



Lead Contact Details

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The Margate Task Force (MTF)

The award winning Margate Task Force (MTF) was set up approximately four years ago to tackle highly complex cross cutting, interrelated and challenging issues including: child protection, exploitation, safeguarding, gangs, crime, welfare dependency, health, drugs and quality of life. The team have consistently set the standard for co-located integrated services working collaboratively at 'street level' in areas jointly identified through the use of analytical products as those most in need. It's resonant, highly motivated, strong and passionate team have successfully applied their skills in a just, compassionate and effective way.

Thanet has 23 wards in total. The MTF originally covered two of the most deprived wards in the UK suffering multiple layers of risk and vulnerability, namely Cliftonville West and Margate Central. In March 2016 the MTF co-located with the Thanet Community Safety Unit in the ground floor offices at Thanet District Council. The combined team now covers the entirety of Thanet, but focuses on the top 4 most deprived wards: Cliftonville West, Margate Central, Central Harbour (Ramsgate) and Eastcliff (Ramsgate).

Membership of the Margate Task Force (MTF)

The team comprises 40 members of staff from 15 different agencies - a mixture of full time, part time and task allocated resources: -

- District Council Environmental Health
- District Council Waste Management
- District Council Community Services
- District Council Housing
- District Council Community Safety
- District Council Analyst
- Kent Fire & Rescue Service
- Police – Margate Task Force
- Police – Community Safety
- Police – Intelligence
- Police – Community Liaison
- Police – Volunteers
- Police – PCSOs
- Home Office – Immigration Enforcement
- DCLG funded analyst

- DCLG funded Early Help & Intervention
- County Council Community Wardens
- County Council Trading Standards
- County Council Troubled Families
- County Council Children’s Social Services
- County Council Public Health Analyst
- Job Centre Plus
- Community Rehabilitation Company
- Community Adult Mental Health
- CXK – Connections
- Health Visitors
- University of Kent at Canterbury. Forensic Psychologist – NRP Researcher

Note. The team communicate daily with the Clinical Commissioning Group (CCG) housed within the same building at Thanet District Council.

The Margate Task Force aims to:

- Reduce crime and antisocial behaviour
- Reduce and mitigate risks to vulnerable people
- Tackle health inequalities
- Provide increased access to work, education and skills
- Improve the quality and tenure of housing
- Improve the physical environment

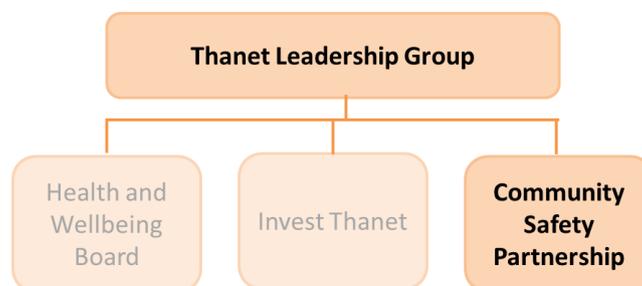
The Margate Task Force adheres to the four pillars of justice delivery:

- Social Justice
- Health Justice
- Safeguarding Justice
- Criminal Justice

Management of the Task Force

The Task Force is jointly managed and led by Andrew Bigginton, Station Manager (Kent Fire & Rescue Service) and Mark Pearson Police Inspector (Kent Police).

Organisational Structure and Strategic Leadership overseeing the Task Force



The Thanet Leadership Group (TLG) comprises senior managers drawn from key agencies and provides strategic oversight to the Community Safety Partnership, as well as other multi-agency structures including the Health and Wellbeing Board and Invest Thanet. The purpose of the Leadership Group is to align these three boards around three strategic priorities for the district:

1. Safeguarding Young People
2. Improved Mental Health
3. Young People get the Best Start in Life

Agencies of the Community Safety Partnership (CSP) meet throughout the year via a number of different forums aimed at co-ordinating activity, monitoring trends and ensuring clear information sharing.



Key objectives for DCLG Transformation Challenge funded project streams

The Department for Communities and Local Government (DCLG) have provided funding from their 'Transformation Challenge Award' to provide three full-time staff for a period of two years to service the following Project Streams: -

Project Stream 1

- To generate greater cost savings, efficiencies and effectiveness through use of a shared commissioning and joint case management approach (in comparison to standard community safety and single agency functional models)
- To radically improve 'quick time' information/data exchange and develop joint strategic assessment based on threat, risk and harm in an integrated services environment; enabling better tasking and targeting of shared services in line with the

specific needs of localities, individuals' and diverse communities. Full information sharing via service level agreements, developed strategic assessment and tactical tasking products for integration into the Community Safety Partnership (CSP) 2016 Strategic Plan

Project Stream 2

- To improve proactive identification and needs assessment of vulnerable children, youth and young adults, and implement rapid referral to appropriate social care providers, whilst initiating holistic safeguarding from broader MTF partners.

Project Stream 3

- To generate increased sustainable outcomes through the application of an enhanced public/private/voluntary sector integrated service model. Developing community stewardship in micro-locations of most complex need, reducing long-term agency demand. Community handover strategy to be developed through MTF Street Week planning activity, agency demand data to be integrated into a joint strategic assessment product in line with CSP 2016 Strategic Plan

Project Stream 4

- To co-locate the Margate Task Force, Thanet District Council Community Safety Team (TDC CST), Police Community Safety Unit (CSU) and additional non-statutory/voluntary services with the objective of successfully delivering and transforming 'street level' integrated service delivery across the broader geographical area of Thanet

New Project 'Integrated Services' bid – Young Person's Task Force (Child & Adolescent Mental Health focus)

A bid has been submitted to NHS England through the District Clinical Commissioning Group (CCG) for a Young Person's Task Force comprising: 3 Mental Health (Child & Adolescent Mental Health Outreach Workers), 1 Project Analyst, 1 Project Manager and an element of Clinical Psychological Support to be embedded within the MTF. It is anticipated the funding decision will be made in August 2016.

Examples of successful MTF activity

Street-weeks deliver integrated services to the doorsteps of communities. Working shoulder to shoulder, partners from a variety of agencies tackle environmental, social and individual issues. Over 6500 households have been engaged, resulting in excess of 3000 referrals to 40 agencies, ranging from personal safety and safeguarding, healthcare, employment, training and education.

Neighbourhood Responsibility Panels (NRPs) bring together key agencies to engage in a more holistic way with the most vulnerable clients. They give agencies the chance to tackle deep seated issues in a more joined up fashion and offer clients an action plan to support them to reduce long-term service dependency.

Family Support Panels (FSPs) delivering early intervention to young people at risk of exploitation and gang offending. They work in partnership with schools and children's services, identifying safeguarding, diversion activity and parenting support.

Case Studies

Neighbourhood Panels - Rob (not his real name) is a man in his 40s, previously in a job with a home and children, but now in severe need due to substance and alcohol dependency that has seriously affected his health.

He volunteered to come to the Neighbourhood Panel to get help. The panel consists of a variety of agencies – Job Centre Plus, Health, Police, Addiction Services, Housing, KFRS. The joint approach means all agencies gain a good overview of the person's issues and can put forward an action plan that addresses their often complex needs.

For Rob this was the first time there had been a holistic approach to his challenging behaviour and lifestyle. As a result he was offered a case worker (in this case a KFRS Vulnerable Persons Officer) and since then he has not missed any hospital appointments and is fully engaging with drug and alcohol services. He is no longer making regular calls to the police and has not made any other suicide attempts. As a result, he is far less dependent on local services and he is far more positive about his long term future.

Rogue Landlords – Rogue Landlord Funding from the DCLG allowed Thanet District Council with the support of Margate Task Force to undertake an intensive proactive inspection and enforcement programme over a ten-week period. A large number of selectively licensed homes in 28 streets were targeted for inspection. The results were a crackdown on the worst properties with 57 statutory notices under housing legislation, identification of 388 breaches of selective licence conditions requiring remedial action, and four cases identified that were so serious that the landlords were considered for prosecution. Weekend inspections allowed more people to be reached and alongside this staff were able to signpost tenants for referral for help on a number of fronts including home fire safety checks.

National Recognition

The MTF have been recognised as a national lead in relation to integrated services and working in partnership. This has been grasped at Government Level and is seen as a key enabler to delivering future public services within a climate of continued austerity measures.

- Fight Fraud Awards - The Collaboration Awards 2012
- Kent Peoples Trust - Kent Community Safety Awards – partnership and innovation award 2013
- Department of Health - Recognition of achievements in Public Health 2013
- DWP Compact Engagement Award 2015
- Shortlisted for the National Compact Awards
- Home Office, International Policing Conference – recognised as an exemplar of best practice
- Beacon Adult Mental Health Services – Partnership Employee of the Year (District Level)
- Immigration Enforcement - Regional Directors Certificate of Commendation – joint working 2015
- Winner of the DWP 'Game Changers' Award 2015/16
- Runner Up, Chief Constable's Award – Community Policing

Peer Review – independent peer assessment of risks and issues

A Health Check Review was conducted by an Independent ‘Local Partnerships’ team in March 2016.

The review team reported the following: -

The MTF was found to be an innovative and ground-breaking initiative which enjoys the enthusiastic commitment of both the partner agencies and its workforce. In many ways the approach adopted provides an exemplar for the wider public sector in how to successfully deliver multi-agency working.

The team has been expanded through the use of Transformation Challenge Award (TCA) funds, to provide additional youth worker capacity and analytical resource to better demonstrate the impact that the approach is having.

The Future – creating a synergy between: Margate Task Force, Public Service Transformation Academy, Centre for Local Economic Growth and New Economy

It is anticipated that there will be opportunity to work collaboratively with: New Economy, the Centre for Economic Growth and the Public Service Transformation Academy; the objective being to transform Cost Benefit Approaches embracing effective and accurate comparisons between New Delivery Models (NDM), Business As Usual (BAU) and Do Nothing Approaches (DNA). In addition greater synergy will enhance the professionalism of integrated services leadership, management and delivery at local level while creating improved collaboration and communication between national, county and districts.

The team has recently approached Julian Cox (New Economy team) to discuss the above aspects and to look at Cost Benefit Analysis training opportunities.

The team is also working in close collaboration with the Centre of Excellence for Information Sharing (CEIS) to develop provision of Integrated Services Information Sharing Agreements (ISAs) and associated information/intelligence processes: -



The Centre of Excellence for Information Sharing (CEIS) works with national Government departments and local places in England to challenge, inspire and support change in order to transform services through improved information sharing across the public sector.

One area of on-going work at the Centre is supporting the Dept. of Health and the Home Office to improve information sharing between health professionals and the Police – which is in response to an issue voiced by Dame Fiona Caldicott.

This has centred around creating a suite of examples of best practice case studies of existing information sharing between health and the Police to use as a tool to challenge current practice and show the benefits information sharing can bring for both organisations and the public they serve.

The centre is working with the Information Governance Alliance and other organisations to source, create and write case studies to ensure they challenge both cultural issues towards information sharing and the information governance aspects which are so important for both health and the Police.

In respect of the MTF, CEIS have worked in close collaboration with them for the past two years assisting with local workshops involving Police, Health, Home Office and other 'Community Safety' and 'Health & Wellbeing' partners. In addition they have been a valued critical friend and have played an active positive role in promulgating best practice and mediating with partners to overcome concerns specific to information sharing while maintaining the integrity of 'personalised' and 'depersonalised' data. They played an integral role as successful facilitators in a local multi-agency conference on 'Gangs and Safeguarding' in October 2015.

Currently CEIS are supporting the MTF with the development and implementation of effective Information Sharing Agreements (ISAs) specific to geo-mapping to Full Postcode Level, data held by Health, Drug and Alcohol Treatment Providers, Specialist Children's Services (SCS), Ambulance Service, Fire Service and the local Community Rehabilitation Company (CRC). A particular data sharing initiative has been specific to organised street gangs and this has involved extensive collaboration between CEIS, MTF, DoH and Home Office, Ending Gang Violence and Exploitation (EGVE) programme – note the MTF geographic area is designated as an EGVE local area.