

Margate Renewal Partnership

Draft framework for Margate Neighbourhood Plan 2030

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Introduction and background

Context and purpose

Margate Renewal Partnership (MRP) has identified the need for a Neighbourhood Plan to provide a coherent statement of vision and objectives for the two wards of Margate Central and Cliftonville West. The purpose of the Neighbourhood Plan is to outline a framework and delivery plan within which all of the strands of activity which are necessary to regenerate these wards can be marshalled and managed. The Neighbourhood Plan will provide a clear tool for strong and effective leadership and clarity in communication.

The two central wards are characterised by a number of endemic socio-economic and physical issues which are already well-understood by MRP and its partners. A number of initiatives, strategies and projects are already underway in the area, and the primary challenge for the Neighbourhood Plan is to give coherence and clarity, enabling partners to review current initiatives and to introduce new programmes with regard to this co-ordinated framework which identifies the key priorities and actions for the two wards.

Key issues

Margate Renewal Partnership (MRP) recently carried out a strategic review of the Margate Renewal programme with a view to refining the overall strategy and priorities for the programme. The Margate Renewal Study (2008) highlighted five key issues which required targeted and focused action and intervention. These issues can be concisely summarised as:

- Housing market failure with a need for greater levels of intervention in relation to landlord management, enforcement, HMO licensing and wider programmes of housing renewal;
- A highly transient population, with a substantial 'churn' of vulnerable people;
- Need for greater public sector focus on economic development including the visitor economy and creative industries;
- More coordinated local activity and outreach services by the public sector delivery agencies in the context of the arrival of economic migrants and a focus on improving community cohesion; and
- Targeted interventions to address high levels of worklessness and fragmented skills development.

Context: a dynamic local economy

Margate Central and Cliftonville West wards are typical of communities in many seaside resorts which have suffered the decline of traditional tourism. A concentration of properties which once served the tourist trade have become home to a population with higher than average incidences of complex and social and economic problems. It is the concentration of these issues which creates a particularly challenging situation. A lack of investment in some areas of the physical fabric, is a symptom of the wider issues. Some of the most illustrative local population statistics are as follows:

- Local residents are between 1.8 and 3 times more likely to be living under very high financial stress than the national average ¹
- Residents are 3-4 times more likely to be in public rented housing than national average ²
- 7% of properties in the area empty ³
- The crime rate is four times the level of Thanet District as a whole ³
- Alcohol attributable hospital admissions are 60% above national average ⁴
- Worklessness levels of 38% compare to the Kent average of 11% ⁵
- Lone parent income support levels are at two times the regional and national average ³
- Male life expectancy in the area is 18.5 yrs below the county average ⁵
- Two Lower Super Output Areas are in the most deprived 1% in the country, with a significant increase in IMD rankings between 2004 and 2007 ^{3/4}
- Racially motivated violence is a concern for 43% of residents, compared to 3% in Kent ³
- Four times the number of local residents are concerned about drug misuse, vandalism and crime than at a district level ³

Despite these significant issues, Margate Central and Cliftonville West have huge potential. The area has an attractive, rich, historic townscape and a wealth of residential buildings which are ripe for investment and restoration. The coast is a major asset, and Margate is on the cusp of a step change in economic confidence as a result of Turner Contemporary and Dreamland, which together create an opportunity to reinvent the visitor economy once again. Margate Central and Cliftonville West have a diverse population, which fosters an entrepreneurial culture, and there is a strong local community who are deeply committed to seeing the area change for the better.

Regeneration interventions

The Neighbourhood Plan will draw together a number of existing initiatives and interventions which are already underway, and to help shape emerging programmes of intervention and investment.

Margate Renewal Partnership Framework and Implementation Plan (2009-11)

The Framework and Implementation Plan sets an overarching context for the regeneration of Margate and highlights five strategic priorities:

1. Diversifying the economy and creating employment opportunities;
2. Broadening and improving the retail, visitor and cultural offer;
3. Tackling environmental dereliction and developing key sites;
4. Targeting the worst housing; and
5. Supporting the development of new housing to create a more balanced community.

Momentum is continuing to gather through a number of wide-reaching interventions and it is important to highlight the significant progress has been made in recent years. Major advances have been made towards the delivery of a number of major projects with the potential to deliver a step change in local economic confidence, including the Turner Contemporary Gallery which will open in 2011, Dreamland, Arlington and Rendezvous. MRP has delivered a major package of public realm improvements alongside grant support for the restoration of buildings in the Old Town, which has become a focus for a cluster of vibrant creative and cultural businesses, including galleries, studios and vintage shops. There has also been significant investment in the capacity of the voluntary and community sectors with 115 projects initiated through the Safer Stronger Communities Fund (SSCF) and 302 private sector housing renewal grants to assist owners to improve their homes.

Housing Intervention Strategy

Thanet District Council and Kent County Council are currently preparing a Housing Renewal Strategy which focuses on two key areas of work: improved regulation of private sector landlords; and interventions to help remodel the housing market. The emerging intervention strategy under preparation by consultants (DTZ) identifies six key strands which relate to enforcement, management, tenure diversification, marketing, public realm and personal services.

Margate Task Force and Total Place

The Neighbourhood Plan is closely linked to the multi-agency Task Force programme which is currently being developed and is one strand of the Kent Total Place initiative. The Task Force programme focuses on the transformation and regeneration of Margate Central and Cliftonville West, an area which is characterised by disproportionate public costs on a per capita basis. The Task Force envisages a fundamental transformation in the nature of service delivery to bring about greater efficiency, a closer customer focus and an emphasis on local decision-making.

A key proposal being pursued through the Total Place initiative is for Margate to become a 'Special Intervention Area'. The SIA designation would provide the Task Force with clear powers and flexibilities to ensure that public sector policy and service delivery responds to the type and scale of issues which are prevalent in Margate Central and Cliftonville West. To achieve this, it has been recognised that the support of national government will be required through a unique agreement. The 'Margate Agreement' will identify specific measures in relation to the three themes: tackling housing market failure; promoting economic

development; and delivering holistic services. It will also provide a context for improved data and intelligence sharing between public sector agencies to promote efficient and effective operations.

Community Engagement Action Plan

Thanet District Council and Margate Renewal Partnership are currently developing a Community Engagement Action Plan for Margate Central and Cliftonville West. The purpose of Community Engagement Action Plan is to provide an effective tool for dialogue between the local authority and wider public sector partners and the people who live and work in Margate Central and Cliftonville West, through which residents and other stakeholders can take an active role in decision-making for the local area. The Action Plan will play an instrumental role in setting out key principles and good practice in engagement for all of the Task Force and Neighbourhood Plan partners to sign up to, and a detailed action plan for effective, locally specific engagement.

Other interventions

In addition to these key initiatives, a number of separate programmes and work strands are on-going in Margate under the following policy / delivery headings:

- Social Services (Children and Families, Adult and Young Peoples services);
- Employment, Skills and Enterprise;
- Community Support and Community Cohesion;
- Public Realm and the Environment;
- Environment Services (Street Cleansing, Waste and Recycling);
- Creative and Cultural development; and
- Promotion and marketing.

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1. Mosaic Analysis for Thanet District
 2. Mosaic Mapping of wards
 3. Margate Renewal Study
 4. Cliftonville Development Plan Document
 5. Total Place Pilot Kent

Framework for the Neighbourhood Plan

In preparing the framework for the Neighbourhood Plan, Margate Renewal Partnership has undertaken two workshops to assist in developing a shared vision and identifying the different strands of activity which the plan will encompass. The framework for the Neighbourhood Plan comprises the following elements:

- Draft statement of vision for Margate Central and Cliftonville West;
- Summary of the key themes and associated work streams; and
- An outline framework for evaluation.

Emerging statement of vision and key themes

By 2030, Margate Central and Cliftonville West will be an attractive seaside neighbourhood with rich and revived historic character, high quality housing, a diverse and cohesive community, an entrepreneurial spirit and a wealth of opportunities.

The vision for the Margate Central and Cliftonville West Neighbourhood Plan 2030 is based on three interlocking themes:

PLACE:

Margate Central and Cliftonville West will be defined by an attractive coastal and built environment. The two wards will set high standards in design quality in terms of buildings and open spaces, juxtaposing contemporary architecture with the area's rich historic fabric. Margate will be a sustainable place to live and work in terms of energy efficiency, transport connections and local shops and services.

There will be high quality housing, with a good mix of market and social provision and no place for irresponsible landlords. The two central wards will be safe places to live with lower incidences and reduced fear of crime.

ECONOMY:

Margate will be a thriving and prosperous location – a place to work, visit and do business. The local economy will be underpinned by an equitable housing market, a population with strong relevant skills and many opportunities for start-up businesses. The Neighbourhood Plan will define a clear role for the two central wards which identifies a coherent strategy for achieving competitive advantage within the district and the sub-region. The area will continue to nurture a reputation as a thriving destination for arts, culture, creativity and innovation.

PEOPLE:

Margate Central and Cliftonville West will become a place where people want to live because the quality of life is good. Margate's diverse communities will give the area a rich identity, with a strong sense of cohesion and shared civic pride in the area. Margate will be characterised by access to job and training opportunities for all ages, and vulnerable residents will be supported to live fulfilling lives.



VISION / THEMES

KEY QUESTIONS FOR THE NEIGHBOURHOOD PLAN:

Are there any gaps in the vision statement?

What specific targets and benchmarks should be attached to the vision and themes?

Whose vision are we planning?

How does the vision for the two wards fit with the wider strategy for Thanet?

What kind of place will Margate be in 5, 10, 15 and 20 years time?

What are the key milestones in achieving the vision?

How do we balance historic identity and new identity?

Key strands and work streams

The following table highlights the various work streams as they relate to the key themes of people, place and economy.

Theme / Strand	Key issues	Areas of focus / target outcomes	Timescales	Key partners
I. PLACE:				
<ul style="list-style-type: none"> To improve the quality of the built environment by protecting and enhancing the historic fabric, fostering local character and ensuring that new development is of a very high quality To create a sustainable low carbon environment, which is resilient to climate change To enhance the environment and public realm in the two wards and foster a greater sense of civic pride and responsibility at all scales (ranging from the coastal environment and path, to public open spaces and semi-private spaces such as front gardens) To improve the accessibility of the area, particularly for local residents seeking employment elsewhere in Thanet and Kent 				
I.1 Environmental quality	A focus on enhancing environmental quality and standards, including improving the management of refuse disposal and its impact on the street	<p>'Clean Sweep' operations, waste and recycling plans and specific plans / interventions</p> <p>Area-based initiatives (e.g. Northdown Road)</p> <p>Clear links to housing and public realm programmes – cleaner streets help to support housing market renewal and business confidence</p> <p>Fundamental behavioural change in terms of waste</p>	Ongoing	<p>Thanet District Council</p> <p>Kent County Council</p>
I.2 Planning	Key planning issues relating to housing, employment, public realm, heritage and economy	<p>Preparation of LDF documents with specific guidance, policies and allocations for Margate Central and Cliftonville West (Cliftonville West DPD adopted; Core Strategy and wider development management policies)</p> <p>Progression of key development sites</p> <p>Working to ensure that Development Control practices support the highest quality development</p>	Ongoing	Thanet District Council
I.3 Transport and Public Realm	<p>Need for enhancement of public realm in key locations</p> <p>Joined up approach required to ensure best use of resources</p>	<p>Current scheme to improve the seafront from Margate Station to Turner Contemporary</p> <p>Potential for scheme in Northdown Road</p>	2010-2011	Kent County Council

Theme / Strand	Key issues	Areas of focus / target outcomes	Timescales	Key partners
		<p>Private front gardens / boundary improvements</p> <p>Managing streetscape projects to ensure minimal disruption, particularly during Turner Contemporary's opening year</p>		
1.4 Heritage and Conservation	Erosion of the historic environment / townscape	<p>Designation of Conservation Areas to provide a context for proactive management and enhancement of historic fabric</p> <p>Ensuring that the historic fabric is enhanced as Margate's key asset, whilst enabling interventions to improve energy efficiency</p> <p>Potential for grant applications to the Heritage Lottery Fund</p>	2010-2011	<p>Thanet District Council</p> <p>English Heritage</p> <p>Heritage Lottery Fund</p>
1.5 Arts and culture	Broaden arts-based participation	<p>Continue to support the organic expansion of the arts and cultural sector in Margate</p> <p>Promote opportunities for art-based activities as a means of engagement and cohesion-building.</p>	Ongoing	<p>Thanet District Council</p> <p>Kent County Council</p> <p>Creative Margate - Turner Contemporary, Dreamland, Theatre Royal</p>

Theme / Strand	Key issues	Areas of focus / target outcomes	Timescales	Key partners
<p>2. ECONOMY:</p> <ul style="list-style-type: none"> To establish a clear strategic / sub-regional role and competitive advantage for the central Margate wards To achieve a balanced and equitable housing market To reduce unemployment, tackle worklessness and improve access to jobs and training To enable Margate Central and Cliftonville West to play a full role in the wider regeneration of Margate, as a location for high quality hotels, shops and services to support the visitor economy To support local shops and services, including the Old Town and Northdown Road as Cliftonville's high street To foster an entrepreneurial environment where creative and start up businesses can flourish 				
2.1 Housing	<p>Housing quality is viewed as one of the key social issues in the two wards.</p> <p>Low cost of accommodation creates a context for prevalence of vulnerable residents in area</p> <p>The local population currently presents disproportionate per capita benefit costs</p> <p>There is an exceptionally high level of private social rented accommodation, much of which is very poor quality</p> <p>There is a need for an holistic package of environmental improvements including a public realm strategy to enhance perceptions of the area</p>	<p>Bold and ambitious intervention through the Housing Renewal Strategy and Margate Task Force / Total Place</p> <p>Specific housing intervention to reduce percentage of private rented stock and number of HMOs, improve tenure mix and increase housing values</p> <p>A tough and rigorous strategy for enforcement and intervention to tackle irresponsible private landlords</p> <p>Establish flexible shortened procedures in relation to CPO and short-term requisition</p> <p>Re-balance the population through proactive policies to support the needs of home owners and owner occupiers</p> <p>Equalisation of VAT for new build and refurbishment works and policies to support the re-conversion of flatted accommodation to single dwellings</p>	<p>2010 -2011: Develop policy context and establish initiatives</p> <p>2011-2015: Implementation</p>	<p>Thanet District Council</p> <p>Kent County Council</p> <p>Homes and Community Agency</p> <p>Registered Social Landlords</p> <p>Voluntary and Community Sector</p>
2.2 Employment	High level of worklessness	<p>Single access point for jobs via Thanet Gateway portal</p> <p>Through SIA:</p> <ul style="list-style-type: none"> New aligned means test for JSA / HB claimants Transfer of JCP administration is transferred to the District Council Partnership working with SMEs to get all unemployed people (18-24 years and under 18) into employment / 	2010 onwards	<p>Task Force</p> <p>Thanet District Council</p> <p>Jobcentre Plus</p> <p>Thanet Works</p>

Theme / Strand	Key issues	Areas of focus / target outcomes	Timescales	Key partners
		<p>training schemes</p> <p>A proactive strategy in partnership with the voluntary sector for supporting people on Incapacity Benefit who wish to return to work</p>		Voluntary sector
2.3 Promotion and branding	Negative perceptions of Margate have potential to constrain the area's success	<p>Wider projects and initiatives attempt to promote Margate in a positive light. Potential for a coordinated strategy through MRP?</p> <p>Support for arts / visitor attractions</p>	Ongoing	<p>MRP</p> <p>Thanet District Council</p> <p>Kent County Council</p> <p>Turner Contemporary</p> <p>Dreamland Trust</p>
2.4 Enterprise and Economy	Need additional support to nurture SMEs and entrepreneurial activity	Creation of improved workspace and supporting infrastructure (e.g. broadband) – specifically in relation to SMEs, particularly arts / cultural entrepreneurs and graduates	Ongoing	Thanet District Council
2.5 Diversify economy	Need to broaden the base of the economy	<p>Promote business start-ups across a wide range of sectors</p> <p>Provide ongoing support and advice for new and existing businesses</p>	Ongoing	<p>Thanet District Council</p> <p>Kent County Council</p>
2.6 Creative and cultural sector investment	Consolidate Margate as hub for creative and cultural activity	<p>Coordination between public sector agencies and Turner Contemporary, Theatre Royal, Dreamland and commercial galleries / artists</p> <p>Ensure suitable provision of affordable and flexible space for studios, workshops and galleries.</p>	Ongoing	<p>Thanet District Council</p> <p>Kent County Council</p> <p>Creative Margate</p>
2.7 Visitor economy	Capture the full potential of Margate as a destination for visitors	Coordinated investment in package of measures to support visitor economy including branding, communication, events programming, public realm, shopfront vacancy and local hospitality / service skills	Ongoing	<p>Thanet District Council</p> <p>Kent County Council</p>

Theme / Strand	Key issues	Areas of focus / target outcomes	Timescales	Key partners
				Thanet College Turner Contemporary Dreamland Trust Theatre Royal
2.8 Town centre / Old Town	Improve the High Street	Improved public realm and range of retailers on High Street – proactive marketing of Margate to prospective retailers to reduce the vacancy rate and improve the quality of the offer	Ongoing	Thanet District Council Kent County Council MRP
2.9 Northdown Road	Improve Northdown Road	Work with retailers and local community to invest in the public realm and promote Northdown Road as a local high street characterised by high quality independent shops and a variety of convenience shops and local services.	Ongoing	Thanet District Council Kent County Council Local businesses

Theme / Strand	Key issues	Areas of focus / target outcomes	Timescales	Key partners
<p>3. PEOPLE:</p> <ul style="list-style-type: none"> To improve quality of life for all residents To enhance community cohesion in Margate To increase civic pride and community ownership in Margate To increase the proportion of local residents in employment, education and training To improve health, in line with Thanet and Kent averages To deliver effective, responsive public services which are able to address complex multiple individual needs efficiently To enable effective, continual community engagement in all aspects of decision making and service delivery 				
3.1 Education and training	A higher proportion of residents with no qualifications (37%) than in the region (24%) or country (29%)	<p>Close working with businesses to identify training opportunities and incentives</p> <p>Promote lifelong learning opportunities</p> <p>Continue to work with Turner on Cultural Ambassadors programme</p>	Ongoing	<p>Thanet District Council</p> <p>Kent County Council</p> <p>Training providers</p> <p>Local businesses</p> <p>Schools and colleges</p> <p>Job Centre Plus / Thanet works</p>
3.2 Health	<p>Significant costs to the public sector arising from poor health including high numbers of local residents on Incapacity Benefit</p> <p>Lower than average life expectancy</p> <p>High incidence of mental health problems</p> <p>Support for patients with longer term conditions, including support for those on Incapacity Benefit who wish to return to work</p>	<p>Comprehensive assessment of needs to inform future service provision and collaborative delivery with a view to reducing per capita costs</p> <p>Reduction in health inequalities and improvement in health outcomes in line with Kent and national averages</p> <p>Inter-agency partnership working</p> <p>Lower incidence of mental health problems in local population</p>	2010 onwards	<p>East Kent and Coastal PCT</p> <p>Kent County Council</p> <p>Thanet District Council</p> <p>GPs</p>

Theme / Strand	Key issues	Areas of focus / target outcomes	Timescales	Key partners
	<p>Sexual health in young people</p> <p>Outreach work for young people</p> <p>Specific health issues, e.g. smoking, drug misuse</p>			
3.3 Social Services	<p>High proportion of looked after children</p> <p>Disproportionate concentration of vulnerable adults</p> <p>Low skills in young people</p>	<p>Tackle through SIA / Task Force</p> <p>Targeted initiatives to reduce the level of referrals into Children's Social Services</p> <p>Increase the number of people supported to live independently in their own homes</p> <p>Strengthen the support provided to people caring for relatives and friends</p> <p>Ensure better planning to ease the transition between childhood and adulthood for young people with disabilities and to promote their independence</p> <p>Lower concentration of vulnerable people, greater balance in community and housing market</p> <p>Consider issues of displacement</p>	2010 onwards	<p>Thanet District Council</p> <p>Kent County Council</p>
3.4 Community Support and Cohesion	<p>Wide range of social issues exacerbated by rapidly changing population</p> <p>Risk of fragmented community relations, distrust, conflict and intolerance</p>	<p>Safer and Stronger Communities Fund / Neighbourhood Management programme (SSCF)</p> <p>Preparation of Community Engagement Action Plan for Margate Central and Cliftonville West (CEAP)</p> <p>Targeted CLG funding programmes – Connecting Communities (CC) and Migrant Impacts Fund (MIF)</p> <p>Promotion of easy access to information and support – 'single journey customers'</p>	<p>2010 – SSCF</p> <p>2010 – 2011 – CC / MIF</p> <p>2010 onwards - CEAP</p>	<p>Thanet District Council</p>

Theme / Strand	Key issues	Areas of focus / target outcomes	Timescales	Key partners
		Approach needs to permeate all strands		
3.5 Community Engagement	<p>Recognition that effective on-going engagement helps to improve outcomes and cohesion</p> <p>Specific groups not currently engaged (e.g. A8 migrant communities, those living in social rented accommodation, settled migrants)</p>	<p>Preparation of Community Engagement Action Plan for Margate Central and Cliftonville West (CEAP)</p> <p>Approach needs to permeate all strands</p> <p>Communication needs to be appropriate for all audiences / contexts</p> <p>Opportunity to involve local arts organisations, who are already delivering good practice and innovation in engagement</p>	2010 onwards	<p>Thanet District Council</p> <p>Turner Contemporary</p> <p>Theatre Royal</p>
3.6 Community safety	High crime rates: Margate Central is a hotspot for violence and disorder associated with the night-time economy; and Cliftonville West suffers from higher than average incidence of theft and robbery	Targeted action on a ward basis to address issues	Ongoing	<p>Kent Police</p> <p>Thanet District Council</p>

STRANDS / WORKSTREAMS

KEY QUESTIONS FOR THE NEIGHBOURHOOD PLAN:

Do the strands and workstreams respond to the objectives? Are there any gaps?

How will the various partner groups and organisations interact? What will the organisational structure look like?

How should the various actions and priorities be delivered? What new programmes need to be established and which existing initiatives need to be reconfigured or adapted?

How can we add value?

Outline framework for evaluation

Approach to evaluation

Margate Central and Cliftonville West are complex areas which require a coherent multi-agency working. Margate Task Force offers an opportunity to bring together the multiple public sector agencies in the area in a truly innovative way. In addition to agreeing the scope of programmes and the nature of governance arrangements, it is important that the Neighbourhood Plan defines a clear monitoring regime and coherent protocols in relation to data and information gathering. This is important in ensuring the transparency and accountability of the Task Force, as well as for measuring progress. The purpose of this section is to identify an outline framework for evaluation which forms a basis for establishing a single, agreed baseline position and embedding a methodology for evaluation in the short, medium and long term.

Governance and accountability

The Task Force will establish unprecedented levels of collaborative working between public sector agencies, and potentially, unprecedented levels of intervention in a small geographic area. This raises questions of governance and accountability and it may be appropriate to establish a new Community Forum for Margate Central and Cliftonville West with elected representatives from Thanet District Council (including ward members) and Kent County Council, and accountable individuals from other public sector agencies such as Kent Police, the Primary Care Trust, together with representatives from the local community. The Forum would be answerable for the strategy and actions of the Task Force, and to take responsibility for monitoring its impacts.

Bench-mark targets and indicators

A starting point for evaluation is to define bench-mark targets and indicators against the key themes and strategies. For example, the Total Place initiative highlights six key elements in the transformation of service provision in the two central wards as follows:

1. Reducing the private rented sector to the Kent average from 88.8% to 12%
2. Reducing the number of households receiving housing benefit from 57% to 23% (Thanet average to be confirmed)
3. Reducing the annual churn of residents to the Thanet average from 34% to 12% (Thanet average)
4. Reducing worklessness to the Kent average from 38% to 11% of working age population
5. Bringing life expectancy in line with the average in Kent from 72.7 years to 79.7 years
6. Reducing rates of crime to below 71.3 per 1000 population Kent average from the combined two ward figure of 247.3 per 1000 population.

There may be other indicators which are identified, relating to Neighbourhood Plan projects, and it may be appropriate to identify a range of qualitative as well as quantitative indicators.

Collaborative management of data

A principal aim of the Neighbourhood Plan and the Task Force is to realise opportunities for joined up working between the public sector delivery agencies. A key component of this is collaborative management of information including data sharing. Data can be gathered from mainstream data sources such as the census and Mosaic analysis. However, one of the key issues in Margate Central and Cliftonville West is the transience of the local population, the high levels of 'churn' and the difficulty, therefore, in monitoring impacts on local residents. It may therefore be appropriate to deploy a monitoring technique which uses local administrative data which can be gathered over shorter timescales and smaller geographic units.

An example of such a technique is Neighbourhood Knowledge Management, a description of which has been adapted from the website www.nkm.org.uk.

Neighbourhood Knowledge Management is a flexible, address-based, rather than area based tool capable of dealing with spatial unit using addresses enables the harmonisation of data to a single address rather than to an arbitrary area. This means it is possible to create accurate and detailed profiles using locally generated administrative data to any geographical specification.

Administrative data systems are maintained for record keeping and management purposes but also have other strategic significance e.g. for use in performance management and monitoring local targets. This means that, unlike the Census, they are always up to date and so it then also becomes possible to track change through time as frequently as is needed

Data systems can respond to a wide range of variables that can be used to create indicators that are in regular use in areas such as housing, education, benefits, health, social services, crime and safety.

The approach links administrative datasets from local authorities, primary care trusts, the police, general practices and other agencies together at the household level by address. The resulting database is used to explore the relationships between population characteristics and outcomes, and to profile the population of an area to any geographical boundary or scale (from the bottom-up). Such an approach might be particularly appropriate in the context of the Task Force model of collaborative working.

Opinion polling

A third area of monitoring and evaluation that is being considered in relation to the Community Engagement Action Plan is the use of local opinion polls. Regular opinion polling would enable an understanding of changes in local perceptions of the area to be developed over time, from which lessons for service delivery can be learned. In addition, opinion polling enables people who do not naturally engage with the public sector in other forums to be canvassed. This strand of monitoring could take the form of a regular on-street survey and/or focus groups.

Outline monitoring framework

Theme / Strand	KEY INDICATORS (key indicators in bold)	METHOD	TIMESCALE
PLACE			
Environmental quality	KA2: NI 189 Flood and coastal erosion risk management	KA2 monitoring	Bi-annual
	KA2: NI 186 Per capita CO2 emissions in the LA area	KA2 monitoring	Bi-annual
	KA2: NI 191 Residual household waste per household	KA2 monitoring	Bi-annual
	KA2: NI 197 Improved Local Biodiversity – proportion of Local Sites where positive conservation management has been or is being implemented	KA2 monitoring	Bi-annual
	Qualitative indicators on street cleanliness may also be appropriate	Regular on-street checks	Quarterly
Planning	KA2: NI 188 Planning to Adapt to Climate Change	KA2 monitoring	Bi-annual
	Development activity – number of major applications	Monitoring through planning department	Annual
	Completion of planning documents within timescale	Monitoring through planning department	Annual
	Progress of key development sites	Monitoring through planning department	Quarterly
Transport and Public Realm	KA2: NI 198 Children travelling to school – mode of travel usually used	KA2 monitoring	Bi-annual
	KA2: NI 175 Access to services and facilities by public transport, walking and cycling	KA2 monitoring	Bi-annual
	KA2: NI 47 People killed or seriously injured in road traffic accidents	KA2 monitoring	Bi-annual
	Public realm quality and transport issues	Audit of public realm and perception survey	Annual

Theme / Strand	KEY INDICATORS (key indicators in bold)	METHOD	TIMESCALE
Heritage and Conservation	<p>Designation of Conservation Areas</p> <p>Applications involving restoration of buildings</p>	Liaison with Conservation officer and planning department	Annual
Arts and culture	Indicators gathered from partner organisations such as Turner Contemporary and the Theatre Royal (e.g. local membership of arts organisation, participation rates)	Liaison with partner organisations	Annual

Theme / Strand	KEY INDICATORS (key indicators in bold)	METHOD	TIMESCALE
ECONOMY			
Housing	<p>Reducing the private rented sector to the Kent average from 88.8% to 12%</p> <p>Reducing the number of households receiving housing benefit from 57% to 23% (Thanet average to be confirmed)</p> <p>KA2: NI 159 Supply of ready to develop housing sites</p> <p>KA2: NI 187 Tackling fuel poverty - % of people receiving income based benefits living in homes with a low energy efficiency rating</p> <p>KA2: NI 154 Net additional homes provided</p> <p>KA2: NI 155 Number of affordable homes delivered (gross)</p> <p>KA2: NI 141 Percentage of vulnerable people achieving independent living</p> <p>Annual survey – housing satisfaction survey</p>	<p>NKM assessment</p> <p>NKM assessment</p> <p>KA2 monitoring</p> <p>KA2 monitoring</p> <p>KA2 monitoring</p> <p>KA2 monitoring</p> <p>KA2 monitoring</p> <p>Perception survey</p>	<p>Annual</p> <p>Annual</p> <p>Bi-annual</p> <p>Bi-annual</p> <p>Bi-annual</p> <p>Bi-annual</p> <p>Bi-annual</p> <p>Annual</p>
Employment	<p>Reducing worklessness to the Kent average from 38% to 11% of working age population</p> <p>KA2: NI 152 Working age people on out of work benefits [BI-ANNUAL]</p> <p>Review with Thanet Works / Jobcentre Plus</p>	<p>NKM assessment</p> <p>KA2 monitoring</p> <p>Liaison with partner organisations</p>	<p>Annual</p> <p>Bi-annual</p> <p>Annual</p>
Promotion and branding	<p>Number of visitors to key events</p> <p>Business and visitor perception of Margate</p>	<p>Visitor numbers year on year</p> <p>Focus groups / surveys</p>	<p>Annual</p> <p>Annual</p>

Theme / Strand	KEY INDICATORS (key indicators in bold)	METHOD	TIMESCALE
Enterprise and Economy	KA2: NI 171 New business registration rate	KA2 monitoring	Bi-annual
Visitor economy	Average visitor spend Number of visitors to cultural attractions	Visitor surveys Liaison with cultural / arts partners	Annual Annual
Training	Number of people on training schemes	Liaison with training providers	Annual
Town centre health	Vacancy rates Derelict land brought back into use Perception of town centre vitality	Survey Liaison with planning department Questionnaire / Focus groups	Annual Annual Annual

Theme / Strand	KEY INDICATORS (key indicators in bold)	METHOD	TIMESCALE
PEOPLE			
Skills	KA2: NI 163 Proportion of population aged 19-64 for males and 19-59 for females qualified to at least Level 2 or higher KA2: NI 161 Learners achieving a Level 1 qualification in literacy KA2: NI 162 Learners achieving an Entry Level 3 qualification in numeracy KA2: NI 117 16-18 year olds who are not in education, employment or training (NEET)	KA2 monitoring KA2 monitoring KA2 monitoring KA2 monitoring	Bi-annual Bi-annual Bi-annual Bi-annual
Health	Bringing life expectancy in line with the average in Kent from 72.7 years to 79.7 years KA2: NI 120 All-age all cause mortality rate (All persons) KA2: NI 55 Obesity in primary school age children in Reception KA2: NI 39 Rate of Hospital Admissions per 100,000 for Alcohol Related Harm KA2: NI 40 Number of drug users recorded as being in effective treatment KA2: NI 125 Achieving independence for older people through rehabilitation/intermediate care KA2: NI 51 Effectiveness of child and adolescent mental health (CAMHs) services PCT monitoring outputs Perception of personal health [ANNUAL]	NKM assessment KA2 monitoring KA2 monitoring KA2 monitoring KA2 monitoring KA2 monitoring KA2 monitoring Liaison with PCT Questionnaire	Annual Bi-annual Bi-annual Bi-annual Bi-annual Bi-annual Annual Annual
Community Support, Cohesion and Engagement	Reducing the annual churn of residents to the Thanet average from 34% to 12% (Thanet average) KA2: NI 3 Civic participation in the local area	NKM assessment KA2 monitoring	Annual Bi-annual

Theme / Strand	KEY INDICATORS (key indicators in bold)	METHOD	TIMESCALE
	KA2: NI 6 Participation in regular volunteering Effectiveness of engagement and identification of key issues Feedback through Community Engagement Action Plan	KA2 monitoring Survey Liaison with CEAP co—ordinator	Bi-annual Annual Annual
Community safety	Reducing rates of crime to below 71.3 per 1000 population Kent average from the combined two ward figure of 247.3 per 1000 population. KA2: NI 195 Improved street and environmental cleanliness (levels of litter, detritus, graffiti and fly posting) KA2: NI 15 Serious Violent Crime Rate KA2: NI 21 Dealing with local concerns about anti-social behaviour and crime by the local council and police KA2: NI 111 First time entrants to the Youth Justice System aged 10-17 KA2: NI 32 Repeat incidents of domestic abuse Kent Police monitoring outputs	NKM assessment KA2 monitoring KA2 monitoring KA2 monitoring KA2 monitoring KA2 monitoring Liaison with Kent Police	Annual Bi-annual Bi-annual Bi-annual Bi-annual Bi-annual Annual
Civic and recreational activities	KA2: NI8 - Adult participation in sport and active recreation KA2: NI 11 Engagement in the Arts KA2: NI 8 Adult participation in sport and active recreation KA2: NI 110 Young people’s participation in positive activities Participation in sports and cultural activities	KA2 monitoring KA2 monitoring KA2 monitoring KA2 monitoring Survey	Bi-annual Bi-annual Bi-annual Bi-annual Annual

Next steps

The framework highlights a coherent context to develop the full version of the Neighbourhood Plan. The following workstreams have been identified as the principal means of achieving this.

Workstream / project	Description	Partners	Timescales
Neighbourhood Plan	Completion and publication of detailed Neighbourhood Plan report	MRP TDC KCC	2010
Margate Task Force	Establishment of working arrangements and practices for Margate Task Force initiative including appointment of co-ordinator.	MRP TDC KCC	Summer 2010
Community Engagement Action Plan	Preparation and endorsement of the action plan by all the partners.	TDC MRP	Action Plan complete – Summer 2010 Implementation – 2010 to 2012
Organisational structure	Consideration of organisational arrangements to ensure appropriate structure to implement the neighbourhood plan. Margate Task Force is a principal component of this but other infrastructure such as a Community Panel should also be considered.	MRP	2010/2011
Consolidating the vision	Validation of vision statement by all parties. Attachment of specific targets and benchmarks to the vision statement which identify specific milestones and targets.	MRP TDC KCC All partners	2010
Refining the key strands	Review of the key strands and workstreams with partners to ensure full coverage of current and future priorities and initiatives. Starting point in reviewing the scope, remit, coverage and operation of specific initiatives through the Task Force.	MRP TDC KCC All partners	2010
Consolidating the evidence base	Concise exercise to establish a coherent single evidence base report including targeted application of collaborative data management techniques to identify accurate baseline data for the key indicators.	MRP TDC KCC All partners	Summer 2010
Refining the evaluation framework	Review of indicators with partners to highlight gaps or discrepancies. Opportunities to identify data-sharing and collaborative monitoring using existing monitoring regimes to be highlighted.	MRP TDC KCC All partners	Autumn 2010