

turnaround

Test Valley
PARTNERSHIP



Turnaround Evaluation

January 2010

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Section 1: Introduction and Aims and Objectives of the Evaluation

Turnaround is a multi-agency project aimed at reducing levels of inequality in the Alamein Ward. It was established in 2005 following a response to concerns regarding the wards position in terms of relative deprivation where it features in the highest quartile of deprivation for the country. The aims of the project are namely to reduce inequalities and levels of social deprivation and to increase the level of resident involvement and participation within the ward.

The project comes under the umbrella of the Test Valley Partnership and involves partners from across the public, voluntary and community sector.

Partners through the Test Valley Partnership have recognised that as the project continues to develop, it will start to move into a new phase which looks to embed the work within the community to ensure its longer term sustainability. This will mean the project over time will become part of “business as usual” for both partners and the community. As a result partners will expect to see the community taking more ownership of the programmes being delivered in the ward.

Turnaround has achieved a great deal over the years and its achievements to date have already been cited as best practice. This evaluation will support partners in their discussions as to how the project can be embedded and sustained most effectively.

The evaluation focuses on the current partnership arrangements in place for the Turnaround project and sets out the strengths and weaknesses of the approach. It also includes recommendations for where improvements can be made to strengthen the project.

Aims of the evaluation:

- To review the infrastructure that supports the Turnaround Project and to make recommendations for how this can be strengthened and reflect the current needs of the ward.
- To review the vision and focus of the project to ensure its relevance to local people and partners.
- To review the processes in place by which Turnaround can demonstrate the impact it is having on the Alamein ward
- To recommend how the project can ensure its objectives are met by setting it out an approach that will be sustainable in the future for both partners and residents.

Scope of evaluation

It is important that at a strategic level the Test Valley Partnership is able to consider the longer term challenges of Turnaround and ensure that the project continues to develop within the context of the Borough and the issues being tackled through the Joint Areas of Focus. It is also important that the Partnership maintains a borough wide focus and considers where aspects of the Turnaround model could be developed in other areas if appropriate.

The evaluation assesses the following themes:

- Delivering the vision of the project and measuring its impact
- Steering the project and the framework for partnership working
- Capacity and Resources

The evaluation has been conducted via a desk top review of reports and associated papers and has also involved discussions with a range of stakeholders who have included:

- Turnaround Implementation Group
- Turnaround Steering Group
- Front line staff delivering the Turnaround Project
- Wider Test Valley Partnership members

The scope of this evaluation does not include an assessment of the impact turnaround has had on local people as a consultation was undertaken during 2007 with local residents to identify the outcomes of the project. This evaluation focuses on the partnership arrangements and the framework for delivering the project.

Section 2: Overview of Turnaround Activity

Test Valley, as a whole, is an affluent area - coming 317th out of 354 (354th being the least deprived) in the government's 2004 index of deprivation (measuring health, employment, housing, education and other similar quality of life indicators). This high ranking, however, hides pockets of serious deprivation.

The Alamein ward of Andover – the focus for the Turnaround Project so far - falls within the lowest quartile in the country. Issues such as lower educational attainment, child poverty, health, teenage conceptions, unemployment, and single parenthood were identified as being significantly higher in Alamein when compared with other parts of Test Valley.

Over the last four years around 52 partners have been working collaboratively to deliver a multi-agency action plan which focuses on tackling the issues highlighted above. During this time huge improvements have been made and a number of success stories have emerged from the ward.

At the outset of the project local people said that they wanted “a safe place to live”, “better information”, “education opportunities and a chance to use computers” and to “reduce the differences between young people and older people in the ward.”

Highlighted below is a snapshot of some of the key successes the project has had over the last twelve months.

Turnaround Activities

During 2009 the Turnaround Project has seen record numbers of people attending activities such as Chinese Dragon Music and Dance, Mosaic Workshops, Streetdance, Pottery Painting, Open access sports, together with visits from the mobile climbing wall, Testway 7's sports cage and the big yellow fun bus. Through the summer Turnaround saw **605** children and young people with **238** adults take part in over **24** sessions of activities.

Community members also got involved in the planning and implementation of the Inside Out project; an intergenerational project involving the use of camera and film. The finished film was then projected onto the outside of The Entertainer pub at the end of March. '**Once in a lifetime experience! Wonderful being part of the community – fantastic! When are we doing it again?**' (Brenda, participant in the Inside Out Project).

With concerns regarding provision of activities for young people, the community association has led a number of meetings to bring partners together to explore how local need can be met. This has seen the development of a Youth Matters task group who are looking to extend the current range of opportunities that are provided.

During 2009, £50,000 of capital funding was secured from Test Valley Borough Council to support improvements in and around King Arthur's Hall and the Askalot shop. Phase one of the capital works to refurbish the Hall are complete, new windows, doors and shutters fitted. Phase two is to create an office within the Hall and remove or maintain the canopy above Athol Court shops which is scheduled to take place in April 2010.

Askalot & Everybody Online

The Askalot Shop has now celebrated its second birthday and the number of services being provided through the shop has increased. The shop is open for 25 hours per week and currently has over 240 members and services at the shop have expanded. There is now a regular job club that meets every Tuesday; "Everybody on Line" computer sessions have expanded, quit for life programme, sexual health clinic and the swap shop all are being delivered by local services through the shop. In 2009 Askalot became a registered UK Online Centre supporting local residents of all ages and literacy levels to use the internet.

Grapevine

Turnaround produces a six monthly newsletter called Grapevine. The newsletter provides a range of stories describing local projects that have taken place in the ward and also tries to provide some case studies on the impact the projects are having on local residents.

National Housing Federation Awards

In 2009 Turnaround was short listed for the "Peaceful and Better Neighbourhood and Local Engagement and Involvement award" with one of residents also picking an award for their community involvement.

Section 3: Delivering the vision of the project and measuring its impact

The project vision expressed through its aims are namely to reduce inequalities and levels of social deprivation within the Alamein Ward and to increase the level of resident involvement and participation within the community.

A detailed Participation needs assessment was undertaken to inform the start of the project back in 2005, highlighting both statistical evidence and local resident's feedback on the key issues that partners needed to focus on. One of the key findings from this work was that no single organisation could do this alone and therefore, a multi-agency approach was the only way to proceed.

Action Plan

At the outset of the project it was agreed that a joint action plan be established. The Plan covers a number of themes that were identified as key areas for the project to focus on; these are as follows:

- Learning
- Communication
- Resident involvement
- Employment
- External environment
- Policing and crime reduction
- Youth
- Health
- Askalot shop

For each theme, a co-ordinator has been identified whose role is to update the plan and keep an overview of activity for the theme. The current plan contains a large amount of information which demonstrates that partners are delivering a significant amount of activity in and around the Alamein ward. From a mapping perspective, the current action plan is a very robust document recording mainstream activity; although it is a heavy administrative burden for both theme co-ordinators and the officer that co-ordinates it at Testway Housing.

Partners have highlighted throughout the evaluation that over time the action plan has grown considerably and that it may have lost focus and become too complicated. The result of this is that partners have become less clear on the core actions that need to be taken forward collectively; and despite the successes of the project there is less clarity about how it all fits together.

There have been instances where partners are not fully engaging. Feedback from the evaluation would indicate that part of the reason for this has been the challenge to

communicate clearly to partners what is required from them and how their involvement will add value. With the current economic climate and the resource pressures that will bring, it is imperative that Turnaround is able to state clearly what its ambitions are and how they will be taken forward and the benefits that will yield.

The current structure of the action plan makes it difficult to track the impact that the project is having and there is a limited approach to managing local performance. At present performance is updated verbally through meetings and co-ordinators are asked to provide bullet point updates which form a column within the action plan. The plan is also structured theme by theme and although partners are working in a cross thematic way, it's difficult to evidence how and where this is happening through the current reporting processes.

The current plan has aligned itself with the Community Strategy of the Test Valley Partnership and in a bid to secure wider involvement of county wide partners; it has also reflected the Local Area Agreement.

The challenges with the current Turnaround action plan are not uncommon and are similar to the challenges the Test Valley Partnership has faced overall in managing its action plans. Over the last twelve months, the Test Valley Partnership has re-developed its approach of how to meet the visions of the community strategy by establishing the Joint Areas of Focus (JAFs). The JAFs provide a common framework for partners to tackle a focused set of issues which will contribute to meeting the ambitions of the community strategy.

It is proposed that Turnaround would benefit from adopting a similar approach so that a more coherent and concise action plan can be communicated to both partners and residents. Partners throughout this evaluation have commented that the project should now reflect the JAFs, as this will provide a consistent framework for what partners are working towards both at a borough wide and ward based level. The new action plan will then be able to capture the key challenges that partners need to work jointly towards within the Alamein ward.

Developing this approach will also provide a framework where partners can look at other wards in Test Valley that might require more of a focus in a similar vein to the Turnaround model. This will mean that partners will be able to identify how tackling localised issues could have a positive impact on the borough wide issues that the Partnership is working towards.

Measuring Impact

One of the challenges partners face is to be able to demonstrate the impact or outcomes that the Turnaround project has achieved so far. The headline outcomes for the project are long term which creates difficulties for partners in evidencing the positive effect that Turnaround is having on a short to medium term.

An example of a long term outcome relates to the “Indices of multiple deprivation” in which it is hoped that Alamein will move out of the bottom quartile as a result of the Turnaround project. This assessment is only taken once every ten years and it is a comparison with other areas from across the country. It is possible if everyone improves across the UK, Alamein could still feature in the bottom quartile regardless of the Turnaround work.

The success of the project will not just be about partners delivering joint services; it is also about building community capacity within the ward. Local residents will need to take more ownership of projects and by tackling low aspirations and intergenerational differences themselves, will overtime build the foundations to the ward improving its position within the indices of multiple deprivation.

The project needs to develop arrangements which update partners and local residents on the impact it is having on a shorter to medium term. To achieve this will require partners to consider more localised measures of success and to be able to record where specific milestones of projects have been completed as a result of partners working together.

Once a new action plan is developed for Turnaround which reflects the Joint Areas of Focus, then it is proposed that the project be monitored using the performance framework which is being implemented across the Test Valley Partnership. This will enable partners to monitor how the specific objectives of Turnaround are being met and to illustrate the direct contribution it is having on the overall Test Valley Joint Areas of Focus. This will provide a proportional yet much needed framework for the Turnaround project to manage performance, as well as providing a consistent approach for partners and integrating the project much more closely into the work of the Test Valley Partnership.

Recommendations for Improvement

It is proposed that the following improvements are made to delivering the vision of the project and measuring its impact:

- A smaller more focused action plan for Turnaround is developed, which is based on the Joint Areas of Focus and details the key actions that the project will focus on to address them within the Alamein ward.
- As part of the new action plan, partners identify some locally based measures of success which illustrates the impact the project is having within a short to medium timeframe.
- The new action plan is monitored using the Test Valley Partnership performance framework which will assess progress against the action plan milestones and progress against local success measures.

- The existing action plan becomes a mapping document to illustrate the range of services and activities which are delivered across the ward and is updated annually.

The benefits of implementing these recommendations are:

- A more accessible easier to communicate set of objectives for the project which focus on the key issues that partners and the local community can work on in partnership.
- A consistent framework is in place detailing what partners are working towards both at a Borough wide and ward based level by having the action plan reflect the Joint Areas of Focus.
- Partners are able to monitor how the specific objectives of Turnaround are being met and to illustrate the direct contribution it is having locally within the ward and on borough wide issues.
- Partners will be able to address blockages and risks to the project in a more accessible way.
- Maintaining a mapping document of the main stream services being provided across the ward, will contribute towards the emerging Total Place agenda of being able to evidence how local services are meeting local needs within a specific area.
- Success will reflect the incremental steps being taken through the project to achieve the longer term outcomes of reducing deprivation.

Section 4: Steering the project and the framework for partnership working

The Turnaround project consists of three partnership groups. These are; the Steering group, the Implementation Group and the Community Network. The project is part of the Test Valley Partnership and therefore has links with both the Board and the Community Development Action Group as well. The evaluation has reviewed each of the group's role and to assess whether the current framework is appropriate for the nature of the project.

Steering Group

The purpose of the steering group as detailed in its terms of reference is to:

- Provide strategic guidance to the operational staff of the Turnaround Implementation Group
- Be the employer of the Turnaround Neighbourhood Activity Co-ordinator
- To ensure the action plan is progressed by collaborative working to achieve the overall aims and objectives

The meetings take place every two months and comprise of representatives who are decision makers / budget holders from the following organisations:

- Hampshire Constabulary
- Hampshire County Council
- NHS Hampshire
- Test Valley Borough Council
- Test Valley Community Services
- Testway Housing

The steering group is seen as the main group which manages the delivery of the Turnaround project. As its terms of reference describe, the group is there to ensure a link between strategic issues and more operational issues. At present there is not an established reporting process from the group back into the Test Valley Partnership Board, apart from verbal updates given by members of the group who also sit on the board.

The steering group is the group in which any issues relating to funding and staffing of the project are managed. It is a strong group whose members have a real commitment to seeing the successful delivery of the Turnaround project. There has been a good level of attendance by partners at the steering group, although when personnel have changed roles this has

sometimes presented issues in ensuring that representation is maintained by partner organisations.

Implementation Group

The Implementation group was established to ensure that managers or officers working within the Turnaround project are able to take forward the work of the action plan and meet to discuss progress and challenges. The idea being that this group was more operationally focused and would report issues to the steering group.

The group meets quarterly and has the following membership:

Andover Family Learning
Citizens Advice Bureau
Councillor
Children's Services
Hampshire Constabulary
Hampshire County Council
NHS Hampshire
Test Valley Borough Council
Test Valley Community Services
Testway Housing
Neighbourhood Activity Co-ordinator
Everybody Online Co-ordinator
Youth Service

Action plan updates are given verbally by each of the co-ordinators and it's a meeting in which partners are able to look in detail at the projects being delivered. It is also a meeting in which practice can be shared and solutions identified.

In November 2008 the group reviewed its role following sporadic attendance over the year. It was agreed by partners that there was still a need for the Implementation group but that meetings should be reduced to four per year. During this evaluation partners have raised concerns that there is overlap with the steering group both in terms of personnel and issues being explored.

Community Network

The Community Network lunches are held throughout the year and take place at the Entertainer pub. They are an opportunity for partners to meet with wider stakeholders and members of the community to share progress on the work of the Turnaround project and to make links with other programmes that are being delivered.

Feedback from partners has been that the network lunches are very useful in they provide the opportunity to link the work together and make new contacts. There has been sporadic attendance with some sessions being very busy and others less so. At times there is a risk of duplication with the Implementation group if attendance from wider stakeholders is low. Partners and front line staff have indicated that the community network lunches could become more of an opportunity to engage local residents in the work and direction of the project. Consideration will need to be given as to whether the current format and timing is appropriate in order to engage local people and how this might be achieved without losing the link with wider stakeholders.

Future framework for working

In reviewing the current framework for how Turnaround is managed and looking at each group and their respective responsibilities, there are opportunities for the project to become more streamlined in its approach.

Central to this is that the Implementation group overlaps with both the Steering group and the Community networks. Issues are often explored which have been discussed in other forums and in places there is duplication with the same officers attending all three meetings. This has resulted in lower attendances being more common and partners have fed back during this evaluation that there is limited value in attending all of the meetings.

If the Turnaround model was being delivered across several wards, then there would be a strong case to have the three groups in place. The steering group could take on a strategic overview of the projects across the Borough and the implementation group could be the group that manages the project at a local delivery level. Given that this isn't the case, Turnaround would benefit from adopting a more streamlined approach and reducing the meeting burden placed on local partners.

The Turnaround project forms part of the Test Valley Partnership and it is therefore important to consider the relationship between the project steering group and both the Community Development Action Group (CDAG) and the Board. The role of CDAG is to have an overview of community development activity across the borough and to be the lead group in taking forward JAF 4 – Building Strong and Resilient Communities. CDAG could not fulfil the role of the steering group, but it should have a role in reviewing progress of the Turnaround action

plan on behalf of the Board and ensuring that opportunities being delivered within Alamein are being linked into the work taking place across the borough.

Resident Involvement in steering the Turnaround project

Feedback throughout the evaluation has also centred on the need to ensure that residents not only take part in activities but that they are involved in shaping the ongoing work of the project and its future direction. This approach is imperative as it will secure the sustainability of the work long term once partners begin to reduce their dedicated focus over time. Currently there is limited involvement of residents in shaping the project and an area for development is to increase opportunities for greater engagement within the framework for delivering Turnaround.

With the ongoing development and progress that the Community Association is making, there is a risk that the work of the association and the work of the Turnaround project could operate separately. This concern has been expressed by a number of partners and as part of streamlining the current partnership arrangements for managing Turnaround, the Community Association must be involved in the management of the project at a steering group level in order to ensure greater co-ordination of activity.

Feedback from Partners has been very positive in regards to the Community Network lunches. These events are seen as a good opportunity to engage with wider stakeholders and local groups in order to share information and explore opportunities to work closer together. Being an informal session held within the ward is recognised as hugely beneficial and is a good way to promote the local success stories. Partners should consider however, how the community network lunches could involve more residents and be an opportunity to share with them the successes of the project. There is evidence that residents will attend events to celebrate success as the launch of the “Inside Out” project demonstrated. Whilst there is no recommendation to change the community lunches, partners may want to consider how there can be greater opportunities for more local people to attend.

Recommendations for improvement

It is proposed that the following improvements are made to the current framework for managing and steering the Turnaround project:

- That the Implementation Group is disbanded and that the Steering group is strengthened in order to focus on managing the delivery of the Turnaround Action Plan. This will require a review of the current membership of the steering group and to identify if any existing member of the Implementation group should be involved in the meetings. An example of this may include the Neighbourhood Activity Co-ordinator and a local head teacher. Numbers should remain small so as it can be a meeting which is focused, able to direct activity and to make decisions.

- The Steering Group invites the Community Association to become a full member of the group to secure greater resident involvement in the management of the project.
- With the introduction of a new action plan which reflects the Joint Areas of Focus and using the Test Valley Partnership performance framework, the Steering group updates its progress using this approach and produces two performance reports per year for the Test Valley Partnership Board.
- That the Steering Group considers options for how the Community Network lunches can be enhanced to ensure more residents attend and use the session as an opportunity for greater resident engagement in the work of the project.

The benefits of implementing these recommendations are:

- Less meetings which will result in partners being able to attend more consistently
- More focused project management and less duplication of issues explored through meetings
- Greater opportunities to manage delivery of the action plan and tackle any issues
- Bring the management of the project closer to its delivery
- Secure greater resident involvement in the management and direction of the project which will make the project more sustainable in the future.

Section 5: Capacity and Resources

Turnaround has been operating since 2005 and during this time there has been a growth in activity across the Alamein ward. This has included an increase in the number of services being delivered through the Askalot shop and the number of activities which aim to involve local residents.

As the project has grown so to have its resource requirements and there is an ongoing challenge of ensuring there is appropriate capacity in place to support the project. Examples of the level to which the project is currently operating are detailed below:

- Summer 2009 Activities: **24** sessions delivered across the holiday period
- Number of Children and Young People who participated: **605**
- Number of adults who participated: **238**
- Askalot Shop membership: **237** members
- Number of people using computers: **167** (July), **139** (August), **122** (September)
- Numbers of partners involved in the Turnaround project: **52**

This section reviews the current levels of resource and capacity requirements of the project and sets out recommendations for how partners can respond to the challenges currently being faced.

Funding

A number of partners provide financial support towards the delivery of the Turnaround project. Around £30,000 supports the staffing costs of the Neighbourhood Activity Worker, Askalot Shop Co-ordinator and a small budget to take forward activities within the ward. Hampshire County Council and Testway Housing provide the majority of funding with other partners such as Health and the Police also making key contributions.

The running costs and maintenance of the Askalot shop is funded by Test Valley Borough Council.

Looking to the future, the Steering Group is aiming to secure funding so that an activities assistant can be recruited to help ease the growing work load that current staff members have to manage.

A more sustainable and consistent approach to funding the project is required in order for Turnaround to develop further. This should include considerations for how a large bid to a major charity could be developed and also for partners locally to agree the levels and process to which ongoing financial support will be available.

Staffing Levels

The current members of staff working directly as part of the Turnaround delivery team are:

- Neighbourhood Activity Co-ordinator – 30 hrs per week
- Askalot Co-ordinator – Part time
- Askalot Co-ordinator Assistant – Part time (For 6 months from April 2010)

- Church Community Development Worker – 37 hrs to work in the area but not Turnaround specific and employed by the diocese of Winchester.

- Temporary Activities session worker – 25 hrs over the summer period (2009 summer period)

Test Valley Community Services is the accountable body for Turnaround and employs the Neighbourhood Activity worker and supports with management time the delivery of the overall project. As the project continues to grow there is an increasing pressure both on management time and on the frontline staff to deal with a range of issues which result as part of the delivery of activities.

In particular there has been an increase in the amount of referrals staff are making to agencies as a result of working with families within the ward, including issues of child protection and ensuring that volunteers are adequately skilled to lead activities.

Issues highlighted by partners

Pressures on resource and capacity have been highlighted by all partners as a key area that needs addressing within the Turnaround project. Turnaround as one partner commented, ***“Is becoming victim of its own success”*** in that the more it achieves the greater the resource and capacity requirements become.

One of the successes of Turnaround is that partners have supported the project both financially and by combining resources. Both the Neighbourhood Activity Worker and the Askalot Co-ordinator are joint funded posts. The support of the Church Development Worker who also works in the ward has been crucial to ensuring that there is appropriate capacity in place to be able to deliver activities in a safe environment. There is a real sense of commitment and a willingness to find solutions to the capacity issues amongst partners and the steering group have made real efforts to address them. This has included identifying funding which will hopefully result in a part-time neighbourhood activities assistant to support the delivery of the growing programme of activities held within the ward.

With increasing pressure being placed on the budgets of partners, Turnaround needs to consider its long term objectives. In particular how the project is managed, funded and developed in a sustainable way. It is also important to consider that partners may want to focus on other wards in Test Valley if they have particular issues that need to be addressed.

A consistent issue raised by partners throughout the evaluation has been the need to ensure that there are clear objectives for Turnaround and that the project has the capacity to take them forward. This includes not only re-focusing the action plan, but also recognising that at the moment there isn't a member of staff who co-ordinates the overall project and manages the delivery of the action plan. The Steering Group have identified that the project needs to have in place a programme co-ordinator who can take an overview of the various aspects of the project, manage the delivery of the action plan, work with partners to develop funding strategies and become a contact point for the project's development. This need has been echoed by frontline staff where there have been concerns that the project is becoming fragmented at times.

An application for funding was made to a regional scheme in 2009 to fund the development of such a post which also included developing the Turnaround model within another ward in Test Valley. This bid was unsuccessful, but the challenge still remains and therefore it is important that partners explore alternative options for how this issue can be addressed. In discussion with the steering group it has been proposed that as the project begins to implement the findings of this evaluation, consideration should be given to the focus of our current resources and to explore whether any existing members of staff could take on a programme co-ordinating role.

One of the real successes of Turnaround has been the development of members of the community who having being involved in activities are now delivering them as volunteers. Supporting the development of local volunteers is core to the ethos of Turnaround as it will build capacity within the community; enhance skills of residents and encourage residents to try new things. With much of the work to build an activity programme completed, focus can now turn to supporting local people to take ownership of the activities and equip them with the appropriate skills to run them.

It is proposed that the development of local volunteers takes a high priority within the emerging action plan as this will support the project to become more sustainable and address some of the resource challenges. It is important to recognise however, that developing a more structured approach to volunteering within the ward will take time and will require a great deal of support.

Throughout the evaluation it has become clear that there is no shortage of activity across the Alamein ward with 52 partners delivering services or projects. Whilst there is undoubtedly a commitment by partners at a strategic level to work more closely together, more focus needs to be given to ensuring this happens at an operational level. The risk of not doing this is that

Turnaround will be seen as a stand alone set of activities and there will be an increased risk of duplication.

Front line members of staff have also commented that often the issues they are dealing with through the delivery of the Turnaround activities, some of which relate to individual families or incidents are usually of interest or connected to the work of other partners. It has been recognised that there are greater benefits to be gained within the Alamein ward by encouraging front line staff to work closer together at an operational level.

To achieve this will not require any significant changes or investment from partners as it will focus on opening up the lines of communication at an operational level. Following feedback from staff and partners it is proposed that Turnaround hosts a ward briefing twice a month where front line staff meet to update each other on current issues being addressed in the ward. The briefings will last for no more than 45 minutes and they are held within the ward and organised by the Turnaround programme co-ordinator. Examples of the types of officers that would attend are:

- Turnaround Co-ordinator
- Neighbourhood Activity Co-ordinator
- Church Development Worker
- Local Police officer / PCSO/ Warden
- Youth Worker
- Housing officer
- Community Development Worker East Anton

This will not be a briefing for managers or decision makers to attend and it will not deal with project development or strategic issues. Instead it is about supporting communication and being able to share intelligence and combine resources at a delivery level. The focus is more likely to be on events taking place over the two week period, any issues regarding specific individuals or families and ensuring that there is no duplication of delivery.

Over time it is anticipated that this will yield efficiencies and support a more “place” based focus on delivering local services. It also fits with the emerging agendas of neighbourhood management, safer neighbourhood police teams and total place.

Recommendations for improvement

It is proposed that the following improvements are approved regarding the ongoing resource and capacity requirements of Turnaround:

- The Steering group considers options for how current resource could be re-focused to ensure that a programme co-ordinating role is in place to oversee the delivery of the Turnaround action plan.
- The development of local volunteers is given high priority as a key action within the new Turnaround action plan
- A mapping exercise is undertaken to record the community based workers operating within the Alamein ward, the services they provide, the skills they have and to identify opportunities for how they can work more collaboratively.
- A trial takes place where staff working in the ward, hold a 45 minute ward briefing led by the Turnaround co-ordinator twice a month, as way to update each other on current issues being addressed in the ward.
- The steering group produces a funding plan which identifies potential sources of funding and assesses the feasibility of making a bid to an outside funding partner such as the lottery or comic relief.

The benefits of implementing these recommendations are:

- Having in place someone to take on a co-ordinating role for the project overall will support the project to become more focused and joined up in its delivery.
- Developing a bank of local volunteers will enable many of the Turnaround activities to continue and for them to become more sustainable. Over time this will reduce the burden on a small number of staff and empower local residents to take more ownership of the activities being provided.
- Mapping the current resource that is already working across the ward and encouraging greater collaboration will yield efficiencies longer term where skills can be combined, tactical information shared and joint approaches for delivery agreed. Trialling the ward briefing model will provide officers the structure in which to do this. Keeping the briefings to 45 minutes and holding them within the ward will ensure they are focused and geared towards operational issues.

Section 6: Summary of Findings

Turnaround is a very successful project and underlines the strong commitment agencies have to working in Partnership within Test Valley. Over the lifetime of Turnaround there have been many improvements to the ward, more residents are getting involved in activity, crime has reduced, young people and older people are getting to know each other more and agencies are working closer together.

It is important that as this evaluation identifies areas for improvement, it must also be recognised that Turnaround has a significant amount to celebrate both in its vision and ability to make things happen on the ground.

Like any long term project it will go through different phases. Currently Turnaround finds itself at a point where some re-focusing of its objectives is required. More work needs to take place to develop its ability to tell the story of the impact it is making to local residents and partners. Integrating itself much closer to the Joint Areas Focus will support the project in addressing these issues, providing an opportunity for partners to identify the interdependencies between issues that affect the ward and their impact on wider borough wide concerns.

Turnaround has developed a model which has taken the project forward and enabled partners to deliver against the action plan. As the focus of the project is reviewed so to should be the structure for how the project is managed. By reducing the meeting burden placed on partners will secure a more consistent level of participation and ensure that the project becomes less fragmented.

Securing long term resource is one of the challenges the project faces in particular ensuring there are enough staff in place to be able to take forward the objectives. Turnaround will benefit from having in place a co-ordinator that can take on a project management role and ensure all aspects of the action plan are being taken forward. Equally, building the capacity of volunteers will help ease the burden of running the programme of activities, but this will take time and a level of investment.

Sustainability is crucial to Turnaround's long term aims of reducing deprivation. With the pressures on partner's budgets, greater emphasis has to be placed on securing community ownership of the work. By involving local residents more in setting the direction of the project and linking this with the growth of the community association, will ensure that the objectives of Turnaround can continue longer term.

By taking forward the improvement recommendations contained within this report, will ensure that Turnaround can continue to build upon its success, whilst ensuring it is sustainable and reflective of the current environment that partners are working within.