard reduced.

4.32. In the Renewal Area, eight properties had category 1 hazards reduced and two homes made decent through Council loans or grants last year (2006/07). The Renewal Area Grants have been used by owners of 200 different properties in Cliftonville West thus far. They were popular with the officers and residents that we interviewed. The impact of these initiatives can be better assessed once the housing condition survey data is available. However, if it is correct that some 57% of homes in the area are non-decent, this works out at some 2,400, and clearly **programmes would need to be dramatically increased in scale to achieve any real impact on the stock.**

Empty Properties

4.33. Thanet District Council has developed an Empty Property and Derelict Land Strategy and appointed an Empty Property Task Force to tackle properties across Thanet and in Margate Central and Cliftonville West wards in particular, where there are an estimated **330 properties, or 7% of the total stock**. The annual cost of maintaining an empty property is estimated to be in excess of £6,000⁴⁶.

4.34. The key objectives of the Strategy are to bring empty properties back into use and minimise the number

of properties going into disuse by working positively with owners, including financial assistance for works on a gap-funding basis, and negotiating to bring a property back into use.

4.35. **The Council has set aside £150,000 for interest-free loans** for owners of properties that have been empty for more than six months to bring the property up to decent homes standards. Enforcement action is only undertaken where landlords consistently refuse to take action. Compulsory Purchase Orders and enforced sales are also used, and RSLs are encouraged to purchase empty properties.

4.36. **Impact:** Thanet-wide the Thanet District Council brought a total of 36 empty properties back into use in 2006/07, and this keeps them ahead of the target to reduce their number by 30 per year up until 2010-11. In the Renewal Area one compulsory purchase order has been brought against a long-term empty property, and one other long-term empty property was purchased by an RSL⁴⁸. In the renewal area there are some 350 vacant properties, and again, it would need to be dramatically **increased in volume to impact on the total.**

Drivers of Change

4.37. The housing market in Margate Central and Cliftonville West is very unbalanced. There is a very large private rented sector, a proliferation of HMOs and poor housing conditions. The **key drivers** which have led to this situation are:

- The **decline of tourism** which has led to the reuse of hotels and guest-houses as HMOs;
- Lower than average house prices, the large size of the older properties, and the growth in the buy-to-let market have resulted in the conversion of houses into small units and growth of the **private rented sector**; and,
- The high number of rented properties and **absentee landlords** has driven the decline in the condition of the housing stock.

4.38. The housing stock in both Margate Central and Cliftonville West is characterised by streets of large Victorian properties, many now unsuited by their size to providing family homes. Many of the older properties were hotels or bed and breakfasts/guest-houses prior to the decline of the tourist industry, and now contain a **highly transient population** and high levels of **single person occupancy** due to conversion into **multiple occupancy** rented properties, hostels and care homes.

4.39. Although Margate has experienced strong growth in house prices over the past decade, house prices in the town still remain substantially below the

regional average, which has served to make the area an attractive prospect for buy-to-let investors. The large size of the older properties in Cliftonville West, combined with lack of parking space and very small gardens, renders them largely unsuitable for family homes, and has led to the conversion of many properties into rented flats.

4.40. The **demand** for small and cheap rental accommodation has further fuelled this cycle. The availability of privately rented accommodation coupled with the relatively low accommodation costs compared to the rest of the South East, have served to attract in higher numbers of low-income households which reinforces the deprivation in the area. The high proportion of privately rented housing, absentee landlords and vacant properties has meant that many of these properties have fallen into a poor state of repair.



Summary of Interventions and Gaps

4.41. Thanet District Council has identified the need to rebalance the housing market in its corporate priorities. The Council has recently developed a comprehensive range of strategies to improve standards of management of HMOs and rented accommodation, bring empty properties back to the market, and improve housing conditions. These take advantage of the available powers under the Housing Act 2004, and incorporate some imaginative approaches, such as using S106 from developments to purchase properties for RSL management.

4.42. However, the programmes are small scale and **cannot, at the rate of current activity, make an impact on the structure of the housing market.** Frontline enforcement services do not have sufficient capacity to tackle local problems proactively and strategically. At the time of writing, according to local agents there is no slow-down in activity in Margate.

4.43. Work to improve the condition of HMOs has made an impact on some of the larger old hotels, and work with landlords and enforcement action is continuing. However, mandatory licensing does not provide sufficient power to intervene, and it will be necessary to extend this to a selective or additional licensing scheme in order to tackle a larger proportion of the property in this category.

4.44. Similarly the work on improving the condition of the housing stock has made an impact on a number of homes in the wards, but the scale of non-decency is significant, at 57% of the stock, and the work needs to be increased dramatically in scale to respond to the level of need. An estimated 350 properties in the wards remain empty.

4.45. It is also important to ensure that a **strategic approach to S106** is developed in relation to key Margate developments. This would enable the development of a strategic approach to supporting the housing renewal activity in the area.



¹⁷ Census of Population, 2001

¹⁸ Report of the Kent Child Protection Committee Inquiry into the general concerns expressed by officers and politicians in the Thanet Area regarding Child and Public Protection Issues, June 2005,

¹⁹ Halifax House Prices Index

²⁰ Fothergill S and Beatty, C, The Seaside Economy, 2003

²¹ They are two of only three wards with average household income under £400 (the other is Newington with £390). On the other end of the spectrum Kingsgate's average is £700 and a further three wards have averages over £550.

²² Housing Renewal Delivery Plan 2005-2015

²³ 77 Eastern Esplanade (Housing Renewal Delivery Plan 2005-2015)

²⁴ The funding available provides around 430 insulation grants worth between £4,000 and £8,000 for vulnerable households, interest free loans of between £5,000 and £8,000 for households living in fuel poverty (160 grants in year 1, 325 in year 2 and 345 in year 3).

²⁵ Interest free loans of vulnerable households of up to £30,000 for a total of 110 recipients in year 1, and 210 per year thereafter.

²⁶ The grants are available for a five types of project – installing or improving means of escape from fire, improving safety in the property, crime prevention, external appearances and to support funding for projects such as energy efficiency or scaffolding (Terms and Conditions for Renewal Area Grants)

²⁷ This figure includes costs for council tax, insurance, repair costs (by both the owner and the local authority) and rent.

²⁸ Renewal Area Delivery Plan, 2005-2015

5 DEMOGRAPHICS AND MIGRATION

One of the serious concerns expressed by public service providers is the continuing level of in-migration of vulnerable people. This section looks at the demography and provides some information on population movement, looking at homeless households, vulnerable groups and overseas migrants in particular.

5.1. The total population in Margate Central and Cliftonville West stood at 4,800 and 6,900 respectively in 2001³³. As can be seen in the table below, the age structure is not-dissimilar to that of the region or country as a whole, although around 62% were aged between 16 and 65, a slightly higher proportion than the District as a whole (58%) but below the national figure (65%). Unlike the Thanet District as a whole, the wards have not attracted significant numbers of retired people, although the proportion is slightly higher than for the region.

5.2. Margate has a long history of in-migration, particularly in terms of the **placement of vulnerable groups** into the area. The Thanet Inquiry found evidence of the placement of vulnerable adults and children into the area, including: looked after children; young offenders; adults with learning disabilities; adults with mental health problems; and homeless people. Figures from the census are provided below.

5.3. As a result of the availability of rented accommodation, and the large proportion of residential children's homes, the two wards house a disproportionate number of looked-after children. In 2005 Cliftonville West had over seven times the proportion of **looked-after children** than the Kent average³⁴. Moreover, half of all the looked after children placed in the ward were placed there by local authorities outside the county.

5.4. Council officers report that local authorities in London and elsewhere also place other **highly vulnerable families and individuals** including ex-offenders and asylum seekers in Margate. The Thanet Inquiry report highlighted the strong links between the transient and volatile population, driven particularly by looked-

after children placed in Thanet, and broader social and economic problems. The vulnerable children placed in the area are often isolated and continuity in education and youth services, therapy or social networks. This can have a negative effect on their behaviour and their interaction with the local community.

5.5. There is also a concern about the lack of information provided to local services on vulnerable people moving to the area placed by other authorities. There are also suggestions that this means that the situation arises of vulnerable children living in close proximity to adults with a range of problems.

5.6. There is also a history of referral of **homeless households** by local authorities in Kent and London in particular to accommodation in Margate. It has also been a destination for benefit claimants along with other seaside towns, as described in Stephen Fothergill's work³⁵.

5.7. Like many areas of the South East, Margate has proved to be a popular destination for overseas migrants. The number of **migrants in Thanet more than doubled** between 2002/03 and 2006/07³⁶. The majority of this increase took place following the expansion of the EU in 2004. In fact, migrants from the 10 EU accession countries made up almost two-thirds of all migrant workers locating in Thanet in 2006/07. Thanet is a popular destination for economic migrants from the EU due to the amount of rural work that is available especially in the summer months, as well as larger companies that have a record of employing migrants such as Kent Salads near Margate.

5.8. There has been a useful study into the needs of migrant groups in Lincolnshire, identifying a range of

Vulnerable Groups	Margate Central	Cliftonville West	Thanet	South East	England
Household Composition ¹ (%) 2001					
Single person households	46%	46%	34%	29%	30%
Lone Parent Households	14%	12%	11%	8%	9%

Communal ² , 2001*	Margate Central	Cliftonville West	Thanet	South East	England
Number of individuals in communal establishments	232	681	3,210	190,801	890,682
% of total population	5%	10%	3%	2%	2%
Number of residents in Residential Care/Nursing homes	123	341	1,799	61,328	323,786
Number of residents in hotels, boarding houses, guest houses	3	85	270	6,287	28,574
Number of residents in hostels (inc. youth/homeless hostels)	17	40	60	2,549	26,144

Homeless Households ³ , 2007	Margate Central	Cliftonville West	Thanet	South East	England
Number of homeless households	N/A	N/A	31*	1,370	16,540
Number of households accommodated end of Q3 2007	N/A	N/A	65*	7400	82,750

Looked After Children ⁴	Margate Central	Cliftonville West	Thanet	South East	England
Count 2005	25	90	610	8,380	57,400
% Placed by other local authority	67%	53%	53%	39%	-

initiatives³³ that would support integration and the well-being of these groups. This may provide a useful basis for the development of support services for migrants in Thanet.

5.9. Thanet as a whole is expected to experience an **ageing population**³⁷. It is estimated that around a quarter (21%) of the population in Thanet was aged 65 or over in 2006, a higher proportion than the regional average of 17%. Moreover, the proportion of residents over retirement age is forecast to increase 28% by 2029. Given the two wards age profile in 2001, Margate Central and Cliftonville West will probably experience a similar ageing of the population as Thanet as a whole. An ageing population provides both challenges and opportunities for local stakeholders in terms of the provision of local services and the growth in the health and care sector.

Selected Coastal Authorities	Count	Per 1,000 residents
Brighton and Hove	4,450	18
Eastbourne	910	10
Southend-on-Sea	1,460	9
Shepway	900	9
Canterbury	1,140	8
Thanet	930	7
Hastings	600	7
Dover	670	6
Swale	730	5

Source: National Insurance Number Allocations to Overseas Nationals (NINO), DWP

Demographics & Migration	Margate Central	Cliftonville West	Thanet	South East	England
Total Population, 2001	4,770	6,939	126,702	8,000,645	49,138,831
% Working Age	61%	63%	58%	64%	65%
Population 0-15	20%	19%	19%	19%	19%
Population 15-24	14%	13%	11%	12%	12%
Population 25-44	28%	28%	24%	29%	29%
Population 45-65	21%	23%	24%	24%	24%
Population 65+	17%	18%	22%	16%	16%

Source: 2001 Census

Drivers of Change and Implications

- 5.10. The key drivers of population change in the area are:
- In-migration of benefit claimants and economic migrants from accession states;
 - Placements of vulnerable adults and children into the area, and referral of homeless households to accommodation in Margate; and,
 - An ageing population.
- 5.11. The two wards contain a large community of **economic migrants**, many of whom are attracted to the area because of the availability of work in agriculture in particular. Discussion with key stakeholders also suggest that significant number of migrants continue to located in the two study wards because there is an established community there. **The availability of cheap rental accommodation further reinforces this trend.**
- 5.12. **One** of the high proportion of **vulnerable groups** placed into the area continues because of the availability of accommodation.
- 5.13. Margate has an **ageing population**, in common with the country as a whole. This is due to increasing longevity and a lower birth-rate. The anticipated significant rise in older people poses resource issues for services such as housing, health and social care.
- 5.14. **Impact:** Some of the factors which lead to looked after children and other vulnerable groups moving to or being placed in into the area may be affected by recent inter-agency agreements, along with the requirements of the Children's Act to limit the geographical distance in which children in care are placed. However, it is apparent that placements
- of vulnerable people are continuing and there is a concentration of these groups in the wards requiring a high level of support by public agencies.
- 5.15. This concentration has resulted in the high levels of worklessness (and particularly high levels of incapacity benefit claimants), poor health and deprivation in the wards, as discussed in the next section of the report.
- 5.16. Work should be continued to reduce the flow of vulnerable people moving or being placed into the wards from elsewhere within Kent and from a wider area. This must take place with the full support of GoSE and CLG.
- 5.17. For those people who are placed, partners should develop an inter-agency monitoring and review mechanism to ensure that vulnerable people placed into the area are in receipt of appropriate support services and are not put at unnecessary additional risk.
- 5.18. Partners should also review the provision of services for economic migrants to ensure that they are adequate, particularly in relation to information, advice and guidance on housing, work and language training.

²⁹ Census of population, 2001

³⁰ Thanet SIP Area Profile, Kent County Council Supporting Independence Programme, 2005

³¹ Fothergill S and Beatty, C, The Seaside Economy, 2003

³² DWP National Insurance Number Allocations to Overseas Nationals (NINO)

³³ The Dynamics of Migrant Labour in South Lincolnshire, Zaronalite and Tirzite, South Holland District Council, 2006

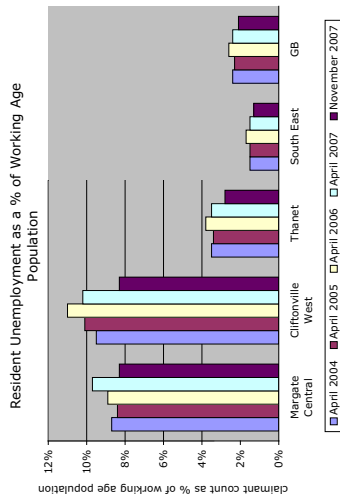
³⁴ ONS, 2004-based Sub-national population projections



6 WORKLESSNESS, HEALTH AND DEPRIVATION

This section examines the data relating to worklessness, health and deprivation. These are considered together because of the relationships between them. Worklessness results in low income levels, and poor health. In addition to the level of people claiming jobseekers' allowance, there are high levels of claimants of other benefits and incapacity benefit (IB) in particular.

6.1.1 It has been argued that the dividing line between what is recorded as unemployment and what is recorded as sickness is partly dependent upon benefit rules³⁵. There are incentives in the benefits system and administrative procedures that boost the numbers on sickness benefits at the expense of the numbers on unemployment benefits. While this is now being tackled by the government's new approach to encouraging IB claimants back to work, the level of IB claimants in Margate is particularly high.



Worklessness	Margate Central	Cliftonville West	Thanet	South East	UK
Employment Rate	58.3%	56%	68.7%	82%	78.5%
Unemployment Rate	15.2%	15.6%	6.9%	4.4%	5.3%
Total out of work benefit claimants (2007) ³	1,090	1,625	14,060	492,680	5,214,980
% of working age population	37%	37%	19%	10%	14%
JSA Claimant Count Rate (2007) ¹	8%	8%	3%	1%	2%
% Claiming for over a year	18%	20%	15%	12%	16%
Lone Parents on Income Support (2007) ³	165	230	2080	78300	765530
% of Working Age Population	6%	6%	3%	2%	2%
Incapacity Benefit Claimants (2007) ³	535	790	6,980	241,230	2,673,240
IB/SDA claimants as % of working age population	18%	18%	9%	5%	7%
% Male	65%	61%	60%	57%	58%
% Female	35%	39%	40%	43%	42%
% Aged 16-24	7%	7%	7%	7%	6%
% Age 25-49	50%	55%	45%	49%	47%
% Age 50+	43%	38%	48%	44%	46%
% Claiming for 5 years+	57%	51%	54%	53%	56%
% Claiming for reasons of mental health	54%	51%	41%	42%	41%

¹ Census 2001
² Annual Population Survey 2007
³ Department of Work and Pensions

Worklessness and benefit claimants

6.2.1 In 2001 the number of residents in employment in Margate Central was 1,600 representing just 58% of the working age population³⁶. Cliftonville West's employment rate was even lower (56%). Both of these rates were below the council area as a whole (68%) and even further behind the UK average (72%).

6.3.1 Currently over a **third of working age residents**, in both of the two wards, **are out of work** and claiming some sort of benefit³⁷. This is more than **three times the regional rate** of 10%. However, this is not exclusive to Margate, as the figure for the district as a whole is also very high (19.4%).

6.4.1 The Job Seekers' Allowance (JSA) claimant count rate for both Margate Central and Cliftonville West stood at 8.3% of the working age population in November 2007. This was **three times the district average**. More positively, both of the wards have witnessed a reduction in the number of JSA recipients over the last few years: However, the number of residents in receipt of JSA **declined at a slower rate** in both Cliftonville West (-1.3%) and Margate Central (-2.2%), than Thanet as a whole (-3.1%). The two wards also have an above-average proportion of lone parents. In 2007 the proportion of lone parent benefit claimants in Cliftonville West and Margate Central was three times the national average (6% compared to 2% nationally).

number of **IB claimants has increased at a faster rate** over the last few years than the district average, and during a time when the number of claimants has fallen nationally. Researchers at Sheffield Hallam University estimate that around 1 million of the 2.7 million people on IB should be regarded as being in 'hidden unemployment', in other words, that they would be in work in a fully employed economy³⁸.

6.6.1 Over half (53%) of IB claimants in the two wards are claiming for reasons of mental ill-health. While anxiety and mood disorders generally make up the majority of this category at a national level, individuals with drug and alcohol dependency are also categorised under 'mental ill-health'. Given the substantially higher hospital admissions for drug and alcohol abuse in the two wards, it may be that a significant number of IB claimants are claiming for this reason.

Deprivation

6.7.1 All the sub-ward super-output areas (SOAs) in Cliftonville West, and two-thirds of the SOAs in Margate Central, are among the **20% most deprived in England**.

6.8.1 Analysis of the domains of the Indices of Deprivation 2007 shows that the wards suffer from relative deprivation on each of the income, employment, health, crime and living environment domains. All SOAs in both wards are among the 20% most deprived in terms of income deprivation and living environment deprivation and all but one SOA are in the bottom 20% on employment deprivation, crime and health deprivation. The SOAs fare better on access to services and education, skills and training.

SOAs	Deprivation Ranking compared to Areas in:			Income Deprivation Ranking compared to Areas in:			Employment Deprivation Ranking compared to Areas in:			Health and Disability Deprivation Ranking compared to Areas in:		
	Thanet (total of 84 areas)	South East (exc. London) (total of 5319 areas)	1	Thanet (total of 84 areas)	South East (exc. London) (total of 5319 areas)	1	Thanet (total of 84 areas)	South East (exc. London) (total of 5319 areas)	1	Thanet (total of 84 areas)	South East (exc. London) (total of 5319 areas)	1
North MC	1	1	3	1	3	1	1	1	1	3	3	3
North MC	2	2	2	2	2	2	2	2	2	2	2	2
North CW	3	4	5	5	21	3	6	3	3	7	7	7
Central CW	9	4	8	8	27	5	9	4	4	8	8	8
East CW	5	11	9	9	32	6	10	5	5	22	22	22
West CW	16	157	14	14	129	19	134	16	19	104	104	104
South CW	22	271	26	26	354	20	137	24	24	211	211	211
South MC	25	360	27	27	386	37	601	34	34	410	410	410

Source: Indices of Deprivation, 2007

6.9. The Index of Deprivation can also be used to examine the changes in relative deprivation in areas between 2004 and 2007. The table below compares the national deprivation rankings in 2004 and 2007 for in SOAs in Cliftonville West and Margate Central.

SOA	2004	2007	Change 2004 to 2007	2004 to 2007
North Cliftonville West	404	399	Up the rankings by 5 places	
Central Cliftonville West	1416	631	Up the rankings by 785 places	
South Cliftonville West	6482	5979	Up the rankings by 503 places	
East Cliftonville West	1777	670	Up the rankings by 1,107 places	
West Cliftonville West	6046	4377	Up the rankings by 1669 places	
West Margate Central	357	192	Up the rankings by 165 places	
South Margate Central	8311	7000	Up the rankings by 1311 places	
North Margate Central	829	167	Up the rankings by 662 places	

6.10. All of the SOAs in both Cliftonville West and Margate Central have moved up the national rankings and are therefore identified as being relatively more deprived on the IMD 2007 than in 2004. Analysis of domains of deprivation shows a deterioration of the relative position of the majority of SOAs across both employment and income deprivation and a worsening on the relative position on health across all the SOAs.

6.11. Compared to the regional average, both wards have a higher proportion of residents with **low or no qualifications** and a below average proportion of residents educated to degree level, as set out in the table above.

6.12. Both wards have a higher level of 16-18 yrs olds not in employment education or training (NEETs) than the county average. In Cliftonville West **26% of 16-18 years old in the ward classed as NEET in 2007**. The level in Margate Central is slightly lower (20%), but still substantially above the Kent average (4%). In terms of school leaver results the proportion of young people leaving school with less than 5 GCSEs (graded A* to G) is also above the county average.

Qualifications & Skills	Margate Central	Cliftonville West	Thanet	South East	UK/England
% With No Qualifications	37%	37%	34%	24%	29%
Level 1	16%	16%	18%	17%	17%
Level 2	19%	19%	20%	21%	19%
Level 3	7%	7%	6%	9%	8%
Level 4/5	12%	12%	13%	22%	20%
Literacy/numeracy at age 11, % of pupils achieving L4 ¹ , 2007	52%	-	55%	77%	77%
16-18 yrs olds with less than 5 GCSEs ² , 2007	5%	10%	4%	2%	1%
FE Success Rate Persons aged 19+ ³ , 2004	68%	72%	74%	77%	72%
% 16-18 NEET ⁴ , 2007	20%	26%	9%	7%	8%

¹ Census 2001
² Department for Children, Schools & Families (DCSF)
³ Source: KCC CFE and DCSF
⁴ Department for Education & Skills and LSC
⁵ Connections Kent & Medway

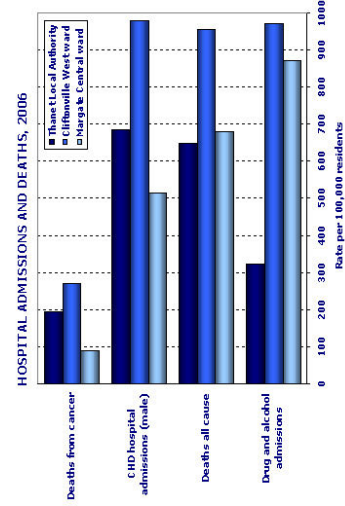
Health Indicators	Thanet	UK
Teenage Pregnancy rate (per 1,000 females aged 15-17)1, 2002-04	48	42.1
Adults who smoke ²	29.5%	26.0%
Binge drinking adults ²	13.4%	18.2%
Obese adults ²	23.7%	21.8%
Life expectancy - male (age standardised rate)1, 2003-05	75	76.9
Life expectancy - female (age standardised rate)1, 2003-05	80	81.1
Deaths from smoking1, 2003-05	291.1	234.4
Early deaths - cancer (age standardised rate, pop. under 75)1, 2003-05	140.9	119
Early deaths - heart disease & stroke (age standardised rate, pop. under 75)1, 2003-05	95.5	90.5
Infant deaths (rate per 1,000 live births)1, 2003-05	5.5	5.1
Hospitals stays due to alcohol age standardised rate per 100,000 pop)1, 2005-06	330	247.7
Drug misuse (rate per 1,000 pop aged 15-64)1, 2004-05	8.4	9.9

6.13. Margate Central and Cliftonville West both face a complex set of health-related problems. The Indices of Deprivation 2007 show that all of the super output areas in Cliftonville West, and all apart from one

6.14. This is further borne out by census data. In Margate Central in 2001 **23% of the resident population reported a limiting long-term illness**. The proportion in Cliftonville West was also high at 21%. In comparison, the county average was 16%. The number of people reporting poor health in 2001 was also higher than the Kent average - 14% in Cliftonville West and 13% in Margate Central, against a Kent average of 8%.

6.15. Thanet falls in the bottom 25% nationally in terms of both male and female life expectancy. In 2003-05 it was estimated that an average male in Thanet can expect to live to around 75, two years less than the national average (77%). Mortality rates for cancer for both males and females in Thanet are particularly poor. The age-standardised mortality rate for cancer in Thanet was 25% higher than the national figure of 271.97 per 100,000 residents⁴.

6.16. Cliftonville West performs particularly poorly on a number of health related indicators, as the chart



below shows. The "all cause" mortality rate is over 30% higher than the Thanet average, as is the rate of hospital admissions for male coronary heart disease. Surprisingly, Margate Central is close to or below the Thanet average on most of the indicators which is unexpected given the high level of deprivation evident in the ward.

6.17. The two wards have an above average number of **teenage pregnancies**. Cliftonville West has the highest number of teenage pregnancies out of all the wards in Thanet, and Margate Central has the third highest after Dane Valley².

6.18. In 2004/05 Margate Central and Cliftonville West ranked first and second respectively among all the wards in Kent for the highest number of hospital admissions per 1,000 residents for **drug and alcohol misuse**.

Worklessness and Skills Strategies and Programmes

6.19. The Regional Economic Strategy addresses skills under the heading "Smart Growth"³. Improving skills is dealt with as a prerequisite for growth in the South East. The five actions outlined to address skills issues include: skills to meet business needs; improved skills brokerage; vocational and work based learning opportunities; and accessible community-based learning opportunities.

6.20. Kent Prospects and the current Thanet Economic Growth Action Plan also include employability as a priority. There are a number of local actions which include increasing the numbers of young people achieving full qualifications on apprenticeships and through work-based learning.

6.2.1. Jobcentre Plus delivers the national **New Deal and Progress to Work** programmes for support and advice to the unemployed, JSA, IB, housing benefit, and lone parent benefit claimants from its Margate office. As part of this work, Jobcentre Plus has commissioned the Thanet Community Development Trust to undertake job readiness work with around 200 single parents across the District.

6.2.2. CLG and DWP have allocated just over £4m to Thanet through the **Working Neighbourhoods Fund** (WNF), over the next three years. The WNF is designed to promote more innovative and tailored approaches to tackling worklessness in the poorest places. WNF is part of the Area-Based Grant. This is a general grant providing flexibility to local authorities to design local programmes to meet needs. Subject to the agreement of local partners this could be directed to the particular needs of the residents of these two wards.

6.2.3. There has been considerable progress made in securing public sector **apprenticeships**, and Kent County Council has agreed to take on 1,000 apprentices. In Margate, apprenticeships and entry to employment courses are delivered by the work-based learning provider 'Key Training', which is an independent training arm of Kent County Council with an office in Margate.

6.2.4. Kent and Medway was allocated a total of £380,000 for the Neighbourhood Learning in Deprived Communities Fund (NLDCF) from April 2007 to March 2008, of which Thanet will receive £89,000. NLDCF was set up to help local voluntary and community sector organisations to deliver and support learning opportunities for residents of disadvantaged

neighbourhoods⁴⁴. Information from the Learning and Skills Council (LSC) South East highlights Cliftonville West and Margate Central as priority wards, where up to 300 learners from target groups should benefit from advice and guidance, and/or training and learning opportunities to increase employability⁴⁵.

6.2.5. A current European Social Fund project called 'Laying the foundations' is focused on creating a **learning network structure** across Kent and Medway. Led by Kent and Medway Learning Partnerships with Kent County Council it will run up to July 2008, and will feed into the South East's *Action for Communities strategy*, which aims to maximise opportunities for adults to learn in their communities. The ESF project intends to produce re-focused or new learning networks to enhance outcomes for adult learners, and expand access to learning for excluded and hard to reach groups.

6.2.6. The LSC priorities for 2008-09 include a significant shift toward routing more of the adult skills and FE budget through **Train to Gain** in the coming years. Key actions include moving to an employer demand-led system, including listening to the voice of employers through Sector Skills Councils, and delivering Train to Gain.

6.2.7. The government is committed to reversing the long-term rise in inactivity and IB claimants. Recent policy responses have included: the New Deal for Disabled People (NNDP); Pathways to Work; and the Green Paper on Welfare Reform. From October 2008, the Employment and Support Allowance will replace IB and Income Support for new customers. The new system will consider what an individual is capable of, and what help they need to manage their condition

and return to work. This will be assessed via the Work Capability Assessment, which will assess what work new claimants are fit to do, replacing current tests that focus on what a claimant cannot do.

6.2.8. The new system, however, will only apply to new and repeat claimants. The majority of IB claimants have been claiming for 5 years or more and so will not be subject to the new stringent testing requirements. Furthermore, sign up to Pathways to Work is on a voluntary basis for existing claimants so there is no obligation to take part in work-based training or employability services. So, while current government responses may work towards stemming the flow into IB it is difficult to say whether it will impact on the current stock of IB claimants.

6.2.9. Schools in the areas struggle with the consequences of a high level of transience and the impact this has on educational outcomes for children. Schools generally have good links with other partners, but there is more scope to fully utilise the schools and the 'extended schools' agenda in particular to provide services to the most vulnerable households.

6.3.0. **Impact:** The level of worklessness in Margate Central and Cliftonville West is serious. Worklessness programmes are largely delivered through mainstream programmes by Jobcentre Plus. Partners have identified that provision for adult skills development is generally quite fragmented and the extent of cross-agency work to develop learning progression pathways for priority groups is patchy. The combinations of social problems experienced by residents in the wards suggests that a range of co-ordinated and targeted support services would be needed to make an impact on assisting more people into work, particularly in relation to IB claimants.

6.3.1. The extensive and entrenched nature of worklessness in these wards requires an altogether more targeted and co-ordinated approach. While a number of important national and regional initiatives are being delivered, co-ordinated, strategic and tailored programmes to deal with the particular mix of issues presented by the workless population are badly needed.

Health Strategy and Programmes

6.3.2. A draft Health Strategy for the South East has now been released, which provides a regional framework for improving health and well-being⁴⁶. The five strategy themes are: reducing health inequalities; promoting healthy, sustainable communities; employment and health; improving outcomes for children and young people; and improving outcomes for older people.



- 6.33. The **East Kent Coastal Primary Care Trust (PCT)** holds the local NHS budget for a population of 238,000 people. It aims to deliver better and more responsive health services in order to improve the health of local people. The PCT uses this money to provide services such as health visiting, district nursing and a range of services, Deal Community Hospital and to support and develop the work of GP practices³⁵.
- 6.34. Amongst the PCT's achievements since 2001 are launching a new smoking cessation service in many local areas, and investing £1 million on better children's services and supported the development of Sure Start programs for families with young children in Margate among other locations.
- 6.35. The PCT's 'Top ten plans for a better service' for 2008 include two objectives which have particular relevance to the health issues of Margate Central and Cliftonville West:

Continue to work with young people to try to prevent unwanted **teenage pregnancies** through good sexual health promotion and access to appropriate services; and

Improve services for people with **mental health problems**.

- 6.36. The PCT has identified **health inequalities** as a priority but it does not have a specific area focus on either Thanet or the two wards.

- 6.37. Healthy and Cohesive Communities is Theme 5 in Thanet District Council's Corporate Plan, for which it has developed a number of objectives. Firstly, to increase opportunities for **exercise and play**, by improving play areas, council-owned swimming pools and associated leisure facilities, and seeking further funding for sports clubs and facilities. Secondly, to promote healthy lifestyles through actions that include running at least two campaigns per year with the PCT on health-related issues.

- 6.38. There are high levels of statutory provision and VCS health activity in the area. The PCT has funded a large number of projects through the SSCF programme, recently appointed a Community Development worker and had led on the creation of a new Health and Wellbeing Partnership which reports to the LSP.

- 6.39. **Impact:** There is little data on health outcomes directly related to programmes within the two wards, as there are no specific health programmes developed for, and delivered in, Margate alone. Figures from the Thanet Inquiry⁴⁸ for Thanet as a whole show that there are persistently high levels (23%) of limiting long-term illness in the population⁴⁹, and low life expectancy (77 years) compared to the average across Kent (79.5 years).

There is therefore considerable work to do to equalise health chances across the populations of the two wards with elsewhere in the county or region.

Drivers of Change

- 6.40. Margate Central and Cliftonville West are both characterised by high levels of multiple deprivation. There is entrenched worklessness, local residents have very low levels of skills and there is a high prevalence of poor health.

- 6.41. A number of factors have led to this including:

- The decline of the local economy leading to high levels of structural unemployment;
- The availability of cheap privately rented housing attracting low income families has served to reinforce the relative deprivation experienced by the two wards; and,

to deal with the particular mix of issues presented by the workless population are badly needed.

- 6.48. While Working Neighbourhoods Fund has recently become available for Thanet District and a proportion of this is likely to be directed to support initiatives in Margate, as with the housing programmes it will be important to ensure that the scale of targeted intervention matches the size of the task, and this is likely to require further re-focussing of mainstream funding.

- 6.49. The population in the wards suffers from a complex set of inter-related health problems, many of which relate to unhealthy lifestyles and the poor state of housing. However, in order to deal in a more effective way with the multiple barriers faced by people in these wards, more co-ordinated local activity and outreach services should be considered by all delivery partners.

35 Work to Welfare, Alcock, Beatty, Fothergill, Macmillan and Yeandle, 2003

36 The most recent source of ward level employment rates comes from the 2001 Census.

37 Refers of DWP 'key out of work benefits' (a measure that is often used as a proxy for worklessness) and covers the following benefits: Jobseeker's Allowance, Income Support, Incapacity Benefit, Severe Disablement Allowance and Carer's Allowance.

38 DWP Benefits Data, 2007

39 Beatty, C., Fothergill, S., Gore, T. and Powell, R. (2007) The Real Level of Unemployment 2007. Sheffield, CRESR.

40 Thanet SIP Area Profile, Kent Council Supporting Independence Programme 2005

41 Source: Audit Commission Quality of Life Indicators

42 Data relates to the period 2001 to 2003

43 The Regional Economic Strategy 2006-2016 A Framework for Sustainable Prosperity, SEEDA

44 The priority target group is low skilled adults aged 19+, not currently in employment, but wanting to work.

45 Eligible groups are: Adults with mental health or other learning difficulties and those with hearing loss, who may also have additional learning difficulties; Unemployed males and females aged 19 -24 and 25 plus; Low skilled adults (below Level 2) on low incomes or incapacity benefit and adults with no qualifications; Lone parents and guardians; or Migrant workers (with a right to stay) and other ethnic minorities.

46 The South East England Health Strategy: A strategy for improving public health and well-being in the South East region, Draft for discussion, June 2007.

47 Your Guide to Local Health Service, East Kent Coastal PCT,

48 Thanet Inquiry: Report of the Kent Child Protection Committee Inquiry into the general concerns expressed by officers and politicians in the Thanet Area regarding Child and Public Protection Issues, June 2005; Kent Child Protection Committee.

49 More than double the rate of limiting long term illness when compared to the broad population of the South East of England (Thanet Inquiry, June 2005)



Summary of Interventions and Gaps

- 6.46. The high level of worklessness in Margate Central and Cliftonville West combined with poor levels of skills, high levels of ill-health and other related factors is an extremely serious issue for Margate. Partners have identified that provision for adult skills development is generally quite fragmented and the extent of cross-agency work to develop learning progression pathways for priority groups is patchy.

- 6.47. The extensive and entrenched nature of worklessness in these wards requires an altogether more targeted and co-ordinated approach. A number of important national and regional initiatives are being delivered, but co-ordinated, strategic and tailored programmes

- 6.44. Moreover, there is evidence that worklessness, poor health and low skills are all highly correlated. Worklessness is a significant risk factor for a number of health indicators including higher levels of coronary heart disease, higher rates of mortality and poor health related behaviour. There are also significant psychological consequences from being out of work, especially for the long-term unemployed and workless. Worklessness and the levels of qualifications are highly correlated. For example, data from the Annual Population Survey show that just 50% of those who have no qualifications are in work.

- 6.45. The government is committed to reversing the long-term rise in inactivity and IB claimants. Recent policy responses have included: the New Deal for Disabled People (NNDP); Pathways to Work; and the Green Paper on Welfare Reform, as set out above. However, immediate initiatives relate to new IB applicants, rather than providing work-related support to existing claimants.

This section looks at indicators relating to quality of life, crime and community capacity in the two wards. While these are useful to consider as they help to provide a picture of the conditions suffered by the residents of the wards, the high levels of crime and issues around community cohesion are considered to be largely a consequence of the drivers working in the previous chapters.

Quality of Life Indicators, 2004 & 2005	Thanet	Kent	UK
% residents who think that people being attacked because of their skin colour, ethnic origin or religion is a very big or fairly big problem in their local area	43.9%	2.7%	22.5%
% residents who think that for their local area, over the past three years, that community activities have got better or stayed the same.	81.4%	97.7%	84.9%
% residents surveyed who say that they feel fairly safe or very safe outside after dark	67.2%	67.2%	72.3%
% residents who think that vandalism, graffiti and other deliberate damage to property or vehicles is a very big or fairly big problem in their local area	66.9%	25.9%	59.6%
% residents who think that people using or dealing drugs is a very big or fairly big problem in their local area	72.4%	9.5%	60.3%
% residents who think that people being rowdy or drunk in public places is a very big or fairly big problem in their local area	61.6%	10.7%	48.5%
% residents who think that people sleeping rough on the streets or in other public places a very big or fairly big problem in their local area	29.8%	1.8%	22.6%

Source: Audit Commission Quality of Life Indicators

7.1. Whether a community is cohesive or not can be recognised via such things as the presence or lack of vandalism; houses being occupied or vacant; fear of crime; and a lack of or presence of discrimination or violence. The level of community cohesion can also be seen in the presence of a strong network of community groups and the level of participation in them.

7.2. Many of these indicators are hard to measure particularly at the local level, therefore we have homed in on a number of accessible measures of cohesion, namely crime (particularly violence and vandalism) and community safety. As can be seen from the above table, there are significant numbers of residents in Thanet as a whole who think that there are problems relating to cohesion in their area, and it would be anticipated that these are likely to apply to these two wards in particular.

7.3. People's perceptions of an area and its communities are important to developing an understanding of community cohesion. Unfortunately, data is not available for Cliftonville West and Margate Central alone on this subject, but is published for Thanet as a whole. The Audit Commission publishes a number of key indicators on community cohesion and safety⁵⁰. Analysis of the results for Thanet as a whole provides a number important insights into the local area.

7.4. Thanet performs poorly on a number of key community safety indicators. For example, a lower proportion of Thanet residents feel safe outside after dark compared to the national average. Resident's perception of the high level of drug use and dealing placed Thanet in the bottom 25% nationally. Anti-social behaviour issues such as vandalism and graffiti also appear to be more of an issue; 67% of Thanet residents felt that this was a big problem in the area, against a national average of 60%.

7.5. The high level of economic migrants in both of the two wards also raises questions around issues of community cohesion. Although it is reassuring that official crime statistics reveal there have been very few racially aggravated assaults in the area, alternative sources of data suggest that this problem is perhaps under-reported. For example, evidence from the Audit Commission for Thanet as a whole shows that over **two-fifths of Thanet residents felt that racially or ethnically motivated attacks were a big problem** in their local area. This was much higher than the Kent average of just 3%. In fact, Thanet was in the bottom performing 25% nationally on this indicator.

7.6. Recorded crime per 1,000 residents between April and June in 2007 in Margate Central was more than four times higher than the average in Thanet as a whole. Cliftonville West also experienced a higher than average rate of recorded crime (57 offences per 1,000 residents)⁵¹.

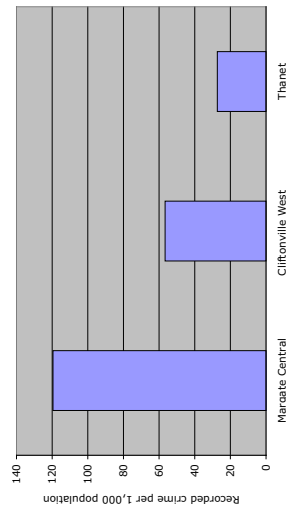
Crime	Margate Central	Cliftonville West	Thanet
Total criminal offences, April - June 2007 ¹	570	393	3,466
Crime rate per 1,000 residents	119	57	27
Criminal Damage	26.42	15.56	7.45
Drug Offences	3.56	1.73	0.60
Robbery	0.84	0.58	0.18
Theft of a motor vehicle	0.4	1.6	0.7
Theft from a motor vehicle	5.03	2.88	1.64
Sexual offences	1.89	0.72	0.39
Violence against a person	29.98	11.82	5.91
Burglary	9.64	7.06	2.61
Shoplifting	14.68	1.30	2.00
Young Offenders 10-17 Yrs, 2007 (count) ²	15	35	255

% of 10-17 yrs old population
¹ Source: Kent Police Business Information Unit
² Source: Kent Youth Offending Service

7.7. A more detailed analysis of the types of crime committed in the two wards revealed that in Cliftonville West criminal damage offences accounted for over a quarter of all recorded crime in the ward, the proportion was similarly high in Margate Central (22% of all recorded offences). Violence against the person made up the second biggest category in both Cliftonville West and Margate Central, accounting for 21% and 25% respectively. Thefts accounted for almost a quarter of all crime in both of the two wards.

7.8. Margate Central and Cliftonville West both have a higher proportion of young offenders compared to the Thanet average. In 2007 Cliftonville West had almost

Total Recorded Crime Per 1,000 Population, April-June 2007



three times the proportion of young offenders known to the Youth Offending Service as the Thanet average (5.1% compared to 1.8%).

Community Safety Programmes

7.9. The **Thanet Community Safety Partnership** (TCSP) is tasked with making Thanet cleaner and safer. Led by an executive group, which is supported by a steering group and several theme groups, the aim is to coordinate members' activities and deliver on themes that cross agency boundaries. The main priorities, outlined in the Crime and Disorder Audit Strategy 2005-2008, are: reducing crime; feeling safe and being safe; tackling anti-social behaviour; and addressing substance misuse.

7.10. The **Thanet Crime and Disorder Reduction Partnership** (CDRP) is a 'collaborative partnership between the police, local councils and other services involved in reducing crime'⁵². Its work is now supported by a new Community Safety Officer to support and sustain its work.

7.11. Partnership working on crime within Margate also takes place through regular **Partners Against Crime Together** (PACT) meetings in Margate. These are attended by representatives from Kent Police, Thanet District Council, Local Councillors, Neighbourhood Watch, and Thanet CDT, as well as local residents. Their purpose is to 'give people in each neighbourhood a chance to have a voice and choose issues they feel need to be tackled as a matter of priority'.

7.12. The **SSCF Partnership** manages funded projects under the programme, and collaborate with the other partnerships and agencies in operations such as the 'Operation clean sweep' to tackle waste and rubbish on the streets of Cliftonville West.

7.13. The Police operate intelligence-led programmes around key priorities including night-time crime and retail crime. An example of such intelligence-led policing was **Operation Pirate**, which aimed to tackle the drugs distribution network in Thanet in August 2006⁵³.

7.14. Some area focus to Policing work is provided by a Neighbourhood Policing Team of a Sergeant and five officers, who work with Special Constables and Wardens to target particular problems in specific neighbourhoods. Currently, 31 teams of police officers, police community support officers and Special Constables undertake this work, and by April this year, every neighbourhood will have its own dedicated named officer or policing team⁵⁴.

7.15. A team of 10 Community Wardens, who work with and alongside Neighbourhood Policing Teams, is funded by Thanet District Council and the Thanet Community Housing Trust. The Wardens provide advice and assistance to members of the public and, dealing with a wide range of quality of life issues across the District, and are active in Margate.

7.16. SSCF funds for the Renewal Area will reduce year-on-year until 2010, and then disappear. Therefore, there is a real risk of losing a number of local VCS schemes, and thus a real need to reflect on how to maintain continuity of activities currently supported by the SSCF.

Community capacity building

7.17. There is a rich and diverse VCS⁵⁵ with many organisations integrated into local partnership working, and some good underlying VCS infrastructure, such as the Margate Media Centre, and umbrella organisations, such as Thanet Community Development Trust.

7.18. The community stakeholders interviewed consider that local services do not respond adequately to their needs, and say there is a high tolerance for problems like anti-social behaviour and litter, which therefore go unreported. They do not appear to have been engaged in discussions to date around some of the key site developments or understand the purpose of regeneration projects and programmes.

7.19. However, the **community development initiatives** funded through SSCF have been seen as extremely positive and there are significant opportunities to link the planned developments to local communities and stimulate engagement.

7.20. Thanet District Council implemented a Neighbourhood Renewal Programme based around the three core elements of the Pathfinder management model of best practice. Firstly, neighbourhood management is being undertaken in the Renewal Area by a dedicated team. Secondly, 10 Neighbourhood Wardens have been hired, and are being mainstream-funded to operate across the district. Thirdly, community participation has been promoted, with resident feedback passing through street schemes and in a variety of public fora.

7.21. Figures from 2005/06 suggest that this combination has had some positive impacts - **crime has been reduced** in Margate Central (-1%) and Cliftonville West (-11%)⁵⁶. Breakdowns of the figures show a modest reduction in drug offences in both wards in this period, which was almost certainly linked to Operation Pirate – a crackdown on Thanet's drug supply network, which resulted in a total of 14 people from Kent being taken to court

SAFER AND STRONGER COMMUNITIES PROGRAMME (SSCF)

In April 2006, £3.7m of funds were allocated from the SSCF for a four –year programme. The overall aim of the SSCF funding is to improve the quality of life for people living in Cliftonville West and Margate Central realised through a multi-agency approach and working through VCS organisations. The programme has five themes, each funding a range of initiatives in the wards:

Empowerment of residents has been facilitated by five Street Schemes which are now operating across both wards, and their activities are supported largely through SSCF-funded Neighbourhood Champions.

Improved liveability for the community has been supported through funding for family activities at Thanet college, a free cricket club in the summer, and regular youth events run by 'Hang 10' in Dane Park.

Better public services and the cleaner, safer, greener themes are dealt with largely by the Renewal Area team through work such as Operation Clean Sweep.

Improved connections have been achieved through supporting the provision of community transport in Cliftonville West and Margate Central, including funds for two minibuses for the Thanet Community Transport Association.

Cleaner, safer, greener outcomes have also resulted from grants provided to home owners in the Renewal Area, and the SSCF-funded hanging baskets on Northdown Road.

7.22. However, **levels of recorded crime in 2005/06 remain significantly higher** than any other ward in Thanet, the vast majority saw between 200 and 700 offences in that period, whilst Margate Central and Cliftonville West experienced 2,105 and 1,664 offences respectively.

7.23. Criminal damage offences went up in both wards in the same period. The number of shop-lifting incidents increased in Margate Central by almost as much as the number by which it reduced in Cliftonville West. Similarly, whilst violence against the person went down in Cliftonville West, it increased modestly in Margate Central, where levels of such offences were already much higher.

Drivers of Change

7.24. There is a clear body of evidence to support a direct correlation between deprivation and crime. Therefore, a key driver of the level of crime experienced in both Margate Central and Cliftonville West is the high level of deprivation and worklessness evident in the two wards.

7.25. Evidence from the Thanet Inquiry has also highlighted the negative effect that the high number of vulnerable individuals, particularly looked-after children and young offenders, placed into the areas has had on community cohesion.

7.26. A further driver of the lack of community cohesion in the two wards is the highly transient population. The area has high levels of economic migrants, and anecdotal evidence suggests that there is a lack of integration with the local population.

Summary of Interventions and Gaps

7.27. The two wards are a priority for the CDRP and many local interventions are targeted on them. However, police enforcement is not designed to address the underlying issues related to transience and the high level of social need. The level of transience also means it is much more difficult to strengthen community relations and invest in "normalisation" e.g. neighbourhood meetings after hard-edged interventions.

7.28. Different ethnic communities are concentrated in certain groups of streets in Cliftonville West, and local people think in terms of Czech Streets, Slovak Streets etc. Newer migrant communities struggle to access local services, which can exacerbate local problems. For example, young children are not often unregistered, making it difficult for health visitors to track their cases.

7.29. Perceived high levels of drug use, anti-social behaviour (particularly knife carrying and drinking in public) and low level crime such as shop-lifting is a common complaint for local people and some frontline public officials and can fuel tensions.

7.30. There is a street level presence in the two wards – made up of PCSOs and community wardens – but this is not sufficient to maintain a consistent presence and good community relations in an area with such a high level of transience. The Police and the SSCF team are already in negotiations about the potential for converting the wardens into PCSOs.

7.31. The clean sweep approach of co-ordinated agency action on a target area was seen to be successful and built trust in local services, and should be repeated, but with exploration of how far advice and guidance could be included in the services involved.

7.32. There is a concern that at a time of increased inter-agency interest about the social problems in these two wards, SSCF funding is being phased out. Continuity in funding will be an important element in maintaining the engagement of local communities.

50 Audit Commission Quality of Life Indicators

51 Kent Police Business Information Unit

52 www.kent-police.uk

53 Further work has been done to break-up organised drugs networks in 2007, though the focus of this work was in other areas of Kent and Medway.

54 www.kent-police.uk/About%20Kent%20Police/pdf%20documents/Policing%20Kent%20KPA.pdf

55 Safer-Stronger Communities Fund: Mapping of Service Provision & Community Engagement in Cliftonville West & Margate Central Wards, March 2007, Sustainability Actions.

56 Source: Kent Police Business Information Unit, Recorded Crime April 2005 – March 2006.



8 A SEVEN-POINT PLAN FOR MARGATE RENEWAL

The previous five sections have provided an analysis of the local economy, housing market, demographics, deprivation and crime experienced in the two wards. This provides the basis for a narrative, summarised below, to describe the drivers of decline that have resulted in the circumstances local partners now face. The required areas for intervention are then considered, along with the need to develop a holistic approach to the renewal of the area, and the headlines for the seven-point plan for Margate's renewal are identified.

Conclusion - Drivers of Decline

- 8.1. A combination of factors operating in Margate have resulted in declining living standards and life chances for many of the residents of Cliftonville West and Margate Central wards. The principal drivers have been the decline of the domestic tourism industry and the in-migration of homeless and vulnerable individuals. The way the drivers have worked is summarised below.
- 8.2. The decline of the tourist trade resulted in an **over-supply of hotel rooms and bed-and breakfast-accommodation**, which was increasingly taken over for use by benefit claimants attracted to cheap accommodation by the seaside. House prices have lagged behind other parts of the south east region because of the weakness of the local economy. However, there has been a high level of demand for rented accommodation, which has encouraged the conversion of houses to flats, and use of bed-and-breakfasts as shared rented accommodation. The stock is particularly suited to use as rented shared accommodation or conversion to flats for rent, because of the abundance of large Victorian family houses in Cliftonville West.
- 8.3. The availability of cheap accommodation for rent in a pleasant environment has also led to the **placement of vulnerable adults and children in the area**, and the referral of **homeless families** to bed and breakfast accommodation in the area by authorities and agencies from London and elsewhere. All these groups have a high level of need, and tend to be workless and dependent on benefits. The continuing demand for rented accommodation from these groups and from overseas migrants, has supported the continuation of purchase and conversion of houses into flats for rent, and increased the imbalance in the housing market.
- 8.4. The community contains many groups of migrants, benefit dependents, and people with **high levels of need** for intervention from health and social services. A highly complex set of needs has been identified in this report, and it is highly likely that many individuals suffer multiple disadvantages that impact not only on their ability to access work, but

- on their families and the community as a whole, such as people out of work due to alcohol abuse, or young people in the NEET (not in education or employment or training) category. This has also resulted in higher than average levels of crime, a perception that public services do not serve the area well and concerns around community cohesion.
- 8.5. High levels of **migration and transience** increase the strain on public services, particularly when the individuals concerned have high levels of need. Vulnerable people moving into the area increase the proportion of residents needing support, and to provide effective support there needs to be close liaison across services.
- 8.6. This set of circumstances is likely to have resulted in a more severe set of problems in Margate than elsewhere due to its previous success as a seaside resort, and the particular historical trajectory. However, there are a number of lessons that can be learned, which are applicable to other coastal towns.
- 8.7. The Communities and Local Government Select Committee report into coastal towns identified by many such towns. These include physical isolation, outward migration of young people, poor quality housing and the nature of the coastal economy. However, it was pointed out that these characteristics are not unique to coastal towns.
- 8.8. This report highlighted the way in which the drivers which we describe in Margate **interact with and reinforce one another**. The relationship between the drivers has left the town experiencing a **cycle of decline**.
- 8.9. In order to break this cycle, there needs to be simultaneous action on a number of fronts. The physical regeneration being pursued by the Margate Renewal Partnership needs to be supported by economic development and diversification. Interventions in the housing market are needed to start to reverse the growth of the private rented sector until the market recovers. Agencies need to work together to provide far more effective outreach and support to residents and vulnerable groups with complex needs in particular.

- 8.10. The conclusions from the preceding chapters of the report have been brought together in the paragraphs below, and were used as the basis for discussion at a series of stakeholder meetings to develop the Seven-Point Plan for Margate Renewal.

The Scale of the Challenge

- 8.11. Margate Central and Cliftonville West contain fewer than 12,000 people. But the structural problems within the housing and labour markets are significant. The entrenched nature of social exclusion combined with the complex nature of the multiple deprivation experienced by highly vulnerable individuals in the wards create a real challenge for local, regional and national agencies.
- 8.12. For regeneration to be successful, the social and economic problems in the area need to be tackled at the same time as the physical regeneration projects are implemented. A concerted multi-agency approach, supported across government, is needed to narrow the gap between the deprivation in these two wards and the rest of Kent. In addition to putting in place programmes to tackle the issues, care needs to be taken to ensure that the response matches the scale of the challenge.
- 8.13. For example, there are approximately **2,500 benefit claimants** in the two wards. Half of these claimants would need to be in work and not claiming in order to bring the figures down to the average for Thanet. There are **100 16 to 18-year old NEETs** in the 2 wards and two thirds of these would need to be in employment, education or training in order to bring the number down to the average for Thanet.
- 8.14. There are some 5170 dwellings in the two wards. Approx **2070 of these (40%) are private rented dwellings**. If the proportion was that of the average for Thanet (16%) there would be only 830. This means to move to the average level for Thanet, some 1,240 properties would need to be moved from the private rented sector to social rented, or privately owned.
- 8.15. There are significantly more unemployed, sick and vulnerable children and adults in these two wards than elsewhere in Thanet, Kent or the country as a whole. In 2005 Cliftonville West had over **7 times the proportion of looked after children** than the Kent average (90 children). **Ex-offenders and asylum seekers** are placed in the area, there has been a long history of referral of **homeless households** into the wards, and the number of overseas migrants more than doubled in the last 4 years. There is also a higher proportion of older people than in Thanet as a whole. The population experience levels of **deprivation** well above



the regional average, there are concerns about community cohesion in the area, and perceived high levels of drug use, anti-social behaviour and crime.

8.16. The Partnership has commissioned this work at a highly opportune time in relation to key government policy developments including the Mixed Communities Initiative, the National Regeneration Framework, and the recent response to the challenges of migration and community cohesion. It is also a time of significant change in structures and responsibilities of RDAs and local authorities, and the formation of the Homes and Communities Agency. These developments should be used to develop new ways of responding to the challenges raised here.

8.17. None of the issues faced by the residents of these two wards makes Margate unique. However, the concentration of social exclusion means that those challenges to service development likely to be faced by many local authorities in the longer term, in particular the need to provide a more holistic approach to supporting people, are felt in Margate and Kent now.

8.18. Local public services have observed the growth of exclusion and poverty in the two wards - but have not been able to stop it. They do not have the

capacity to deliver the interventions that will address the highly complex needs of excluded households. The task of regenerating Margate is a true test of the "place-shaping" agenda, requiring public services from national to neighbourhood level to work in new, more effective ways.

8.19. The **benefits** of the partnership rising to the challenge are wider than Margate, as many of the priority issues facing the county and identified in the LAA for example in relation to empty homes, educational achievement of looked after children, tackling the level of NEETs and incapacity claimants, could be impacted on significantly through concentrating on improving services in these two wards.

8.20. The **consequences** of the public agencies represented on this partnership including government failing to take up the immediacy of this challenge are potentially explosive, and the most immediate relate in particular to the increasing fragmentation of the community. The mix of looked after children, ex-offenders, and drug and alcohol users living in close proximity, with inadequate support demands urgent and concerted attention, and is also likely to mean that any attempts to regenerate the local economy through physical projects are unlikely to succeed.

Areas for Intervention Economy

8.21. The improvements to the urban fabric and regeneration of key sites are fundamentally important to the future of the town. They are designed to boost the local economy by redeveloping the visitor offer of the town, and extending the range and type of visitors, as well as encouraging the development of a cultural and creative sector. The regeneration is being taken forward through an effective partnership of all the key agencies, and when completed will help to transform the physical fabric of Margate.

8.22. Diversification of the economy and support for the growth of other sectors outside hotels and restaurants and the public sector is designed to benefit Thanet as a whole. This work will not in itself impact on the local economy in Margate, and still leaves it vulnerable due to its over-dependence on two sectors.

8.23. Consequently, we consider that Thanet District Council and the Margate Renewal Partnership should ensure they have an oversight of the development and delivery of a range of economic development programmes to support the local Margate economy. Initiatives such as the **Destination Strategy and cultural strategy** are already under way but will need action plans and resources for implementation. This would include bidding for appropriate funds, and capacity in this area is currently limited.

Housing Market and Conditions

8.24. Thanet District Council has identified the need to rebalance the housing market in its corporate priorities. The Council has recently developed a comprehensive range of strategies to improve the management of HMOs and rented accommodation, bring empty properties back to the market, and improve housing conditions. These take advantage of the available powers under the Housing Act 2004, and incorporate some imaginative approaches, such as using S106 from developments to purchase properties for RSL management.

8.25. However, the programmes are small scale and cannot, at the rate of current activity, make an impact on the structure of the housing market. **Significantly more resources need to be identified for rebalancing the housing market in order to have an impact on the area and reverse the current trends.** This should include: adopting a more aggressive approach to improving management by landlords; licensing HMOs and taking enforcement action; and identifying clearance areas if and where possible in order to remodel housing to make it appropriate for families.

8.26. Work to improve the condition of HMOs has made an impact on some of the key larger old hotels in particular, and work with landlords and enforcement action is continuing. However, mandatory licensing does not provide sufficient power to intervene, and it is necessary to extend this to a selective or **additional licensing scheme** in order to tackle a larger proportion of the property in this category.

8.27. Similarly the work on improving the condition of the housing stock has made an impact on a number of homes in the wards, but the scale of non-decency is significant, at 57% of the stock, and the work needs to be increased significantly in scale. An estimated **350 properties in the wards remain empty and again this requires an increase in the rate of activity.**

Demographics and Migration

8.28. Work should be continued to reduce, to a level appropriate to the size of the area and the capacity of local services, the **flow of homeless families and vulnerable people** moving or being placed into the wards from elsewhere within Kent and from a wider area. This must take place with the full support of GoSE and CLG.

8.29. For those people who are placed, partners should develop an inter-agency monitoring and review mechanism to ensure that vulnerable people placed into the area are in receipt of appropriate support services and are not put at unnecessary additional risk.

8.30. Partners should also review the provision of **services for economic migrants** to ensure that they are adequate, particularly in relation to information, advice and guidance on housing, work and language training. Partners should also increase language and foundation skills training provision for local residents and new migrants, and provide more effective outreach and engagement programmes.

Worklessness, Health and Deprivation

8.31. The level of worklessness in Margate Central and Cliftonville West remains a serious issue. Partners have identified that provision for adult skills development is generally quite fragmented and the extent of cross-agency work to develop learning progression pathways for priority groups is patchy.

8.32. The extensive and entrenched nature of worklessness in these wards requires an altogether more targeted and co-ordinated approach. While a number of important national and regional initiatives are being delivered, co-ordinated, strategic and tailored programmes to deal with the particular mix of needs of the workless population are badly needed. This



should be in the context of a better co-ordinated strategic approach to skills development, employer engagement and work placements.

8.33. The population in the wards suffers from a complex set of inter-related health problems, many of which relate to unhealthy lifestyles and the poor state of housing. However, in order to deal in a more effective way with the multiple barriers faced by people in these wards, more co-ordinated local activity and outreach services should be considered by all delivery partners.

Community Cohesion and Crime

8.34. The two wards are a priority for the Thanet Crime and Disorder Reduction Partnership, but there are concerns about community cohesion and newer migrant communities struggle to access local services. Perceived high levels of drug use, anti-social behaviour (particularly knife carrying and smoking in public) and low-level crime such as shop-lifting is a common complaint for local people and some frontline public officials, and can fuel tensions.

8.35. There is a concern that SSCF funding is being phased out at a time of increased inter-agency attention on the social problems in the two wards. It is recommended that a mechanism be found to continue these projects into the medium term, particularly those initiatives that have been strongly welcomed by local people such as the community wardens and environmental improvements.

8.36. The clean sweep approach of co-ordinated agency action on a target area was seen to be successful, and helped to build trust in local services. It should be repeated, but engaging other services to maximise the advice and support provided to individuals contacted through the sweeps.

Developing a holistic renewal plan

8.37. These conclusions were considered at a series of stakeholder workshops. The workshops were designed to bring together the agencies engaged in delivering the services under three broad headings of:

- The economy and worklessness;
- Housing market and migration;
- Personalisation and localisation of service delivery.

8.38. These workshops identified a broad consensus in relation to the problems in the wards and the

7 POINT PLAN FOR MARGATE

1. Regenerate the centre of Margate and improve the public realm
2. Diversify the local economy and create jobs
3. Rebalance the housing market and improve housing management and condition
4. Develop an integrated approach to worklessness and skills, and provide additional support for vulnerable groups
5. Reduce the flow of vulnerable people moving or being placed into the wards and provide good support for arrivals
6. Provide co-ordinated and personalised support to residents
7. Engage local residents in the renewal programme and support community development

types of interventions required, and were used to develop a Seven-Point Plan for Margate Renewal. The objectives of the plan are listed below, and the plan itself, together with suggested targets and next steps, is set out in Appendix A. Workshop participants are listed in Appendix B.



9 NEXT STEPS AND IMPLICATIONS FOR GOVERNMENT

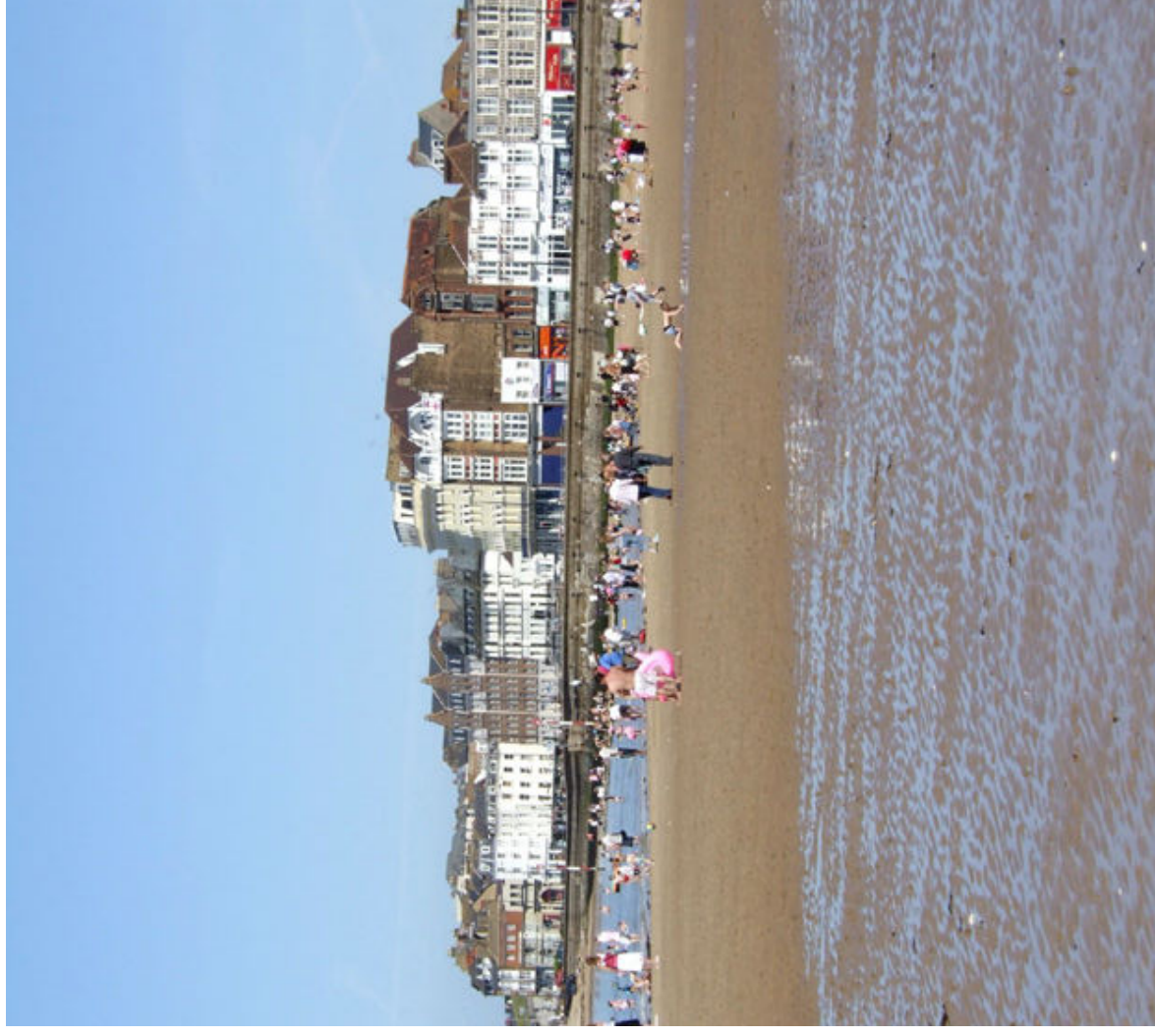
To facilitate the development and implementation of the plan, set out below are a number of suggested next steps for the partnership. There are also a number of questions for government departments in relation to policy towards coastal towns and mixed communities.

Next steps for the Margate Renewal Partnership

- 9.1. The partnership endorse the Seven-Point Plan for Margate Renewal;
- 9.2. The partnership asks the Chief Executives of Thanet and Kent to agree bilateral responsibility for putting in place arrangements for implementation of each of the seven action points;
- 9.3. Margate Renewal Partnership agree arrangements to secure the commitment of senior and mid-level staff in partner agencies to developing and implementing the plan, including further internal agency workshops (e.g. within Kent County Council and SEEDA);
- 9.4. Partners use this report as the business case for seeking and agreeing the necessary additional funding to deliver the plan;
- 9.5. Margate Renewal Partnership review its structure and functions in order to enable the delivery of the plan;
- 9.6. Margate Renewal Partnership agree a process for developing a series of neighbourhood-level LAA targets based on those in the action plan to identify with the East Kent LSP to mirror those targets in Kent Agreement 2;
- 9.7. Thanet District Council seeks the support of local Councillors and communities in the two wards for the seven-point plan, as the first stage of the proposed communication strategy;
- 9.8. The results of the Thanet Inquiry should be shared as a priority with Margate Renewal Partnership in order to inform the development of detailed activities to take forward the plan; and,
- 9.9. CLG is recommended to consider the implications for national policy arising from the discussions between partners and the formulation of the action plan. This should include the complex relationship between regeneration programmes and mainstream service delivery and organisation.

Policy Implications

- 9.10. This report will be considered by CLG and other government departments through the cross-departmental working group. A number of issues have been suggested below for government to consider. The responses to these questions might inform a response to the problems faced by coastal towns, and support for partners to deal with the specific issues facing Margate.
 - Does the response proposed to the imbalance in the housing market in the 7-point plan provide a useful model for other areas, and can it be taken forward through the Mixed Communities Initiative?
 - The plan proposes physical and economic regeneration with social interventions on a number of fronts simultaneously. How can government departments including DCFS, DoH and DWP, support this approach?
 - Tackling the issues in these two Margate wards would have a positive impact on the achievement of LAA targets for the county as a whole, but this is not recognised explicitly in the document or structural arrangements. How can LAA targets for small area renewal be reconciled with county-level targets?
 - With reference to the issues raised in Section 5:
 - What further interventions are required through DCFS as well as local and regional agencies, to ensure that the placement and referral of vulnerable children and adults does not lead to concentrations of need in areas like Margate?
 - Should the formulae for local authority grants be adjusted for areas facing significant population growth and high levels of transience as a result of the movement of individuals with high levels of support needs? And,
 - Is it possible to devise a mechanism for "surcharging" local authorities for the additional costs of providing support to vulnerable households placed by them in other locations?



APPENDICES

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APPENDIX A: SEVEN-POINT PLAN FOR MARGATE RENEWAL

1. Regenerate the centre of Margate and improve the public realm

Target: To achieve the vision for Margate to be a thriving and well-connected modern coastal town.
Action 1: Vigorously support the Margate Renewal Partnership in co-ordinating the regeneration of key sites in Margate town centre.

Time Frame	Estimated funding requirements and possible sources ⁵⁷	Lead	Next Steps
2006-2010	£36.6m (Funding has been identified by Margate Renewal Partnership partners, with core funding from SEEDA for 2008/9 only).	Margate Renewal Partnership plus SEEDA for core funding	Continue to support and help embed the Turner Contemporary and the creative quarter. Target the western edge development sites – Dreamland, Arlington and Marine Terrace. Implement the public realm programme. Develop and implement the traffic movement and access plan.

2. Diversify the economy and create jobs

Target: To strengthen and diversify the economy and increase local jobs in the visitor economy and creative industries.
Action 2: The Margate Renewal Partnership should be resourced to implement economic development programmes for the benefit of the town, and in particular the visitor economy framework and cultural industries programme.

Time Frame	Estimated funding requirements and possible sources	Lead	Next Steps
2008-2011	ACE priority places plan DCMS Sea Change Programme SEEDA	Margate Renewal Partnership and Tom Fleming Thanet District Council / Margate Renewal Partnership	Complete Culture Visioning process and implement project plan Implement the visitor economy framework in Margate. Bid to the Sea Change programme for funding for a priority project.

Action 3: Thanet District Council and Margate Renewal Partnership to increase their capacity to access economic development and regeneration resources and programmes for the benefit of Margate.

Time Frame	Estimated funding requirements and possible sources	Lead	Next Steps
Summer 2008 2008-2010	(Capacity building and secondments) £275,000 from SSCF, KCC, Thanet District Council	Thanet District Council	Training programme to be developed and costed and a bid submitted to South East RIEP. CASE Kent to work with third sector organisations to build local capacity.

3. Rebalance the housing market and improve housing management and conditions

Target: To intervene in the housing market sufficiently to start to reverse the process of buy/convert and develop to let.
Action 4: Prepare a neighbourhood improvement plan for the wards, including identification of further key sites for redevelopment, areas for intensive housing renewal, and improvement of the public realm.

Time Frame	Estimated funding requirements and possible sources	Lead	Next Steps
Summer 2008	EP £50,000 plus PWC – 5 days through MCI	Thanet District Council / English Partnerships	English Partnerships to work with Thanet District Council to prepare a brief and commission work. All partners pool information on housing – ownership, condition and use, to inform the plan.

Action 5: Improve housing quality and management, and kick-start the development of private ownership by developing 200 homes through RSLs, and gradually introducing small levels of equity for tenants. Encourage responsible landlords and RSLs to acquire and let property.

Time Frame	Estimated funding requirements and possible sources	Lead	Next Steps
2008-2013	£15m initial estimate CLG (MCI), S106, RHB, HCA	Thanet District Council / new partnership	Develop a business plan with RSL partner(s) to include identification of potential properties for purchase, appropriate dwelling size mix, and level of equity for shared ownership schemes.

Action 6: Double the resources available for housing renewal and implement a more aggressive approach to improving management by landlords, licensing HMOs and taking enforcement action, and dealing with empty properties. Explore initiatives to increase control over management of properties e.g. through letting property via an agency.

Time Frame	Estimated funding requirements and possible sources	Lead	Next Steps
2008 - 2013	£200,000 pa Performance reward grant – Kent Agreement Capital funding for empty property work.	Thanet District Council / East Kent LSP	Identify funding – CLG(MCI), S106/ THANET DISTRICT COUNCIL/GoSE/RHB Recruit 5 additional staff for housing renewal. Secure agreement from East Kent LSP for Kent Agreement 1 resources.

4. Develop an integrated approach to worklessness and skills, and provide additional support for vulnerable groups

Target: To bring the proportion of benefit claimants in the two wards to the Thanet level within 5 years.

Action 7: Partners should develop integrated skills and employment pathways as part of the approach to the Working Neighbourhoods Fund. This should incorporate a targeted approach to the particular needs of Margate's deprived residents.

Time Frame	Estimated funding requirements and possible sources	Lead	Next Steps
2008-2011	WNF - £4.06m SEEDA/KCC JCP employer programme	JCP / Thanet District Council	Use the WNF partner meetings to plan more integrated provision, and identify resources for support in particular to IB claimants, lone parents and migrants (as well as JSA claimants) and link back to specific local ward targets for Cliftonville West and Margate Central. Engage Margate Renewal Partnership partners and other key public sector employers in local recruitment and training programmes under the new JCP employer programme.

Action 8: Local specialist client support agencies should be funded to include employment and skills related support and

Time Frame	Estimated funding requirements and possible sources	Lead	Next Steps
2008-2013	£140,000 pa	Kent County Council / SEEDA	To identify funding for 4 new workers, and consider locating them in local centres such as St Paul's Community centre and Salvation Army drop-in centre. Local agencies to be invited to apply to manage the staff.

income maximisation advice and assistance.

Action 9: ESOL and foundation level training should be increased and provided within the two wards or within easy reach of residents.

Time Frame	Estimated funding requirements and possible sources	Lead	Next Steps
2008-2013	TBC	College / LSC	Identify funding Run courses, with referrals and links from and into other local agencies.

5. Reduce the flow of vulnerable people moving or being placed into the wards and provide good support for arrivals

Target: To reduce the placement of homeless and vulnerable people within the wards to the Kent level, and improve health, education and employment outcomes for those who are placed in Margate.

Action 10: To identify those local authorities placing homeless families in the district and work with them to provide appropriate support services.

Time Frame	Estimated funding requirements and possible sources	Lead	Next Steps
April/May 2008	N/A	Thanet District Council	Write out to London authorities and other referral agencies requesting information about recent placements under Freedom of Information Act.
Summer 2008	N/A	GoSE	Work with CLG to examine mechanisms for charging local authorities for the cost of support services for people placed.

Action 11: To implement the recommendations of the Thanet Inquiry into the placement of vulnerable people and children into the district in relation to care plans and funding.

Time Frame	Estimated funding requirements and possible sources	Lead	Next Steps
2008-2009	TBC	Kent County Council / Kent and Medway Adult Protection Committee	Formal tracking of adults and children placed in the area, leading to more effective interventions to meet their needs.
2008-2009	N/A	Kent County Council	Establish arrangements for care placement plans to be produced with Kent County Council and local partners for vulnerable children and adults placed in the area.

6. Provide co-ordinated and personalised support to residents

Targets:

- To reduce the number of Kent's looked after children in Thanet to the average per '000 population for the county within 5 years; and,
- To reduce the numbers of people claiming IB in the two wards to the Thanet average within 5 years.

Action 12: Improve co-ordination of support for vulnerable families and individuals in the two wards.

Time Frame	Estimated funding requirements and possible sources	Lead	Next Steps
2008-2013	Targeted mainstream funding	Expanded Margate Renewal Partnership Group	Map service provision, share information and co-ordinate responses and allocate lead officer where appropriate.
2008-2013	Pensions Service	Expanded Margate Renewal Partnership Group	Identify a mechanism through local access points for referrals to the income maximisation support provided by the Pensions Service.

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Action 13: Operate more intensive and assertive outreach to identify and support vulnerable families and individuals in the two wards.

Time Frame	Estimated funding requirements and possible sources	Lead	Next Steps
2008-2013	TBC	Expanded Margate Renewal Partnership Group	Expand outreach services, targeting IB claimants, families identified through Children's Centres and extended schools partnerships, and individuals identified through services provided in the Gateway.
2008-2013	N/A	Expanded Margate Renewal Partnership Group	Identify new local access points for services to vulnerable people, such as the St Paul's Community Centre, and GP surgeries, as well as the Gateway.

7. Engage local residents in the renewal programme and support community development

Action 14: Develop an engagement and communication strategy in relation to regeneration and renewal programmes, and ensure that key regeneration projects engage local people.

Time Frame	Estimated funding requirements and possible sources	Lead	Next Steps
Summer 2008	TBC	Margate Renewal Partnership	Margate Renewal Partnership to prepare, agree and implement a communications strategy in relation to key projects and the programme as a whole.

Action 15: Ensure that developers and end-users of key sites recruit and train local people both in the construction phase and following completion.

Time Frame	Estimated funding requirements and possible sources	Lead	Next Steps
2008-2013	SSCF Community Cohesion Fund S106 Working Neighbourhoods Fund	SSCF Board / GoSE	Identify mechanisms to continue key SSCF initiatives, and additional funding where they cannot be mainstreamed. Develop the programme for clean sweeps in the wards.

Action 16: Ensure continuity of neighbourhood initiatives such as clean sweep and SSCF programmes in the two wards until the key renewal phase is complete.

Time Frame	Estimated funding requirements and possible sources	Lead	Next Steps
2008-2010 (in line with development programme)	TBC	Margate Renewal Partnership/Thanet District Council	Margate Renewal Partnership to work with Thanet District Council to develop a policy for local employment as part of S106 strategy, including development of a programme, targets and delivery mechanisms.

⁵⁷ Throughout this table some potential suggested funding sources have been suggested where funding has not already been committed. However, no assumptions should be made that funding will be made available from these sources.

APPENDIX B: DELIVERY STRUCTURES

The current structure of Margate Renewal Partnership would not be appropriate for delivering this significantly expanded programme of activity. This section suggests ways to drive the implementation of the Seven-Point Plan for Margate Renewal, including significantly strengthening the capacity of Margate Renewal Partnership in order to:

- Drive a more extensive programme of housing renewal including clearance, more intensive licensing and enforcement of private landlords, public realm improvements and a significant programme of purchase through RSLs and the gradual promotion of home ownership;
 - Extend the current focus of Margate Renewal Partnership from physical regeneration projects to a broader economic development role in order to be able to deliver the recommendations of the cultural strategy and Destination Strategy; and
- Strengthen the delivery and co-ordination of local personalised services which address the needs of the most disadvantaged households.

The relationships between Margate Renewal Partnership and its key partners will need to be negotiated and agreed. We envisage that Thanet District Council will remain the accountable body for Margate Renewal Partnership, but the full range of partners on the East Kent LSP will need to support its work.

Housing Renewal

Significantly more resources need to be identified for rebalancing the housing market in order to have an impact on the areas and reverse current trends. This should include: purchasing property for management through RSLs; adopting a more aggressive approach to improving management by landlords; licensing HMOs and taking enforcement action; and identifying clearance areas if and

where possible in order to remodel housing to make it appropriate for families.

An extended team could be located within Thanet District Council, expanding the existing housing renewal and strategy teams, but it is suggested it would be most effective for this team to report to the partnership directly. In governance terms, it may be necessary to establish a Housing Renewal Sub-Board to ensure the full engagement of RSLs and partner agencies.

Economic Development

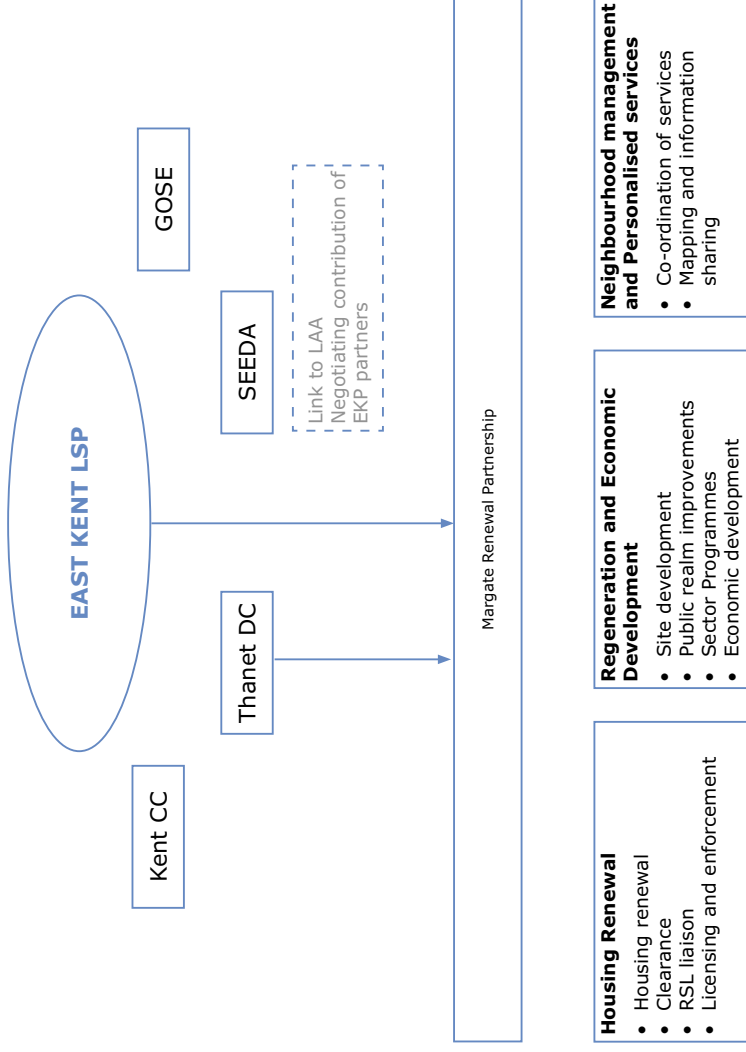
The two areas for action are boosting the capacity of Thanet District Council to bid for funding for a range of projects and programmes, and resourcing a broader programme of local economic development.

We recommend strengthening the Margate Renewal Partnership to extend its current focus from physical regeneration projects to economic development in order to be able to deliver the recommendations of the cultural strategy and Destination Strategy.

Co-ordination and delivery of local personalised services

There are a range of local partner agencies delivering services in relation to worklessness, health and the wide range of other personal and neighbourhood issues affecting residents of the two wards. There is a clear need for a support function/team with a remit to strengthen their delivery and co-ordination.

The diagram below sets out how these functions could be organised. We envisage this structure would require support from three senior staff taking responsibility for managing different sized teams and/or co-ordinating activity in the neighbourhood.



APPENDIX C: STAKEHOLDER CONSULTATIONS AND WORKSHOP PARTICIPANTS

Name	Position	Organisation
Councillor Clive Hart	Cliftonville West	Thanet District Council
Councillor Linda Aldred	Cliftonville West	Thanet District Council
Councillor Doug Clark	Cliftonville West	Thanet District Council
Councillor Iris Johnson	Margate Central	Thanet District Council
Councillor John Watkins	Margate Central	Thanet District Council
Billy Kayada	Coastal Towns	Communities and Local Government
Keith Thorpe	Coastal Towns	Communities and Local Government
Lesley Smith	Research officer	Communities and Local Government
Sally Thomas	Mixed Communities	Communities and Local Government
Sandra Limentani	Director Public Health	East Kent Coastal PCT
Anita Sgudiner	Regeneration Manager	English Partnerships
Betty Ward	Chairperson	Gordon Road Area Street Scheme
Mary Marshall	Team Leader - Housing and Planning	Government Office for the South East
Mo Wallis	Chairperson	Grotto Hill Area Street Scheme
Heather Kemp	Head Teacher	Holy Trinity & St Johns Primary School
Janet		East Kent LSP
Penny Dadds	Manager	Job Centre Plus Margate & Ramsgate
Peter Gilroy	Chief Executive	Kent County Council
David Sutton	Children and Families	Kent County Council
Colin Maclean	Head of Partnerships	Kent County Council
Keith Mackenney	Regeneration & Projects Manager	Kent County Council
Richard Sporry	County Manager, Public Service Agreement	Kent County Council
Viv Foulds	Economic Development Manager	Learning and Skills Council
Pam Pople	Community Development Support Worker/ Coordinator	Cliftonville Partner Ship
Keith Chadband	Chairman	Cliftonville Residents Association
Keith Chadband	Chairperson	Cliftonville Residents Association
Margaret Main	Chairperson	Margate Civic Society
Derek Harding	Programme Director	Margate Renewal Partnership
Dave Kinnear	Coordinator	Margate Town Partnership
Julie Larner	Information Manager	Migrant Helpline
Anne Knight	Senior Area Manager	SEEDA
Geoff Seamark	Chairperson	St Johns Area Action Group
Adrian Whiting	Chairperson	St Johns Area Action Group
Vicky O'Rearden	Team Coordinator	Surestart Margate

Peter West	Chief Superintendent	Thanet and Canterbury Districts BCUS
Keith Morris	Chief Executive	Thanet Community Development Trust
Beth Denning	Neighbourhood Champion	Thanet CDT
Shaun Tillett	Neighbourhood Champion	Thanet CDT
Caroline Brook	Neighbourhood Champion	Thanet CDT
Richard Samuel	Chief Executive	Thanet District Council
John Bunnett	Corporate Director	Thanet District Council
Andrea Bennett	Projects Officer	Thanet District Council
Amber Christou	Strategic Housing Manager	Thanet District Council
Steve Oshea	Home Improvement Manager	Thanet District Council
Kevin Rowe	Housing Improvement Officer	Thanet District Council
Dave Farmer	Renewal Officer	Thanet District Council
Tanya Wenham	Senior Environmental Health Officer	Thanet District Council
David Myers	Community Warden Officer	Thanet District Council
Anthony Sowden	Environmental Health Enforcement Officer	Thanet District Council
Louise Bibby	Economic Development Officer	Thanet District Council
Sam Thomas	Regeneration Manager	Thanet District Council
Jo Wadey	Principal Planner/Planning Applications Manager	Thanet District Council
Carla Wenham-Jones	Renewal Manager / SSCF Manager	Thanet District Council

WORKSHOP ONE - ECONOMY AND WORKLESSNESS

Sue Buss	Principal	Thanet College
Alan Kirkham	Development Co-ordinator	Thanet College
Louise Bibby	Economic Development Officer	Thanet District Council
Jacqui Ward	Working on WNF	KCC
Mark Styles	Economic Development Manager	LSC
Derek Harding	Programme Director	Margate Renewal Partnership
Carla Wenham-Jones	Renewal Manager	Thanet District Council
Penny Dadds	Manager, JCP Margate & Ramsgate	Jobcentre Plus - Employers Account
Paul Kirk	Head of Worklessness and Economic Policy	CLG Cross Government Delivery Unit
Andrew Maginn	Head of Enterprise for Neighbourhoods	CLG Cross Government Delivery Unit
Naeem Chaudhry	Head of Mixed Communities Team	CLG

WORKSHOP TWO - REBALANCING THE HOUSING MARKET, MIGRATION AND PLACEMENTS

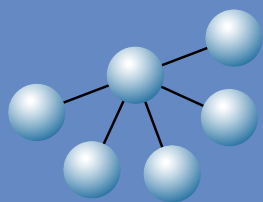
John Bunnett	Corporate Director	Thanet District Council
Brendan Ryan	Head of Community Services	Thanet District Council
Brian White	Head of Development Services	Thanet District Council
Carla Wenham-Jones	Housing Renewal Manager	Thanet District Council
Tim Warren	New Business Manager	Town and Country Housing Group
Amber Christou	Strategic Housing Manager	Thanet District Council
Mary Marshall	Housing Team	GOSE
Karen Graham	Head of Children's Services for EK	KCC
Derek Hall	Adult Services Directorate	KCC
Mike Dorman	Head of the Business Performance and Management Unit	KCC Social Services
John Barnes	Partnership Manager	Adult Social Services East Kent
Nedine Watson Cutts	Local Area Officer (Cluster 1)	Kent County Council
Derek Harding	Programme Director	Margate Renewal Partnership
Sally Thomas	Mixed Communities	CLG

WORKSHOP THREE - CO-ORDINATION AND PERSONALISATION OF SERVICES

Caroline Davis	Head of Strategic Partnership	Eastern & Coastal Kent PCT
Linda Aldred	Specialist Practitioner - Community Development, Health Promotion Service	East Kent PCT
Judith Cooper	Regeneration & Inclusion Senior Officer, Community Empowerment Team	Government Office South East
John Molloy	Chief Superintendent	Kent Police
Nedine Watson Cutts	Local Area Officer (Cluster 1)	Kent County Council
Greta Gregory	Adult Social Services	Kent County Council
Mike Power	Adult Social Services	Kent County Council
John Barnes	Partnership Manager, Adult Social Services	Kent County Council
Claire Sexton	Children Centre Manager - Cliftonville	Kent County Council
Richard Spoerry	County Manager, Public Service Agreement	Kent County Council
Carla Wenham-Jones	Housing Renewal Manager	Thanet District Council
Andy Hedley-Smith	Chief Inspector	Kent Police
Anna Nerva	District Manager, Children's Services	Kent County Council

APPENDIX D: BIBLIOGRAPHY

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REPORT

By: Caroline Highwood – Director of Strategic
Business Support

To: Supporting People in Kent Commissioning Body

2 July 2009

Subject: Draft Commissioning Framework

Classification: Unrestricted

For Decision

Summary: This report sets out a proposed growth bid process which will enable the Commissioning Body to make decisions about future commissioning of Supporting People services.

1.0 Introduction

1.1 The Commissioning Body asked the Supporting People Programme to review the approach to commissioning new Supporting People services. This was because it was felt that there needed to be a transparent decision making process, which enabled various priorities and needs to be assessed.

1.2 A 'Draft Commissioning Framework' has been attached at Appendix 1. The Supporting People approach to commissioning services is informed by the overarching aims and principles of Kent County Council's 'Commissioning for Performance' (2007). The County Council also has a role as the administering authority/contracting authority in ensuring that it adheres to its Constitution and Standing Orders. This requires officers to follow appropriate policies and procedures in commissioning and purchasing services.

1.3 The attached paper forms part of the Commissioning and Procurement Strategy to be delivered as a specific action within the development of the Five-Year Supporting People Strategy 2010-15.

2.0 Definition of commissioning

2.1 The Audit Commission defines commissioning as *“the process of specifying, securing and monitoring services to meet people’s needs at a strategic level. This applies to all services, whether they are provided by the local authority, NHS, other public agencies, or by the private and voluntary sectors.”*

2.2 Commissioning of ongoing services is cyclical in nature and involves key processes that are guided by a shared vision and incorporate understanding needs and system capacity and monitoring and reviewing services.

2.3 Supporting People services need to be strategically commissioned by examining housing related support needs of Kent, evaluating these against supply, and within the context of a specific budget.

3.0 Current Practice and Procedure

3.1 Supporting People services will continue to be procured following strategic reviews that contain the elements described above. However, the Supporting People Programme has also received requests for funding outside of this process and from a variety of organisations. These growth bids have been dealt with on a more ad hoc basis.

3.2 This has resulted in the process becoming less transparent. The Supporting People Team has consulted with representatives of Local Housing Authorities. The draft paper attached at Appendix 1 represents the majority views on how future commissioning processes should be conducted. A summary of the outcome of consultation meetings is attached at Appendix 2.

4.0 The Proposed Commissioning Process

4.1 The Kent Supporting People programme will employ two commissioning approaches that are firmly rooted in evidenced housing-related support needs and the maximisation of value for money from support services and managing the Supporting People Programme within budget limits.

4.2 Strategic reviews

Services will normally continue to be procured following strategic reviews that are planned within the Kent Supporting People Five-Year Strategy. Such an

approach builds on and helps to implement the Five-Year strategy through:

- Developing and confirming strategic priorities
- Making decisions on how best these can be met for each client group
- Undertaking further needs analysis
- Identifying gaps in provision
- Challenging the existing configuration in services
- Working with stakeholders to ensure the right balance of services
- Involving service users in setting the direction of the programme
- Coordinating services

4.3 Annual commissioning process

This approach will provide an opportunity for commissioners to react more quickly to a local need that meets the strategic objectives and priorities of the Kent Supporting People Programme.

The use of this process will be determined by the budget. At the beginning of the financial year, the Supporting People Team will indicate in the Annual Plan whether any money is available for additional spending.

To make the process fair and transparent, all bids should be submitted at the same time rather than the Supporting People Programme dealing with them as they emerge. Proposals for service developments should only be made by members of the Commissioning Body.

The Supporting People Programme will evaluate proposals in writing and will submit the papers for consideration to the Commissioning Body which will make the decisions.

The unsuccessful bids will be discarded and new bids will be invited at the beginning of the next financial year.

The attached document includes a template for applications for funding and a procedure for evaluating new proposals.

5.0 Risks

There are a number of risks associated with this approach and the process may not meet all needs in the future. It is proposed that its operation will be kept under review.

6.0 Equality Impact Assessment

An initial screening of the commissioning framework indicates that equality impact is low.

7.0 Financial Impact Assessment

There is no anticipated financial impact of implementing the commissioning framework.

8.0 Conclusion

8.1 The proposed commissioning framework demonstrates good practice in following the overarching aims and principles of Kent County Council's 'Commissioning for Performance' (2007) and is informed by the Council's Standing Orders for commissioning and purchasing services.

8.2 The proposed processes are transparent and give all commissioners a chance to submit proposals for new services when the budget position allows. Commissioning is very much guided by the principles of evidenced housing-related support need and maximising value for money from support services.

8.3 The first approach continues with the current practice of procuring services following strategic reviews of services. The second approach depends on monies being available for new services. This will be identified in the Annual Plan and will trigger an invitation for growth bids to the commissioning partners.

8.4 Whatever we determine we will have to re-review the process following the strategic review of investment, and the first annual bidding process to ensure that it is working effectively, efficiently, and transparently.

8.5 The Core Strategy Development Group endorsed the proposed methods of making growth bids and clarified the respective roles of Core Strategy Development group and Commissioning Body: the Core Strategy Development Group is also attended by providers for who discussion of growth bids would represent a conflict of interest. However, the Core Strategy Development Group will play a crucial role in identifying gaps in services and ratifying the needs analysis. In effect, this scopes bids. The bids converting identified need into proposed services will go straight to the Commissioning Body.

9.0 Recommendation

The Commissioning Body is asked to;

- (i) Agree the proposed methods of dealing with commissioning new services
as set out in paragraph 4 of this report

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Background Information:

Commissioning Body, 10 September 2007, Item 8, Commissioning Framework

Kent County Council, Commissioning for Performance, 2007

Appendix 1: Draft Commissioning Framework and Process

Appendix 2: Summary of outcome of consultation meetings with district/boroughs

Appendix 1: Draft Commissioning Framework and Process

SUPPORTING PEOPLE

IN KENT

DRAFT COMMISSIONING

FRAMEWORK AND

PROCESS

June 2009

INTRODUCTION

This document outlines the commissioning framework and the process for commissioning new Supporting People services and as such forms part of the strategic commissioning and procurement framework to be delivered as an action under developing the Five Year Supporting People Strategy 2010-15.

Supporting People in Kent follows the over-arching aims and principles set out in Kent County Council's 'Commissioning for Performance' handbook. The key objectives of commissioning Supporting People services are to:

- **Commission services based upon evidenced housing-related support needs and meeting the strategic objectives of the Supporting People partnership**
- **Maximise value for money from housing related support services and managing the Supporting People Programme within budget limits. Best value is defined as “the optimum combination of whole life costs and benefits to meet the customer’s requirement”.**

1.0 COMMISSIONING

1.1 The Audit Commission defines commissioning as “the process of specifying, securing and monitoring services to meet people’s needs at a strategic level. This applies to all services, whether they are provided by the local authority, NHS, other public agencies, or by the private and voluntary sectors.”

1.2 This definition distinguishes between strategic commissioning and simply contracting for individual services and defines it as a series of whole systems processes that are guided by a shared vision and incorporate understanding needs and system capacity and monitoring and reviewing services.

1.3 Strategic commissioning, then;

- Sets the broad direction against a shared vision which is backed up by agreed patterns for investment
- Involves more than services provided by one organisation
- Involves considering population needs; understanding the elements that might be in a whole system
- Understanding capacity and considering optimum ways to meet needs
- Is best seen as a set of interconnected processes, structures and behaviours designed to work with methods to draw in diverse funding streams
- While alongside there is a process to relate investment decisions back to needs and methods to achieve measurable outcomes

2.0 LEGAL CONTEXT

2.1 Kent County Council commissions and procures services according to its constitution which is based on the Local Government Act 1977 (Section 135) and contains Standing Orders that Officers are required to follow in purchasing services. The rules contained in the orders provide for transparent and auditable procedures and protect the legal position of the council in respect of compliance with European Union and UK law and in contractual dealings with external suppliers and contractors. Supporting People is governed by these rules.

3.0 COMMISSIONING FRAMEWORK

3.1 The Supporting People commissioning framework is based on the Council's 'Commissioning for Performance' policies and procedures that are rooted in the following values:

- Delivering value for money
- Measurable outcomes
- Quality ratings
- Market management
- Evidence based approach

3.2 In essence, the key drivers for strategic commissioning are:

- Public involvement
- Common set of values
- Strategic plans
- Identification of need and mapping current provision
- Identification of gaps and shortfalls, duplication and overlap of commissioned services

3.3 Within this commissioning framework, the following structures exist and are encompassed within the commissioning process:

- A range of business plans from all stakeholders and decisions to procure services would be seen to meet with those plans
- A clear commissioning strategy that is ongoing and strategic in nature, incorporating robust and equitable service monitoring plans
- Process for taking forward new service developments
- Effective evaluation process examining proposals against strategic plans, needs analysis and available resources
- The process is seen to promote flexibility, diversity and fairness
- The proposal includes an appraisal of the options offered by both the Supporting People Team and all stakeholders
- Shifting of focus of services towards prevention within a set and agreed eligibility criteria

4.0 COMMISSIONING PROCESSES

4.1 Supporting People in Kent employs two commissioning processes that meet all the requirements of commissioning framework. Both processes are underpinned by evidence of need, are tied to strategic priorities and make the process of dealing with growth bids transparent to the commissioning partners.

4.2 Strategic priorities will be reviewed, as part of the needs analysis, on an annual basis. This review will incorporate consultation with districts and boroughs to ensure that locally identified need and priorities feed into the overall Supporting People priorities.

4.3 Only commissioning partners (rather than providers) make growth bids since they hold strategic responsibility.

4.4 The two commissioning processes employed are:

1) Strategic reviews

Services are normally procured following strategic reviews that are planned within the Kent Supporting People Five-Year Strategy. Such an approach builds on and helps to implement the five-year strategy through:

- Developing and confirming strategic priorities
- Making decisions on how best these can be met for each client group
- Undertaking further needs analysis
- Identifying gaps in provision
- Challenging the existing configuration in services
- Working with stakeholders to ensure the right balance of services
- Involving service users in setting the direction of the programme
- Coordinating services

2) Annual commissioning process

This approach will provide an opportunity for commissioners to react quickly to a local need that meets the strategic objectives and priorities of the Kent Supporting People programme. The use of this process is determined by the budget. To make the process fair and transparent, all bids should be submitted at same time rather than the Supporting People Team deal with them as they come.

The first step in this process is examining finance and identify at the start of the financial year, if there is any money for growth available. In drawing up annual plans, the Supporting People Team will indicate the amount of money (if any) available for additional spending.

Commissioning partners will be invited to submit bids based on a detailed business case that includes, in addition to details about the proposed service, a description of need, linkages to strategic objectives and the Supporting People outcomes which the proposed spending would deliver. (Appendix A contains an application form for proposals for growth bids.)

Once proposals have been received, the Supporting People Team will evaluate them. The written evaluation report will be added to the proposal. The evaluation criteria will prioritise submissions according to the criteria below.

Evaluating proposals

Does the proposed spending:

- a) Meet the identified needs of a primary client-group for which Kent County Council currently has no or minimal provision at the level of the county or the district(s) – whichever is appropriate to the type of service? The need for service should have been prioritised within a strategic review, or Supporting People Needs analysis. It meets the Supporting People Eligibility Criteria.**
- b) Impact directly on any partner’s performance against one of the government targets (national Indicators)?**
- c) Impact directly on the delivery of an agreed Kent Local Area Agreement target?**
- d) Have the support of two or more commissioning partners?**
- e) Support delivery of the Kent Five-Year Supporting People strategy?**
- f) Not depend on related capital funding which has not been identified?**
- g) Not depend on related revenue funding which has not been identified?**

(Appendix B contains the procedure and timeframe for evaluating proposals.)

The Commissioning Body will consider the proposals and results of evaluations and will make the final decision. The Body will support the proposals which meet the greatest number of the outlined criteria and are within the money available.

In addition to the final agreed bid, an additional prioritised bid should be agreed as reserve in case prioritised scheme does not come off. The other bids will get discarded and new bids will be invited at the next opportunity.

The outcomes of the decisions are incorporated into relevant procurement plans and the next annual plan. Districts and boroughs can incorporate the results into their local plans as work/action points.

4.5 The respective roles of Core Strategy Development Group and Commissioning Body are as follows:

- The Core Strategy Development Group identifies need and gaps in services and ratifies the needs analysis. The needs analysis provides the framework for growth bids.
- The commissioning partners convert identified need into proposed services for which bids go straight to the Commissioning Body.

APPENDIX A Application form for proposals for new or expanded spending

Please complete this form fully if you wish to submit a bid for new or expanded spending by the Supporting People programme. Completed applications should be forwarded electronically toby

<p>Application made by:</p>	<p>Organisation</p>	<p>Main contact names</p>	<p>Contact details Email – Phone –</p>
<p>SUMMARY OF THE PROPOSAL</p> <p>[insert text]</p>			
<p>Please also answer the following seven questions below:</p>			
<p>1. In respect of which Supporting People primary client-group the additional spending would be incurred:</p>			
<p>2. The district(s) where the spending would be incurred, whichever is appropriate to the type of service:</p>			
<p>3. The number of service users to be supported at any one time, including those who will be supported on higher levels of service within same overall capacity:</p>			
<p>4. The number of support hours to be delivered per service user per week and in a full year:</p>			
<p>5. The annual amount of the spending:</p>			
<p>6. The proposed start-date for the spending:</p>			
<p>7. The Supporting People outcomes which the proposed spending would deliver:</p>			

STRATEGIC AND FINANCIAL CONTEXT

Please provide a short statement in answer to the following questions –

Does the proposed spending:

- a) Meet the needs of a primary client-group for which Kent County Council currently has no or minimal provision at the level of the county or the district – whichever is appropriate to the type of service? The need for service should have been prioritised within a strategic review, or Supporting People Needs analysis. It meets the Supporting People Eligibility Criteria.
- b) Impact directly on any partner's performance against one of the government targets (National Indicators)?
- c) Impact directly on the delivery of an agreed Kent Local Area Agreement target?
- d) Have the support of two or more commissioning partners?
- e) Support delivery of the Kent Five-year Supporting People strategy?
- f) Not depend on related capital funding which has not been identified?
- g) Not depend on related revenue funding which has not been identified?

APPENDIX B Procedure for evaluating proposals for growth bids

Step	Timeframe
1. Commissioning partners decide which proposals they would like to support on behalf of their authorities/ agencies and secure additional support from at least one other commissioning partner	June-July (2 weeks)
2. Commissioning partners contact the Supporting People Team by email to confirm which proposals they would be submitting bids for and to identify key people who would be completing application forms	By July (1 week)
3. Named stakeholders prepare and make submissions to the Supporting People Team	By August (4 weeks)
4. The Supporting People Team receives submissions and evaluates them	As applications arrive and by September at the latest (2 weeks)
5. The Supporting People Team submits proposals and written evaluation report to the Commissioning Body	September (1 week)
7. The Commissioning Body decides which proposals should be implemented, based on the number of evaluation criteria met and the total allocation available	By September (10 days)
7. The Supporting People Team informs relevant stakeholders of the decisions made	By October (3 weeks)
8. The Supporting People Team incorporates the outcomes of the decisions into the relevant procurement plans and annual plan for the next year	November

Appendix 2 Summary of Consultations with Districts and Boroughs

Commissioning approaches:

- There was general agreement that the growth bid process must be transparent and treats everybody fairly.
- Districts/boroughs also agreed that there is not necessarily a need for a completely new approach but that the existing processes need to be improved.
- Any growth bid must be based on evidenced housing-related need and the strategic objectives, priorities and desired outcomes as set in the SP strategy. However, all districts and boroughs want to see an annual review of strategic priorities as part of a needs analysis that should include consultation with every district and borough. This will ensure that changing or new local needs are captured and fed into the strategic priorities of the programme.
- Districts/boroughs preferred to have some type of growth bid timetable. Tonbridge& Malling that if the process timed properly the results could be incorporated into Local Authority work and action plans.
- There was agreement that the budget must be balanced and that any growth bids must be kept within that budget. The 5-year forecast has an important role to play.

Commissioning processes:

- There was general agreement that commissioning following strategic reviews of services should remain as one of the two routes to new services.
- There was also agreement that the second approach to commissioning should involve the following steps:
 1. Identification of monies available for growth in the annual plans at the start of the financial year
 2. Invitation to commissioners to consider and submit growth bids to the value of the identified growth money available. Shepway stated that every district/borough should be asked for their one priority. Dartford also thought that having time to consider a bid would give partners or district/boroughs the chance to look at potentially making a joint bid.
 3. The SP Team should have a clear cut role in evaluating bids according to agreed criteria. The written evaluations are to be attached to the bid which is then presented to the Core Strategy Development Group or Commissioning Body.
 4. Once the successful bid has been agreed, other bids should be discarded.
 5. However, Ashford suggested that one other bid should be held in reserve in case the prioritised one can not be implemented.
- Districts/boroughs expressed different views on which body should prioritise the bids. Some districts want the Core Strategy development Group to prioritise bids and then make recommendation to the Commissioning Body. Others want bids to go straight to the Commissioning Body.
- In addition to the described two processes, Dartford and Tonbridge & Malling took the view that there should be another process whereby sudden and urgent need could be met. Therefore, a percentage of the identified growth monies should be held back for emergency funding.

Commissioning

- With the exception of Sevenoaks, all districts/boroughs want only commissioners on the Commissioning Board to make growth bids. There was a clear view that providers should not make growth bids. This was seen as strategic responsibility of Local Housing Authorities. Sevenoaks expressed the view there might be difficulties with districts/boroughs as commissioners where council stock had been transferred to LSVTs.
- Tunbridge Wells raised the possibility to have LSPs support for bids Tunbridge Wells' body has a housing subgroup. However, it was acknowledged that this is not the case everywhere.

REPORT

By: Caroline Highwood – Director of Strategic Business Support, Kent Adult Social Services

To: Supporting People in Kent Commissioning Body

2 July 2009

Subject: Draft Annual Plan 2009/2010 and the final progress report on the Annual Plan for 2008/2009

Classification: Unrestricted

For Decision

Summary: This report provides information on achievements against the targets for the Annual Plan 2008/2009. It also outlines the relevant targets for the Supporting People Programme for the Annual Plan 2009/2010.

1.0 Introduction

1.1 The Annual Plan details the targets required to meet the key strategic objectives of the Programme. The Kent Supporting People Strategy 2005/2010 set out the key strategic objectives and priorities of the Programme.

2.0 Annual Plan 2008/2009

2.1 The updated Annual Plan is attached at Appendix 1. Its key achievements include:

- Local Area Agreement 2 (NI 141). The number workbooks received and the quality of the data has systematically increased. Good progress is being made to delivering the LAA 2 target by March 2011.
- Strategic review of long-term supported accommodation.
- The recommendations of the strategic review of older people's services have been delivered.
- The recommendations of the Audit Commission Inspection have been implemented.

- The project plan, action plan and communication plan for developing the Supporting People Strategy 2010/2015 have been delivered.

2.2 The strategic objectives that have not been met as yet are as follows;

- An alternative approach to full cost recovery for providers has been delivered by benchmarking and tendering as well as the earlier Strategic Relevance questionnaire.
- We are moving towards a finalised revised performance management regime for Home Improvement Agencies.
- We are moving towards a finalised service user charter.
- We are moving towards finalised service user involvement and consultation strategy.

3.0 Annual Plan 2009/2010

3.1 The targets include;

- Developing a new Supporting People Strategy 2010/2015 (incorporating a strategic review of investment).
- Undertaking a pilot for self-directed support
- Implementing the recommendations of the strategic review of long-term supported accommodation.
- A contract monitoring and review regime within a performance management framework.
- Benchmarking all services across service type, client group and geographical location
- The continued improvement in the collection of outcome returns and the implementation of regular evaluation

3.2 A draft Annual Plan for 2009/10 including these targets is attached at Appendix 2.

4.0 Service User Consultation

4.1 Service users have been consulted about the annual plan including the development of the new Supporting People Strategy.

4.2 The service user panel monitors work undertaken and the chair of the panel represents service users at the Core Strategy Development Group.

5.0 The Supporting People Equality Impact Assessment

5.1 The Supporting People Team undertook Equality Impact Assessments as part of the work outlined in the Annual Plan 2008/2009 and will do so for all work set out in the Annual Plan 2009/2010.

6.0 Financial Impact Assessment

6.1 There is no anticipated financial impact of the information given in this report. However, all work carried out as part of the Annual Plan and presented in reports to the Core Strategy Development Group and Commissioning Body will be accompanied by assessments of the financial implications for the Supporting People Programme.

7.0 Conclusion

7.1 The Annual Plan outlines the key targets that the Kent Supporting People Programme is setting in order to achieve its overall strategic objectives. The majority of the targets contained within the Annual Plan 2008/2009 have been achieved. Those that have not will be completed in 2009/2010.

7.2 The Draft Annual Plan 2009/2010 outlines the steps the programme intends to take over the next year.

8.0 Recommendation

It is recommended that the Commissioning Body:

- (i) Note the contents of this report.
- (ii) Agree the Annual Plan 2009/2010.

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With contributions from
The Supporting People team

Background Information:
Kent Five-Year Supporting People Strategy 2005-2010
Annual Plan 2008-09

Audit Commission Report of the Inspection of Supporting People Programme in Kent and Action Plan

Appendix 1: Annual Plan 2008-09 Update

Appendix 2: Draft Annual Plan 2009-10

Appendix 1

Five-Year Strategy-Annual Plan 2008-09

Annual Objective	Task	Measurable Outcome	Action	Progress	Target Date
1. Five Year Strategy	Prepare for the Five Year Strategy 2010-2015, aligning the Kent programme with the national Supporting People Strategy and other CLG strategies emerging 2008-10 and incorporating 6-monthly needs analyses	Produce project plan, action plan and communication plan, incorporating planning for the strategic review of investment and potential redistribution of resources across Kent	Draft plans	Achieved.	Nov 08
		6-monthly updates presented to CSDG and CB	Produce 6-monthly analyses of need incorporating newly collated information and data and data on diversity	Achieved.	Jun 08 Dec 08
	Update Annual Plan 2007-08 Annual Plan 2008-09 Annual Plan 2009-2010	Update and Plans agreed by CSDG and CB	Draft update and plans	Achieved.	Jun 08 Mar 09
		Report presented to the CSDG and CB (potentially resulting in a revised Annual Plan)	Test the Annual Plan against the Audit Commission KLOE for the Supporting People programme	Achieved.	Nov 08
	Ensure that the Kent Eligibility Policy complies with grant conditions	Eligibility Policy reviewed and report presented to the CB	Review the Kent Eligibility Policy	Achieved.	Sept 08
2. Achieve a balanced	Incorporate the requirements of the	Evaluation presented to the CB	Evaluate full cost recovery	In progress. To be rolled forward and	Dec 10

Annual Objective	Task	Measurable Outcome	Action	Progress	Target Date
budget	National SP strategy relating to full cost recovery			incorporated into development of the SP Strategy 2010-2015.	
3. Performance management and governance	Continue collating quarterly performance indicators	Accurate and clear quarterly Management Information and Performance Management reports presented to the CB and CSDG	Collate quarterly Performance Indicators, including data on progress towards LAA 2 (NI 141, <i>Number of vulnerable people achieving independent living</i>), including monitoring the effects of the 'Empty Homes Initiative' and Move-On Strategy on achieving the LAA2 target	Achieved and on-going. Move-On Strategy not yet monitored since only presented to CB in Mar 09.	Mar 09
	Carry out an internal review of administration, access to and eligibility for Floating Support services	Reviews undertaken and report presented to CSDG and CB	Set up a project management group and carry out review	Achieved. Floating Support administration reviewed and new system implemented.	Mar 09
4. Carry out a strategic review of long-term accommodation based housing	Strategically review all long-term accommodation based services	Review carried out and report presented to the Commissioning Body	Carry out review and compile report	Achieved. Report to be presented to CB Sept 09.	Sept 08
		Services meet identified need, in line with the	Review and analyse referral processes and	As above	Sept 08

Annual Objective	Task	Measurable Outcome	Action	Progress	Target Date
		Kent SP Eligibility Criteria	referral routes		
		Identification of gaps in services	Continue collating needs data and identify unmet and future need	As above	Sept 08
			Identify the needs of excluded groups of vulnerable people, in partnership with service users, potential service users and other representative groups	As above	Sept 08
5. Implement the agreed outcomes of the strategic review of Older Persons services	Implement the outcomes of the review	Agreed action plan implemented	Continue implementing the agreed action plan, including the separation of cost of alarms from housing-related support	Achieved.	Mar 09
		Recommissioning of services agreed by the CB	Draft specifications for housing-related support for Older Persons in readiness for new contracts	Achieved. Awareness raising exercise in progress.	Mar 09
6. HIAs	Ensure that uniform service delivery is achieved across all agencies in the county	There will be a seamless service across the county	Continue to develop benchmarking and performance indicators	In progress. Performance indicators agreed by HIAs and monitoring regime	Mar 09

Annual Objective	Task	Measurable Outcome	Action	Progress	Target Date
	Explore likely funding sources for handyperson services to cover the whole of Kent	Report presented to and agreed by CB	Funding sources identified and specifications for the service agreed	to be agreed. Achieved. Funding from CLG secured.	Mar 09
7. Improve service user involvement	Incorporate the requirements of the National SP strategy by drafting a service user charters	Service User Charter agreed, in consultation with service users and providers	Draft Service User Charter	On-going development. Action to be rolled over.	Mar 09
		Continue implementing the 'Experts through Experience' project and use of the Service User Panel and other forums as consultation bodies	Ensure service users have opportunity to influence decision-making and be actively involved in governance, performance management and procurement	Achieved and on-going. Service user representative attending CSDG.	On-going
8. Improve partnership working	Increase the level and quality of multi-agency working with Probation, Health, Housing, districts/boroughs, Adult Services, Children & Families Services, Voluntary Organisations and Local Strategic Partnerships	Regular representation at partnership boards and other fora	Attend appropriate partnership bodies	Achieved and on-going.	On-going
	Incorporate the requirements of the	Provider Charter agreed, in consultation	Draft Provider Charter	Achieved.	Mar 09

Annual Objective	Task	Measurable Outcome	Action	Progress	Target Date
	National SP strategy by drafting a provider charter	with service users and providers			
	Align Supporting People with the Social Care and Health agenda	Production of report on Self Directed Support/Direct Payments / Individualised Budgets that includes risk and impact analyses	Draft report following the publication of the national evaluation of the pilot sites	Achieved and on-going. Steering group for pilot project set up.	Jan 09
9. Improve access and information in relation to the Supporting People programme	Clear and meaningful information is available in ways that are accessible and meet diverse needs	All leaflets, website and other means of information are regularly reviewed, include translation straplines and are available in a number of community languages	Regularly review leaflets, website and use of other media	Achieved and on-going. Leaflets reviewed.	On-going
		Records kept of regular leaflet distribution	Carry out 6-monthly distribution of leaflets to likely public access points	Achieved and on-going.	Jun 08 Dec 08
		Quarterly SP newsletter distributed to services, Elected Members and other stakeholder representatives	Provide information about the programme in regular newsletter	Achieved and on-going.	Jun 08 Sept 08 Dec 08 Mar 09
10. Implement actions arising from the Audit Commission Inspection	Strengthen the strategic approach to Supporting People by providing a refresh on the Five-Year Strategy 2005-10	Refreshed five-year Strategy presented to CSDG and CB	Review the current strategy and produce refresh including identification of future priorities and how the needs of hard to reach	Achieved.	Jun 08

Annual Objective		Task	Measurable Outcome	Action	Progress	Target Date
		Strengthen the strategic approach to Supporting People by developing a county-wide Move-On Strategy	Strategy developed and agreed to by the Joint Policy and Planning (Housing) Board and CB	groups will be met Develop strategy in partnership with stakeholders	Achieved.	Mar 09
		Strengthen the strategic approach to Supporting People by ensuring that all providers comply with the programme's agreed Reconnection Policy	Establish monitoring systems and provide regular report findings to CSDG and CB	Implement and monitor the Reconnection Policy	Achieved and on-going.	Sept 08
		Improve performance management and governance by ensuring all members of the governance body are provided with comprehensive guidance and induction	Induction packs for new members of the CSDG and CB have been produced and are also distributed to Elected Members	Ensure all members of the governance body are provided with comprehensive guidance and induction	Achieved	Jun 08
			Bi-annual reports delivered	Produce twice yearly reports to The Adult Services Policy Overview Committee and deliver the cabinet scrutiny sheet.	Achieved and on-going.	April 08 Nov 08
		Improve service user involvement by careful planning all major public consultation exercises	Communication planning, agreed at CSDG and CB, is a standard part of all consultation exercises	Carefully plan all major public consultation exercises and tailor all events to the needs of the respective client	Achieved and on-going.	On-going

Annual Objective	Task	Measurable Outcome	Action	Progress	Target Date
	Develop and implement a Service User Involvement Strategy which includes clear measurable outcomes in consultation with users and advocates	Strategy agreed by the CB and implemented	groups consulted with Develop a Service User Involvement Strategy	In progress. Rolled over to 2009-10.	Mar 09
	Improve access to and information relating to the Supporting People programme by ensuring that partners provide clear information about the programme	Undertake mystery shopping and address shortfalls identified	Undertake mystery shopping exercises of all telephone and frontline access points and identify any shortfalls	Achieved and on-going. Mystery shopping exercises have commenced.	Mar 09
		All documents are printed with relevant translation straplines	Ensure all documents are printed with relevant translation straplines	Achieved.	On-going
	Ensure that provider frontline staff provide consistent and informed approach to programme	Frontline staff are fully informed about the programme	Supporting People to utilise induction pack for new staff and provide other information / training as required	Achieved and on-going.	Nov 08 and on-going

Annual Objective	Task	Measurable Outcome	Action	Related to 5-Year Objective	Target Date
1. Five Year Strategy	Update Annual Plan 2008-09 Annual Plan 2009-10 Annual Plan 2009-10 Update	Update and Plans agreed by CSDG and CB	Draft update and plans	1,2,3,4,5,6	Jun 09 Mar 10
	Develop a new Five Year Strategy 2010-2015, aligning the Kent programme with the national Supporting People Strategy and other CLG strategies emerging 2009-10 and incorporating 6-monthly needs analyses	Provide regular update reports to CSDG and CB Deliver final strategy 2010-15	<ul style="list-style-type: none"> Consult with stakeholders including service providers and service users Carry out a strategic review of investment Analyse performance data, current supply and need Review governance arrangements, eligibility and reconnection policies in the light of funding through the area based grant Draft strategy 	1,2,3,4,5,6	Mar 10
		6-monthly needs analyses presented to CSDG and CB	Produce 6-monthly analyses of need incorporating newly collated information and data and data on diversity	1,2,3,4,5,6	Jun 09 Dec 09

Annual Objective	Task	Measurable Outcome	Action	Related to 5-Year Objective	Target Date
	Align Supporting People with the Social Care and Health agenda	Production of report on the Kent pilot sites for self directed support/individualised Budgets that includes risk and impact analyses	<ul style="list-style-type: none"> Set up steering group and agree pilot sites Implement pilot Monitor and evaluate provision of self directed support 	3, 5, 6	Mar 10
2. Long-term strategic review of long-term supported accommodation	Carry out long-term strategic review	Report with recommendations and action plan presented to CSDG and CB	Draft report and action plan	1,2,3,5,6	Sept 10
	Implement the outcomes of the review	Agreed action plan implemented	<p>In consultation with relevant stakeholders, i.e. Adult Social Services, Health, Local Authorities, agree:</p> <ul style="list-style-type: none"> Decommissioning schedules Re-review identified services 	1,2,3,5,6	Mar 10
		Ensure that long-term supported housing is included in choice based lettings (CBL)	Work with districts/boroughs and providers to monitor use of CBL in accessing long-term supported accommodation	1,5,6	Mar 10
3. Achieve a	Incorporate the	Evaluation included in	Evaluate full cost	2,6	Mar 10

Annual Objective	Task	Measurable Outcome	Action	Related to 5-Year Objective	Target Date
balanced budget	requirements of the National SP strategy relating to full cost recovery	the Five Year Strategy 2010-2015	recovery		
4. Performance management and governance	Continue collating quarterly performance indicators	Accurate and clear quarterly Management Information and Performance Management reports presented to the CB	Collate quarterly Performance Indicators, including data on progress towards LAA 2 (NI 141, <i>Number of vulnerable people achieving independent living</i>), including monitoring Move-On Strategy on achieving the LAA2 target	1, 2, 4, 6	Mar 10
	Carry out a review of complaints, safeguarding and incident procedures	Reviews undertaken and existing procedures updated/amended	Undertake reviews	1,4,5,6	Mar 10
	A benchmarked cost for the delivery of housing related support will be derived to be applied across relevant services	All services have been benchmarked and benchmarked cost is applied across relevant services	Benchmark cost for the delivery of housing-related support across relevant services	2,6	Mar 10
	Embed risk-based contract monitoring	Risk-based contracts monitoring implemented	Agree risk criteria and agree procedure to schedule contract monitoring based on risk	2,6	Mar 10
	Continue improving outcome returns and implement regular	Outcome returns collated and evaluated and outcome-based	Collate outcome returns and evaluate them	1,2,3,4,5,6	Mar 10

Annual Objective	Task	Measurable Outcome	Action	Related to 5-Year Objective	Target Date
	evaluation as a means to measure effectiveness and impact of services and inform future commissioning of services	commissioning implemented			
5. Implement the agreed outcomes of the strategic review of Older Persons services	Implement the outcomes of the review	Agreed action plan implemented	Continue implementing the agreed action plan, including the separation of cost of alarms from housing-related support	1,2,3,5,6	Mar 10 and on-going
		Recommissioning of services agreed by the CB	Specifications for housing-related support agreed	1,2,3	Jun 10
6. HIAs	Implement a performance management regime that is appropriate for Supporting People	There will be a seamless service across the county that is applied consistently by all providers	Continue to develop benchmarking and performance indicators	1,2,3,5,6	Mar 10
7. Improve service user involvement	Incorporate the requirements of the National SP strategy by drafting a service user charter	Service User Charter agreed, in consultation with service users and providers and signed off by the CB	Draft Service User Charter	1,6	Mar 10
	Develop and implement a Service User Involvement Strategy which includes clear measurable outcomes in consultation	Strategy agreed by the CB and implemented	Develop a Service User Involvement Strategy	3,5,6	Mar 10

Annual Objective	Task	Measurable Outcome	Action	Related to 5-Year Objective	Target Date
	with users and advocates Continue improving the use of the Service User Panel and other service user forums as consultation bodies	<ul style="list-style-type: none"> Communication planning, agreed at CSDG and CB, is a standard part of all consultation exercises Service user representation at CSDG Regular meeting of the service user panel 	<ul style="list-style-type: none"> Carefully plan all major public consultation exercises and tailor all events to the needs of the respective client groups consulted with Regular involvement of the service user panel in the governance of the programme 	3,5,6	On-going
8. Improve partnership working	Increase the level and quality of multi-agency working with Probation, Health, Housing, districts/boroughs, Social Services, Voluntary Organisations and Local Strategic Partnerships	Regular representation at partnership boards and other fora	Attend appropriate partnership bodies	3,4,5,6	On-going
	Promote the provider charter and monitor its application	Produce annual report for the CB	Monitor the provider charter and review on an annual basis	1,6	Mar 10
9. Improve access and information in relation to the Supporting	Clear and meaningful information is available in ways that are accessible and meet diverse needs	All leaflets, website and other means of information have been reviewed, include translation straplines	Regularly review leaflets, website and use of other media	1,2,3,4,5,6	On-going

Annual Objective	Task	Measurable Outcome	Action	Related to 5-Year Objective	Target Date
People programme		and are available in a number of community languages Records kept of regular leaflet distribution	Carry out 6-monthly distribution of leaflets to likely public access points	1,2,3,4,5,6	Jun 09 Dec 09
		Quarterly SP newsletter distributed to services, Elected Members and other stakeholders	Provide information about the programme in regular newsletter	1,2,3,4,5,6	Jul 09 Oct 09 Jan 10 Apr 10
		Bi-annual update reports on the SP Programme delivered	Produce twice yearly reports about the SP programme to The Adult Services Policy Overview Committee and deliver the cabinet scrutiny sheet.	6	Nov 09 Apr 10
	Improve service user involvement by careful planning all major public consultation exercises	Communication planning, agreed at CSDG and CB, is a standard part of all consultation exercises	Carefully plan all major public consultation exercises and tailor all events to the needs of the respective client groups consulted with	3,5,6	On-going
	Improve access to and information relating to the Supporting People programme by ensuring that partners provide clear information about the	<ul style="list-style-type: none"> Quarterly evaluation of exercises and addressing of identified shortfalls Produce report for CB 	Undertake quarterly mystery shopping exercises of all telephone and frontline access points and identify any	1,2,3,4,5,6	Mar 10

Annual Objective	Task	Measurable Outcome	Action	Related to 5-Year Objective	Target Date
	programme		shortfalls Ensure all documents are printed with relevant translation straplines	1,2,3,4,5,6	On-going
	Ensure that provider frontline staff provide consistent and informed approach to programme	All documents are printed with relevant translation straplines Frontline staff are fully informed about the programme	SP induction packs utilised for new staff and provide other information / training as required	1,2,3,4,5,6	On-going

REPORT

By: Caroline Highwood - Director of Strategic Business Support,
Kent Adult Social Services

To: Supporting People in Kent Commissioning Body
Development Group

2 July 2009

Subject: **Proposed Work Plan for Commissioning Body and Core
Strategy Development Group 2009- 2010**

Classification: **Unrestricted**

For Information

Summary: **This report details how the work of the Supporting
People Team, Commissioning Body and Core Strategy
Development Group is to be co-ordinated over the
coming year.**

1.0 Introduction

In order to ensure co-ordination in the work of the Supporting People programme in Kent, this year's work plan is introduced. The plan was amended by the Core Strategy Development Group in its May meeting to add the consideration of Growth Bids in September and recommended to the Commissioning Body for its approval.

2.0 Background

The proposed plan has been developed taking into account existing, concurrent and forthcoming plans and projects in which the programme is currently engaged. These include, but are not restricted to:

- ❑ Supporting People in Kent Five Year Strategy 2005-2010
- ❑ Supporting People in Kent Business Plan 2009-10
- ❑ Proposed Supporting People in Kent Annual Plan 2009-10
- ❑ Development of the Supporting People in Kent Five Year Strategy 2010 – 2015
- ❑ Vision for Kent
- ❑ Local Area Agreement 2

3.0 Monitoring Arrangements

It is intended that the work plan will inform the agenda of every meeting of the Core Strategy Development Group and Commissioning Body. Progress against the action plan will be monitored bi-annually in the Performance Management report.

Other items may be added to the work plan following discussion with of the Core Strategy Development Group and Commissioning Body.

4.0 Contributions to the Plan

Contributions to the plan are welcomed, along with any improvements that would assist the co-ordination of work with the team and the programme's governing bodies.

5.0 Recommendations

The Commissioning Body is asked to agree the 2009-10 workplan.

Melanie Anthony
Performance and Review Manager
01622 694937

Background Information:
Supporting People in Kent Five Year Strategy 2005-2010
Proposed Annual Plan 2009-10

Appendix 1: Proposed workplan for Core Strategy Development Group and Commissioning Body 2009-10

**Appendix 1 Proposed Work Plan for Commissioning Body and Core Strategy Development Group
2009-10**

Core Strategy Development Group	Commissioning Body
<p>May 09</p> <ul style="list-style-type: none"> • Performance Management • Draft Annual Plan 2009-10 and final update on the Annual Plan 2009-09 • Developing the Five Year Strategy 2010-2015 • Draft Commissioning Process • Report on Housing Conditions and Neighbourhood Deprivation in Thanet • Work Plan 2009-10 	<p>June 09</p> <ul style="list-style-type: none"> • Performance Management • Draft Annual Plan 2009-10 and final update on the Annual Plan 2009-09 • Developing the Five Year Strategy 2010-2015 • Draft Commissioning Process • Report on Housing Conditions and Neighbourhood Deprivation in Thanet • Work Plan 2009-10 • Budget
<p>August 2009</p> <ul style="list-style-type: none"> • Performance Management – Annual Review • Updated needs analysis • Recommendations of the strategic review of long term supported accommodation • Update on the Implementation of the recommendations from the strategic review of short term supported accommodation • Key Lines of Enquiry – Vulnerable People • Substance Misuse protocols • CLG “No-one left out” rough sleepers report • Developing the Five Year Strategy 2010-2015 • Update on Housing Conditions and Neighbourhood Deprivation in Thanet 	<p>September 2009</p> <ul style="list-style-type: none"> • Performance Management - Annual Review • Updated needs analysis • Recommendations of the strategic review of long term supported accommodation • Update on the Implementation of the recommendations from the strategic review of short term supported accommodation • Key Lines of Enquiry – Vulnerable People • Substance Misuse protocols • CLG “No-one left out” rough sleepers report • Developing the Five Year Strategy 2010-2015 • Update on Housing Conditions and Neighbourhood Deprivation in Thanet • Growth Bids • Budget
<p>November 2009</p> <ul style="list-style-type: none"> • Performance Management • Role of private landlords • Self directed support • Update on developing the five year strategy 2010-2015 	<p>January 2010</p> <ul style="list-style-type: none"> • Performance Management • Role of private landlords • Self directed support • Update on developing the five year strategy 2010-2015 • Budget

Core Strategy Development Group	Commissioning Body
February 2010 <ul style="list-style-type: none"> • Performance Management • Updated needs analysis • Five Year Strategy 2010-15, Strategic Review of Investment • Update on Annual Plan 2009/10 	March 2010 <ul style="list-style-type: none"> • Performance Management • Updated needs analysis • Five Year Strategy 2010-15, Strategic Review of Investment • Update on Annual Plan 2009/10 • Budget

REPORT

By: Caroline Highwood – Director of Strategic Business Support, Kent Adult Social Services

To: Supporting People in Kent Commissioning Body

2 July 2009

Subject: **The Development of the Kent Five-Year Supporting People Strategy 2010 to 2015**

Classification: **Unrestricted**

For Information

Summary: **This report provides a progress report on the development of the next Five Year Supporting People Strategy.**

1.0 Introduction

1.1 This report represents the quarterly progress report on developing the Kent Supporting People Strategy 2010-15 that the Commissioning Body previously requested.

1.2 The next Kent Supporting People Programme Strategy is due to be delivered to the Commissioning Body for decision in March 2010. The Commissioning Body agreed the project plan, action plan and communication plan for developing the new strategy in March 2009.

2.0 Actions Completed

2.1 The Supporting People team have agreed the work packages that are required by different sections of the team.

3.0 Activities Currently Being Undertaken

3.1 A consultation plan with interview schedules and timetables has been drawn up for consultation with service providers. At the last quarter end there were 129 service providers. Twenty six providers have been interviewed by the Policy and Strategy Officer so far.

3.2 The Kent Supporting People Programme website will include an electronic questionnaire. This will be posted on the website shortly. This will enable providers who cannot be visited to contribute to the strategy.

3.3 The Supporting People Programme has organised a workshop for members of the Commissioning Body that is to be held on the **14th July 2009**. Members of the Commissioning Body have already been advised about the workshop. There will be a preparatory discussion with the chairman and the vice-chairman to help shape the content of the workshop.

3.4 The Programme has organised a consultation conference that will be held on the 17th September 2009 at Oakwood House. Members of the Commissioning Body, Core Strategy Development Group, Executive Board of Providers and the Chairs of the east and west Kent Provider Inclusive Forums will be invited to attend the conference. The Supporting People Team will present findings of work carried out thus far and stimulate debate. The comments made will contribute to shaping the final plan.

3.5 The needs analysis due in June 2009 has been postponed to September 2009. This will allow the latest data to be collected and stakeholder consultation to be incorporated into the needs analysis. This data will inform the new strategy. The Policy and Strategy unit has started collecting relevant data.

4.0 Service User Consultation

4.1 Service users have been consulted on how they want to be involved and there will be extensive consultation over the next three to four months.

4.2 The Policy and Strategy section has drawn up an interview script and interview schedule for consultation with service users and is in the process of setting dates.

5.0 Equality Impact Assessment

5.1 An initial screening of the project has been carried out and found that the development plans have no adverse impact on the different groups of service users.

6.0 Financial Impact Assessment

6.1 The financial implications of the development of the strategy relates to expenditure on service users to acknowledge their participation and the relevant consultation events to be held, including the workshop and conference mentioned above.

6.2 The new Five-Year Strategy (and any appropriate transitional arrangements) will be fully costed, as part of the process.

7.0 Conclusion

The development of the Kent Five-Year Supporting People Strategy as outlined in the action plan agreed by the Commissioning Body (attached) is on target. The Core Strategy Development Group noted the contents of the report.

8.0 Recommendation

The Commissioning Body is asked to note the contents of the report.

Claire Martin
Head of Supporting People
Tel: 01622 221179

Ute Vann
Policy & Strategy Officer
Tel: 01622 694825

Background Information:

Kent Supporting People Strategy 2010-2015 Project Plan
Kent Supporting People Strategy 2010-2015 Action Plan
Kent Supporting People Strategy 2010-2015 Communication Plan

Appendix 1: Development of the Five-Year Kent Supporting People Strategy 2010-2015 - Action Plan

Appendix 1 Development of the Five-Year Kent Supporting People Strategy 2010-2015 - Action Plan

Task	Responsibility	Timescale	Outcome
1. Strategy Development Process			
Formulate Project Plan, Action Plan and Communication Plan	Policy & Strategy	Completed	
Develop product breakdown descriptions detailing tasks to be undertaken for each output/deliverable	Policy & Strategy	Jan/Feb 2009	Work packages developed.
Provide quarterly updates of progress to Core Strategy Development Group (CSDG) and Commissioning Body (CB)	Policy & Strategy	On-going	Quarterly written updates on progression
Complete first draft strategy for consultation	Policy & Strategy	Nov 2009	Draft completed
Present first draft to ASPOC (Adult Social Services Policies Overview Committee) and the CSDG	Policy & Strategy	Nov 2009	Draft presented
Produce final strategy and present to CSDG and CB	Policy & Strategy	Feb/Mar 2010	Strategy agreed
2. Consultation			
Identify and establish contact with relevant strategy groups for consultation purposes, including the service user panel. Identify other relevant stakeholders for consultation.	Policy & Strategy	Feb 2009	<ul style="list-style-type: none"> • Relevant groups identified. • Consultation plan with interview schedules and timetables drafted
<u>Service users (including carers/carer organisations)</u> <ul style="list-style-type: none"> • Incorporate service user consultation in all aspects of developing the strategy • Engage the service user panel in directing the consultation of service users • Identify representative service user groups for consultation • Produce written reports on service user consultation • Identify former service users and carry out a survey as to the benefits/for other experienced of having received Supporting People funded services 	Policy & Strategy (including Service User Involvement Officer)	Apr-Aug 2009	<ul style="list-style-type: none"> • Written consultation summaries produced • Survey designed and carried out

Task	Responsibility	Timescale	Outcome
<p>Service Providers Consult with as wide a range of providers as possible through the various provider fora and through individual consultations</p> <p><u>Other stakeholder</u> Consult with other stakeholders including districts/boroughs, Adult Social Services, Health, Probation</p>	<p>Policy & Strategy</p> <p>Policy & Strategy</p>	<p>Mar-Aug 2009</p> <p>Mar-Aug 2009</p>	<p>Written consultation summaries produced</p> <p>Written consultation summaries produced</p>
<p>3. Budgetary Analysis Examine finance and funding: <ul style="list-style-type: none"> Financial resources available Current spend Forecasting and financial modelling over the lifetime of the strategy </p>	<p>Contracts and Finance</p>	<p>Feb-May 2009</p>	<p>Forecast established and modelling carried out</p>
<p>3. Needs Analysis Mapping needs: <ul style="list-style-type: none"> Map against client group and local areas Map against demographic data and establish likely future need Identify gaps in provision </p>	<p>Policy & Strategy</p>	<p>May 2009 Nov 2009</p>	<p>Reports presented as 6-monthly needs analyses to CSDG and CB</p>
<p>Measuring demand: <ul style="list-style-type: none"> Referral rates for floating support Referral rates for reconnection service/ Outreach and Resettlement Investigate a mechanism to collate data on referrals to short-term accommodation-based services over a 3-month period Client Records Referrals for Single Agency Assessments (east Kent) and Joint Assessment and Referral Processes (west Kent) </p>	<p>Policy & Strategy Performance & Review</p>	<p>Sept 2009</p>	<ul style="list-style-type: none"> Referral data collated and statistics compiled. Analysis of data carried out.
<p>4. Supply Mapping Map current supply, including distribution by client group and district and borough</p>	<p>Policy and Strategy Contracts and Finance</p>	<p>May 2009</p>	<p>Supply identified</p>
<p>5. Definition of Strategic Objectives Define the strategic objectives of the partnership <ul style="list-style-type: none"> Establish policy/strategic contexts and key drivers of change Establish linkages to other strategies and cross-cutting objectives (including targets contained within the Local Area Agreement Evaluate results from consultations </p>	<p>Policy and Strategy</p>	<p>Mar-Aug 2009</p>	<ul style="list-style-type: none"> Contexts mapped Objectives identified and included in the

Task	Responsibility	Timescale	draft strategy Outcome
<p>6. Strategic Review of Investment</p> <p>Market analysis:</p> <ul style="list-style-type: none"> • Service and provider profiles • Current access arrangements • Service performance (service review reports, feedback from contract monitoring process) • examination of full cost recovery • Review outcomes of strategic reviews of Floating Support, short-and long-term services 	<p>Policy and Strategy Contracts and Finance</p>	<p>Apr-Aug 2009</p>	<p>Analysis completed and written summary produced</p>
<p>Review of performance: Utilisation and throughput Move Ons Outcomes Other performance indicators Evaluation of all data</p>	<p>Policy and Strategy Performance and Review</p>	<p>May/June 2009</p>	<p>Statistics compiled and evaluated</p>
<p>Examine current commissioning and procurement arrangements, contracting options for future commissioning and monitoring arrangements for strategy and services</p>	<p>Policy and Strategy Contracts and Finance</p>	<p>Aug-Sept 2009</p>	<p>Strategic commissioning and procurement framework developed, including Commissioning and Procurement Strategy</p>
<p>7. Set Commissioning Priorities</p> <p>Evaluate:</p> <ul style="list-style-type: none"> • Current and future trends in provision • Use of resources within changing strategic contexts • Results from consultation • Establish overall direction of travel re the different client groups • Priorities for change • Managing change and the market and commissioning proposals 	<p>Policy and Strategy Contracts and Finance</p>	<p>Aug/Sept 2009</p>	<ul style="list-style-type: none"> • Priorities set within strategic contexts and objectives. • Change/Market Management Plans developed
<p>8. Definition of the Kent Supporting People Vision</p> <p>Review the current vision</p>	<p>Policy & Strategy</p>	<p>Sept 2009</p>	<p>Vision revised</p>

Task	Responsibility	Timescale	Outcome
<p>9. Diversity Analysis of existing service provision</p> <ul style="list-style-type: none"> • in the context of local demographics • in the context of demand • in the context of information from relevant agencies, service providers and diverse groups of individuals in communities 	Policy & Strategy	Sept 2009	Analysis carried out
<p>10. Draft Strategy Feed consultation outcomes into draft strategy and draw conclusions. The final strategy will provide:</p> <ol style="list-style-type: none"> 1. A revised Kent Supporting People vision and strategic objectives that are aligned to strategic contexts 2. A plan for commissioning services that <ul style="list-style-type: none"> • meet the agreed priorities for change/ development (and based on evidenced need, market analysis and a strategic review of investment) within a cash-limited budget • may require a redistribution/reconfiguration/decommissioning of services 3. Annual Plan 2010-11 	Policy & Strategy	Nov/Dec 2009	Draft Strategy disseminated for consultation

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Supporting People in Kent – Glossary of Terms

Abbreviation or Term	Description
Accommodation based	The housing related support being delivered is linked to specific properties with a service. These properties may include self-contained or shared accommodation. It may also include staff based in an office or a visiting arrangement. Accommodation based services are also known as “Supported Housing”
Accreditation	This is a regular assessment of a support provider to check if they are able to provide a good quality Supporting People service
Administering Authority (AA) or Administering Local Authority (ALA)	The local authority which receives the Supporting People (SP) grant and administers contracts for the SP services on behalf of the Commissioning Body
Area-Based Grant (ABG)	Area Based Grant is a general grant allocated directly to local authorities as revenue funding to areas. It is allocated according to specific policy criteria rather than general formulae. Local authorities are free to use the all of this non-ringfenced funding as they see fit to support the delivery of local, regional and national priorities in their areas.
Audit Commission	An independent body responsible for ensuring that public money is used responsibly, economically and effectively
Banding	All floating support applications received onto the central waiting list by the Supporting People team are prioritised or banded according to the needs of the individual who needs support. There are 3 bands A, B and C and they are described in the Floating Support protocols
Band A	Those individuals who are in highest need of floating support are banded A on the central waiting list. They include those who <ul style="list-style-type: none"> • Are under threat of eviction • Experiencing domestic abuse or harassment • Are under 18 • Sleeping rough, in their first tenancy, setting up a new dwelling or going to move-on accommodation after a period in an accommodation-based service • Are vulnerable due to having been institutionalised
Band B	Those individuals who are in medium need of floating support are banded B on the centralised waiting list. They include those who <ul style="list-style-type: none"> • Need help managing finances • Lack parenting skills or life skills
Band C	Those individuals who are in lowest need of floating support are banded C on the central waiting list. They include those who <ul style="list-style-type: none"> • Need advocacy, advice and assistance with liaison • Are unable to maintain themselves or their property
Benchmarking	A comparison of similar services by quality, performance and cost. This is one of the ways of ensuring the quality of services provided in Hampshire
Best Value	A duty on local authorities to assess and review the services they provide for local people and improve them by the best means available. This must be done in consultation with the people who use the services and the wider local community
BME	Black and Minority Ethnic
Block Contract	The purchase of support services for more than one person, usually before the service is delivered
Block Gross Contract	A contract for a support service which is delivered for a short period, i.e. less than two years. Payments are made for a fixed number of service users. Service users are not charged for the support.
Block Subsidy Contract	A contract for a support service which is usually long-term or permanent e.g. sheltered housing. Grant payments to the provider will vary, depending on how many people receiving the support service qualify for the subsidy at any given time.

Abbreviation or Term	Description
	Providers tell the SP team on a monthly basis who has moved in and out of their service, and the subsidy payment is adjusted accordingly. Some service users may be charged for this service.
Capacity	The total number of support packages or accommodation with support units deliverable at any one time.
Choice Based Lettings (CBL)	A new system in the allocation of social housing designed to offer more choice and involvement for customers in selecting a new home. Available social rented housing is let by being openly advertised, allowing customers to 'bid' or 'register an interest' in those homes which are advertised widely in the neighbourhood (e.g. in the local newspaper or on a website).
Client Record Form	Forms used to monitor all new clients who use Supporting People services. The statistics are then collated by The Joint Centre for Scottish Housing Research (JC SHR) and data is used to help SP teams identify needs. Details available at www.spclientrecord.org.uk These are completed by providers each time they take on a new client. Details such as previous type of accommodation, client group and ethnicity are recorded so Supporting People teams can monitor who is using the services. No personally identifying details are recorded
Commissioning Body	The group is made up of representatives from all of the partners involved in Supporting People, such as Housing, Social Services, Health (PCT) and Probation. Its role is to strategically direct and scrutinise the programme.
Contract Monitoring	Contract monitoring is the regular process undertaken by Administering Authorities to ensure that providers comply with the requirements of the contract and are performing effectively. Contract monitoring is an extremely important process as it provides regular information to update authorities' understanding of the quality and effectiveness of Supporting People services and the Value for Money the programme achieves. In Kent, much of the contract monitoring is conducted by local Monitoring and Review (M & R) Officers.
Contract Schedules	These are part of the Supporting People contract and contain details of the services to be provided in the contract and the cost of each service
Core Strategy Development Group	This multi agency group provide a strategic steer to the programme and report to the Commissioning Body. Membership includes provider representation.
Cross Authority Group (CAG)	Neighbouring AA's working together to plan and develop policies and services across the group
Cross Authority Provision	A service designated by the CLG to provide support for service users originating from another Administering Authority (AA)
CLG	Department for Communities and Local Government (formerly the ODPM)
Direct Payment	Direct payments are paid to people who have been assessed as needing help from social services, and who would like to arrange and pay for their own care and support services instead of receiving them directly from council commissioned services. A person must be able to give their consent to getting direct payments and manage them, even if they need daily help to do this.
DV/DA	Domestic Violence/Domestic Abuse
Eligibility Criteria (EC)	A document that sets out what tasks Supporting People money can pay for and those it cannot.
Fixed Capacity Contracts	A contract under which the units to be paid Supporting People grant are fixed at a number agreeable to both the Provider and the Supporting People team. The number of units relates to housing benefit claimants. The contract changes from a block subsidy model to a block gross model to assist with budget monitoring and budget setting for both the Provider and the Supporting People team. The contract value agreed is subject to review should the amount of units available fall below 10% of the capped amount.
Floating Support	This kind of support is "attached" to the person, not the property and can follow a service user if they move to another address. It only lasts for as long as the client

Abbreviation or Term	Description
	needs it and then “floats” away to the next person in need. The service user does not need to live at a certain address to receive the support.
Floating Support protocols	This countywide agreement describes how the waiting list for floating support will be administered.
Foundations	The national co-ordinating body for Home Improvements Agencies (HIA)
Grant Condition	Produced by CLG, these conditions set out how the money paid to the AA is to be spent and how the programme is to be managed.
Home improvements Agency (HIA)	An agency which enables vulnerable people to maintain their independence in their chosen home for the foreseeable future. " Vulnerable people" may include older people, people on low incomes, disabled people etc.. Their homes would usually be private rented leasehold or owner occupied.
Housing Benefit (HB)	A means tested benefit paid to council or private tenants who need help paying their rent
Housing Related Support (HRS)	Support specifically aimed at helping people to establish themselves, or to stay in their own homes. Examples of housing related support include helping people learn to manage their own money, apply for benefits, keep their home secure, access to other services
Indices of Multiple Deprivation (IMD)	The Index of Multiple Deprivation 2007 combines a number of indicators, chosen to cover a range of economic, social and housing issues, into a single deprivation score for each small area in England. This allows each area to be ranked relative to one another according to their level of deprivation. Together these various Indices make up the Indices of Deprivation 2007.
Individual budgets	Individual Budgets take the money which Social Services would spend in meeting someone’s care needs and puts the user in control of how that money gets spent. The user’s needs are assessed, advised of the amount of money they are entitled to and enabled to be at the centre of the planning process.
KASS	Kent Adult Social Services
LSVT	Large scale voluntary transfers of council housing. This could be to a private company or to a registered social landlord.
Managing Agent	A managing agent is an organisation providing housing management services (such as collecting rent) on behalf of another body, often a Registered Social Landlord (RSL). The managing agent may also provide the support services.
National Directory of Services	A directory of all Supporting People funded services in England which is accessed via the Communities website or at www.spdirectory.org.uk
NHF - National Housing Federation	Also known as the Natfed the NHF provides advice and support for not-for-profit housing providers. Their website address is www.housing.org.uk
Primary Care Trusts (PCT)	Primary Care Trusts are responsible for planning and providing healthcare services. In Kent there are 2 PCTs: West Kent, and Eastern and Coastal Kent, both are partners in the SP programme.
Performance Indicators (PI's)	Performance statistics submitted to the Supporting People teams by Providers. They are used as part of contracts and monitoring Key Performance Indicator 1 (KPI1) measures the percentage of people who have maintained independence (KPI2) Key Performance Indicator 2 the number of service users who have moved on in a planned way from temporary living arrangements
Procurement	The process to obtain materials, supplies and contracts, obtaining best value through open and fair competition.

Abbreviation or Term	Description
Quality Assessment Framework (QAF)	Quality assessment framework. Providers self assess their service against national objectives (such as consulting service users on how they want the service to be run). The Supporting People team use the results as part of the benchmarking process with the aim of continually improving the quality of services in Kent.
Registered Social Landlord (RSL)	A non profit making voluntary group, generally a housing association, formed to provide affordable housing
Scheme Manager	A scheme manager is the support worker who manages a housing related support service. The term is also used to describe the support worker within a sheltered scheme (may have been termed a 'warden' previously).
Service Review	A service review examines the support provided to see if there is a need for it, if it is good quality support, if it gives value for money and if there needs to be any changes.
Service Users	The term "service users" is used to refer to people who use Supporting People services and also to carers and advocates where applicable. It is important that, in consulting and involving service users, providers also seek the views of carers and advocates where service users may not be able to participate fully.
Service User Involvement	The processes and mechanisms by which the AA consults and engages with people who use the service, or who may use the service and ensures that their views are reflected in the programme. It is good practice and a grant condition that providers involve service users.
Sheltered Housing	Housing specifically for older and or disabled people. Includes a block or group of houses with resident or visiting warden and individual house, bungalow and flats which receive support from a mobile warden or pendant (emergency) alarm
SPLS	Supporting People Local System. A local authority computer system used to hold service provider, payment and client details for the Supporting People programme
SERIG	South East Regional Implementation Group This group comprises the Lead Officers of Supporting People programmes across the region. They meet to consider issues of national and regional policy and liaise with CLG
SPkweb	The Supporting People Knowledge website (published by CLG) - this is accessible to all by logging onto www.spkweb.org.uk The Kweb contains all the guidance and related documents on the Supporting People programme
Supported Housing	These are services that provide both accommodation and support together to enable people to live independently. Examples of supported housing services include women's refuges, sheltered housing and homeless hostels
Stakeholders	People or organisations that form part of the SP programme. Stakeholders share or contribute to the aim of the SP programme
Supporting People Distribution Formula	A formula developed by the DCLG to decide how much Supporting People grant each Administering Authority will be allocated
Supporting People Grant	Money from the government to pay for the housing related support services under the Supporting People programme
Supporting People	The programme came into effect on the 1st April 2003 to deliver housing-related support services to vulnerable people through a single funding stream, administered by local authorities according to the needs of people in their area
Supporting People Five Year Strategy 2005-	The strategy is a five year plan giving detailed supply and needs mapping information across the county in relation to the various vulnerable client groups that the Supporting People supports

Abbreviation or Term	Description
2010	
Support Provider	The organisation providing housing related support services paid for by Supporting People. Organisation types include registered social landlords, voluntary sector organisations, local authorities, charities and the private sector
Support Service	A service eligible for funding through Supporting People. This could include advice on maintaining a tenancy, help with filling in forms, help with keeping accommodation safe and secure etc.
Tenure neutral	Tenure neutral floating support services means that support can be offered to an individual regardless of the sort of housing they live in e.g. private rented, social housing, owner occupied.
Workbook	The workbook is completed on a quarterly basis by each service (except community alarms) under contract with the Supporting People team. It is the means by which the Supporting People team gathers Performance Indicator information required by central government
Validation Visit	A reality check by a SP Local Monitoring and Review Officer to a support service to establish whether the Provider is achieving the standards they are contracted to deliver. Supporting People team members will also consult with service users and staff and stakeholders to find out their views of the service. The aim of these visits is to work with providers to improve the quality of the services in Kent, and for the findings feed into strategic decision making

Links

The following links may provide further insight into the programme.

- www.communities.gov.uk
- www.spkweb.org.uk
- www.spdirectory.org.uk/DirectoryServices
- www.sitra.org.uk
- www.housing.org.uk
- www.kent.gov.uk/supportingpeople

Contact the Kent Supporting People Team supportingpeopleteam@kent.gov.uk

Please tell us if you think that any other terms or links should be included in this glossary

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