



Report Summary: Evaluation of Time to Shine Year 2

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Acknowledgments

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1. Introduction and Background

This report summarises the ongoing evaluation findings of Time to Shine (TTS), the Ageing Better programme funded by the Big Lottery Fund running in Leeds, drawing on all the monitoring and evaluation data gathered to date. It considers progress made in our understanding of what works in reducing social isolation and loneliness and how the programme is leading to change at an individual, local, and citywide level.

To help tackle social isolation and loneliness in later life The Big Lottery Fund developed the Fulfilling Lives: Ageing Better Programme (Ageing Better hereafter), with an investment of £78 million across 14 local authorities in England. Whilst each locality is running its respective programme differently, all are working toward a broad set of outcomes of ensuring older people (defined as over 50) are: less isolated; more actively involved in their community; more confident; and engaged in the design and delivery of the programme. The 14 areas have also been asked to produce evidence which can influence future service provision through adopting a Test and Learn approach. Consultants, Hall Aitken, have been contracted by the Big Lottery Fund to provide training and support for each area, and Ecorys has been commissioned to evaluate the programme nationally, mainly through a quantitative survey referred to as the Common Measurement Framework (CMF), but also supported through a selection of qualitative research.

TTS began in April 2015, and is overseen by Leeds Older People's Forum (LOPF). It is funded for a total of six years, has a budget of almost £6m, and aims to reach around 15,000 people (of all ages) across the City. The overall vision is that older people in Leeds need not experience loneliness and isolation as an inevitable consequence of ageing, and the programme offers opportunities for fulfilment by breaking down barriers and building stronger communities.

Within TTS a number of Delivery Partners (DPs) are funded to run specific projects (see Table 1 for an overview). The programme offers funding for those most likely to experience isolation and loneliness including: older men; Lesbian, Gay, Bisexual and Transgender older people (LGBT), Black and Minority Ethnic (BME) older people; and older people with learning difficulties. A Smalls Fund project has been set up and commissions projects which target specific groups, such as carers and people living with dementia. It is also commissioning activities based on some of the wider issues identified, such as projects which focus on transport.

Both the programme overall, and the individual projects within it, are expected to work towards an asset based approach, whereby older people's strengths and contribution are recognised. The TTS programme has an activity strategy, referred to as the *five C's*, which is split into five broad areas: Catalysts; Connections; Creating Supportive Opportunities; Capacity Building; and Co-production (two other strands have recently been added, Collecting Evidence and Change, and will be considered in a later report). As with all Ageing Better programmes, the TTS programme team were required to develop a theory of change at the outset. This was designed at a programme level, and each DP was also asked to produce one relating to their particular project. As the theory of change was developed at the proposal writing stage and before TTS commenced, the original theory of change was recently revisited, with a *Test and Learn* approach being instrumental in guiding reflection on this.

Table 1: Description of delivery partner projects discussed in the report

Project	Organisation	Main target group*	Delivery approach
Cara Project	Leeds Irish Health and Homes are working with older people of Irish heritage, with staff and volunteers visiting people in their homes and supporting them to re-engage.	BME: Target of 50% Irish men	Citywide, community development, mixed model
Digital Angels	Age UK, assist older people to get online to increase skills and independence	Older people in South Leeds	South Leeds, Mixed model
Leeds Community Connect	Rural Action Yorkshire is working with local rural communities to ensure available assets are developed and strengthened to become a place where older people will come together on a regular basis.	People who live in rural areas in North Leeds	Local based, community development, mixed model
Lychee Red Chinese Seniors' Project	Health for All is connecting older Chinese people through developing two new projects around food and dining, supported by a team of volunteers from local Chinese communities.	BME: Chinese people	Citywide, one to one model
More Than A Mealtime	The Cross Gates and District Good Neighbours' Scheme is matching members of the community with volunteers who will go visit them and share a meal and the project is bringing people together for a meal at a local restaurant,	People who live alone and/or bereaved	Local, group and one to one model
Raat Di Roti	Touchstone Sikh Elders is connecting Punjabi-speaking families with Punjabi-speaking isolated older people to foster cross-generational relationships through sharing an evening meal.	BAME: Sikh people	Citywide, one to one model
Sage	Partnership of Yorkshire MESMAC and Age UK Leeds delivering bespoke services for older LGBT*Q people city-wide and offering awareness training to organisations across the city.	LGBT people	Citywide, community development, mixed delivery
Small Funds	Leeds Community Foundation, supports local organisations to address social isolation	To date includes: men, carers, dementia, sensory impairment	Citywide, either one to one or group based.
Supporting Wellbeing	Various partners (Age UK, Crossgates Good Neighbours Scheme, Health for All, OPAL (with MAEcare), Bramley Elderly Action), connect with professionals such as GPs, memory support teams, community matrons and more, to reach people who are in need of an extra level of support.	Frail older people with health and mobility problems	Citywide, one to one model
Time To Shine BME Network	Health for All is designed by older people themselves, to ensure that crucial connections are culturally appropriate, sensitive to their specific needs and provide a range of activities.	BAME: South Asian people	Citywide, group based model
Seniors' Network AGE	Action for Gipton Elderly is connecting isolated older people in the Gipton area, using an Asset Based Community Development model.	Isolated older people in Gipton	Local, community development, mixed model
Street Links	Richmond Hill Elderly Action programme, following an Asset Based Development approach, aims to regenerate that sense of connections by inviting local people to become "Street Agents."	Isolated older people in Richmond Hill	Local, community development, mixed model
Walk With Me	Feel Good Factor, project matches volunteers with residents of Chapeltown, Chapel Allerton, Meanwood and Scott Hall to help older people to get out of their house and become visible again.	Older people who struggle to get out of the house in local area	Local, one to one model
Walking With Confidence	Age UK Leeds is assisting people, through volunteers to get out to their local shops, pub, post office or community centre and not be confined to their four walls.	Older people who struggle to get out of the house	Citywide, one to one and group model
Young At Arts	Yorkshire Dance and the Leeds Education Arts Forum (LEAF) are encouraging people to participate in art, theatre and dance.	Older people who are isolated (e.g. care home settings)	Citywide, mainly group model

TTS has specific structures in place to support achievement of its intended outcomes. Some of these are required at a national level across all 14 programmes. Locally TTS has designed its own unique commissioning model to help deliver its outcomes. The programme has also adopted unique strategies to implement the national requirements, such as developing 21 local led *Test and Learn* questions.

TTS has a Core Partnership, with supporting sub-groups, which steer the programme at a strategic level, and has a mixed membership across the public, academic, private and third sectors. DP workshops are held around every two months to support those delivering projects, and also to provide an opportunity to network, learn from each other and ensure they feel a part of the wider programme. The DP meetings have been re-shaped over time and, in general, those interviewed for the evaluation study found the meetings a useful way to meet and learn from others.

The commissioning framework

The approach adopted for TTS was developed following a seven month initial consultation period. This essentially shaped the strategy of TTS which resulted in the programme taking on a chiefly commissioning role, aiming to fund a relatively large number of projects delivered by external DPs across Leeds. Specific target groups and intervention categories were developed and potential funders were required to offer projects which met one of these: Social Opportunities (including culture and arts); Seniors' Network; Seniors' Network BME; Walk Together; Older LGBT; Community Development; Small Funds Provider; Digital Inclusion; and Dinner Dates. The activities offered within these categories are varied and numerous, as shown in Table 1.

Initially, nearly all successful projects were funded for a period of two years, with a few awarded funding for the full duration of the programme (six years). Following feedback, together with the belief that more learning could be captured over a longer time period, some projects have had contracts extended. Two projects, More than a Mealtime and Community Connect, have been awarded new contracts to pilot their respective models in different geographical areas of Leeds. This type of *upscaling* is an important way of testing what works, and can contribute towards both system change and sustainability.

Monitoring and evaluation

Ongoing monitoring and evaluation (M&E) is an important way of ensuring the learning from TTS is captured and the *Test and Learn* approach is applied. It can also contribute towards system change in the longer term. TTS has employed a full time M&E officer, and as with all Ageing Better areas, has resourced an independent local level evaluation. An evaluation sub-group has been established which meets every quarter to discuss elements of TTS specific to both achieving and measuring outcomes. TTS inevitably needs to satisfy funder requirements, particularly in relation to completing the Common Measurement Framework, so it is important to think about how ongoing M&E locally can satisfy this, yet at the same time gather the data needed to meet local outcomes.

The M&E requirements have been challenging for some DPs, with a few reporting it as disproportionate to the staff and resources they had to run their projects. Furthermore the DPs have not approached the collection of CMF data in a consistent way, with some reading it out like a script, and others providing more support during the process. For these reasons recommendations are made later in this report relating to the way in which M&E requirements

are disseminated to potential DPs in future commissioning, including clarity about what is needed and when.

2. Research Methods

The research methods carried out by the local evaluation to date include the following:

Analysis of monitoring data: Including analysis of quarterly monitoring reports and supporting documents supplied by DPs, such as *Test and Learn* examples, case studies, and documents produced by the programme team.

Analysis of baseline and follow up CMF survey data: Data from the baseline CMF survey (a total of 626 participants) were used to outline the profile of TTS participants. The results of the CMF survey were analysed at two timepoints: at the start of involvement (i.e. baseline), and either at the end of the intervention, or following a period of involvement (this varied by project). The outcomes analysis is based on responses from a sample of 179 older people who completed the survey at both timepoints and focuses on changes between the timepoints.

Baseline and follow up interviews with stakeholders: Three programme staff and seven representatives of DPs were interviewed (in November and December 2015) to explore their experiences around developing, setting up, and delivering the programme at baseline. A further 14 interviews were carried out between April and July 2017, including three from the programme team (one of whom was interviewed at baseline), and 11 representatives of DPs across nine projects (seven of whom were interviewed at baseline).

Qualitative semi-structured interviews with beneficiaries: Interviews with eight ¹ beneficiaries across TTS projects were carried out to capture more in-depth information about their experiences of being involved.

Focus groups: Five focus groups were carried out in various locations across Leeds with representatives from 12 projects. All focus groups comprised a mixture of participants across the TTS projects.

Case Studies: Five case studies have been carried out so far with the following projects: The Cara Project; More than a Mealtime; Red Lychee Seniors; Small Funds; and Young at Arts. A sixth case study with the Sage project is ongoing, though some of the findings captured to date are included in the report.

Peer researchers: A total of 11 older people have been trained and supported to become peer researchers. They have commented on the focus group topic guides, supported the facilitation of focus groups (alongside an experienced researcher), and will be commenting on a series of shorter reports on specific themes.

¹ A total of 9 beneficiaries were interviewed, but the data from 1 interview were removed, at the request of the interviewee.

3. Time to Shine Implementation and Delivery

Implementing and delivering Time to Shine

The TTS programme was viewed by interviewees as recognisable to stakeholders across the City, but less so to individual residents and potential beneficiaries. Becoming an identifiable programme inevitably takes time and, through on-going work in this area, the programme team are expected to continue to make progress.

Running projects which work with a range of different target groups was felt an effective way of reaching the most isolated, and projects have continued to make links with a number of organisations across Leeds to improve reach. There was evidence of DPs working together, such as through referring older people to each other's projects, attending training held by partners, and asking each other for advice. DP meetings and events proved effective in this respect, though some DPs felt they had insufficient time to develop closer links. Some also felt that very small, or grassroots organisations, were not sufficiently engaging with TTS and that further work is required in this direction.

DPs were delivering projects in a number of different ways, with some adopting one to one support, others providing group activities and others a community development approach. Some provided examples of more of a mixed approach to delivery than referred to in the original funding bids. Some Asset Based Community Development (ABCD) projects, for example, were also providing informal one to one support. However, delivery of more mixed tier approaches within an individual project was felt to be challenging by some, due to the need to juggle both support and wider capacity building roles.

The importance of one to one support was identified for particular subgroups, but the findings also suggest that this type of support may work best if there is a goal-orientated focus. It was also found that the types of individual support offered have varying levels of success. Stakeholders felt that both local and citywide projects have a role in both raising awareness of, and tackling social isolation and loneliness in Leeds, particularly as some older people may be unwilling to travel far, or feel more comfortable in an area they are familiar with.

Many of those interviewed felt that the time period for which they had been commissioned was not long enough and this was particularly so for those which follow a community development approach. In these cases it was pointed out that projects need a number of years to become embedded. The programme team are looking to follow a more flexible commissioning approach in response to this.

Co-Producing Time to Shine

The extent to which TTS has been co-produced effectively is a complex issue as there are many elements to the programme, including individually commissioned projects. The role of co-production in the programme is best examined by breaking down TTS into three stages: design; delivery and evaluation.

In relation to design, TTS certainly represents an attempt at a co-produced programme as it was initially designed by key stakeholders and older people in Leeds. Individual TTS projects also co-designed their projects with many DPs stating that they carried out their own consultation processes at the outset, and requested funding for projects that older people had asked for.

There are some examples of TTS being co-delivered but perhaps to a lesser extent than with co-design. There are numerous ways in which volunteers have been involved in delivering TTS projects and we need to unpick where this represents co-delivery, particularly in cases where older people are sitting on steering groups and getting involved in decision making relating to the delivery of projects.

The main ways in which co-evaluation is taking place is through the recruitment and support of 11 peer researchers who have contributed to the design of research instruments, carried out focus groups, contributed to the report structure and made suggestions for a series of shorter evaluation reports. A volunteer listeners project is currently in the early stages of development and will strengthen the co-evaluation elements of the programme.

Capturing learning through the Test and Learn approach

Ensuring that learning is captured and fed into future projects and the wider programme is an important element of TTS, particularly in relation to gaining an understanding of what does and does not work. However, the success of delivery approaches is often context specific, and may depend on the assets within neighbourhoods, an important factor to consider when reflecting on learning from the programme.

The programme team have certainly embraced the *Test and Learn* approach, as have most DPs. However, as many are used to working in more outcome driven ways, some are finding it difficult to adjust and this approach may therefore take a little longer to fully embed across the individual projects.

As well as creating learning within the programme, TTS has the opportunity to be outward facing, and should be in a position to utilise learning at a wider level, such as from other Ageing Better areas. Interviewees feel the learning culture should go in *both* directions, with TTS taking steps to understand what is already happening in neighbourhoods, particularly thinking of more informal networks.

4. Time to Shine Outcomes and Impact

To date (as of 30 June 2017) over 5,600 people of all ages have been involved in TTS in some way, including:

- Over 2,600 older people participating regularly in Time to Shine projects
- Almost 500 older people involved in one-off activities or events
- 335 older volunteers and 140 volunteers aged 49 or under helping to plan, deliver or steer delivery partner projects
- 11 peer researchers trained to support the local evaluation of Time to Shine
- Over 1,000 indirect beneficiaries reached through communications, publicity and social media - both at programme level and through delivery partner projects.

Most projects are on track, or have met the targets that were initially set. Where this has not happened, useful information relating to the project model run, and target group, has been collected and is being used to direct future learning.

The volunteer experience

Volunteers have played a central role in the design, delivery and evaluation of TTS, which is particularly important given the aim for a co-produced programme. It is also important when

considering the sustainability of TTS, with volunteers central to the two projects currently being up-scaled. The volunteering element of TTS appears to be working very well, with volunteers reporting that they are experiencing many benefits themselves that are in line with the main TTS outcomes. However, there is also a need for sufficient support and training, particularly when supporting vulnerable volunteers.

Impact on feelings of loneliness

The extent to which TTS beneficiaries and volunteers have become less isolated and lonely over time was examined through analysis of the CMF data and through the qualitative research. Participants were asked to complete the revised 3-item UCLA loneliness scale (Hughes et al. 2004), which is also included in the English Longitudinal Survey of Ageing (ELSA). The expectation was that, as a result of getting involved in TTS, older people would feel less isolated and lonely, feel a lack of companionship less often, and feel isolated or left out less often. A significant positive change was found between loneliness at follow up compared to baseline. We considered change across the average UCLA score across the two surveys, and assessed those as scoring an average score of 1.5 or more as lonely some of the time, and those who scored over 2.33 as being lonely often². Based on this the proportion of respondents assessed as sometimes feeling lonely fell from 35.2% to 28.7%. Similarly, the follow up sample were slightly less likely to be assessed as lonely often (13.1% compared to 16.4% at baseline).

Despite finding a significant reduction in loneliness based on the UCLA scale, for the De Jong scale, aside from people who live with someone else, no difference was found, either when the whole 6-item scale was considered, or when the scale was separated to focus on emotional and social loneliness.

Impact on social connectedness

The CMF assesses social isolation by asking a range of questions relating to social networks and community involvement. Social contact, overall, increased very slightly across the two timepoints, with 69 per cent reporting either the same levels, or increased social contact. It is important to qualify this by iterating that levels of social contact were high at baseline with just under 90 per cent reporting that they had some form of contact with family or friends at least weekly (compared to 93% at follow up). In other words, we are unable to say that CMF respondents were socially isolated at baseline, but, as highlighted in the beneficiary report, the participants were assessed as more lonely. A high proportion of respondents also reported regularly speaking with people in their local area, with 82.5 per cent reporting doing so at baseline. The follow up survey showed that this had risen even higher, to 86.1 per cent.

Respondents were asked how often they would say they take part in social activities compared to other people of their age. The proportion of people who viewed that they either took part in the same number or more activities showed a statistically significant rise across all groups at follow up (overall, just over 78% of the sample recorded the same, or an improved perception of involvement compared to others of the same age). This suggests that being involved in TTS is helping some to feel that they are more involved in their local area.

Impact on well-being and life satisfaction

The 7-item Short Warwick-Edinburgh Mental Well-being Scale (SWEMWBS) was used to measure any change in mental well-being across the two CMF timepoints. The Beneficiary Report showed that the baseline SWEMWBS score, at 22.9 was considered below average when

² The average scores adopted for this report follows that used by the ELSA

compared to the current UK average SWEMWBS score of 25.3 (NEF Consulting 2014). For TTS participants who completed both a baseline and follow up, the former score was even lower, at 22.35. People reported significantly higher levels of well-being in the follow up survey, when compared to baseline, with over half (52.8%) of the participants recording an improved SWEMWBS score. The median SWEMWEB score increased from 22.35 at baseline, to 24.11 at follow up. Whilst this is still below the national average, it marks a significant improvement across the duration of participation in TTS.

Respondents were asked to provide a rating of their overall satisfaction with life, on a scale of 0-10 where 0 is extremely dissatisfied and 10 is extremely satisfied. At the start of the intervention the satisfaction with life score was assessed as high, with a mean of 8.1 (SD 2.4), when compared to other UK average scores produced by the OECD at 6.5 (2017), and the Office for National Statistics at 7.7 (2016). There was also a positive change overtime between baseline and follow up, with over 40 per cent of the sample reporting an increase in satisfaction.

Impact on physical activity levels

We analysed changes in attitudes and behaviour towards physical activity levels by asking participants if they felt physical activity was important, whether they were doing something about it, and by asking them to provide details of the number of minutes of physical activity they carried out in a typical week. We did not find a significant change across time based on these variables, though we did find that a higher proportion of people were achieving the Government Chief Medical Officer's (CMO's hereafter) recommendation of 150 minutes a week, rising from 57.3 per cent at baseline to 63.6 per cent at follow up. It is important to note that of the sample who completed both baseline and follow up, less than a quarter reported carrying out less than 60 minutes of physical activity in a week, so the sample, overall, are relatively active.

Interviews and focus groups

Whilst a number of the interviewees (both one to one and focus group participants) did not, in the main, appear to be the most lonely, loneliness was experienced at least some of the time by most, and was specifically identified by many as a chief reason for taking part in TTS. All one to one interviewees felt that their loneliness had fallen through taking part in TTS, and all agreed that their social network had increased. The individual projects contributed to this by providing opportunities to get outside and meet new people, and also by increasing people's confidence to try new things. A few interviewees felt it gave them something to do at the weekend (where projects provided activities at this time); another appreciated having someone available to provide support; and others felt it had helped them feel more connected to likeminded, or different people.

Interview and focus group participants also reported experiencing improved mood, reduced depression, greater confidence and said they had gained skills through participating in TTS. For ABCD projects, volunteers and beneficiaries reported instances of feeling more involved and connected to their local community. There were also other examples of projects which ran group based activities leading to greater community cohesion as local businesses and residents got involved. A number of beneficiaries, volunteers and DPs, involved in both one to one and group activities, provided examples of where friendships had developed outside of the projects, with delivery approaches which encouraged people to socialise in outside settings seemed particular effective in this respect.

Programme Sustainability

An important element of both building capacity and contributing to systems change is the extent to which individual projects, or at least elements of individual projects, can be sustained after TTS funding comes to an end. There are various ways in which this can be achieved and it is essential that the programme overall and the individual projects within it address sustainability issues sooner rather than later. Thus sustainability is being considered at both a programme and individual project level, including: seeking alternative funding; providing self-sustaining support; facilitating self-sustainability through the use of volunteers; and embedding TTS activities in wider systems change.

Some projects are exploring additional or alternative funding sources with sustainability in mind and are using the M&E information to support such proposals. There is also an attempt, through the programme overall and by individual DPs, to build capacity across organisations in Leeds to help contribute to wider systems change. This can take time to realise and progress is difficult to measure.

As mentioned previously, many projects are utilising volunteers and this approach can contribute to the future sustainability of interventions, although it should be remembered that volunteers require training and support.

One of the key ways in which sustainability can be achieved is to enable the current TTS activities at both a programme and project level to become embedded across Leeds and mainstreamed into existing systems and structures. There are some examples of this through work with the CCGs and the Age Friendly City initiative. Thus whilst it is still relatively early days, we feel the progress reported to date is promising.

Another important element to contributing to the future legacy of TTS is to support and upscale models that have worked in a specific area and which are relatively self-sustaining, or have the capacity to be so. This has occurred with both More than a Mealtime and Community Connect. One of the reasons for the success of these projects is perhaps the fact that they are relatively self-sustaining, and in the main, run without paid staff input. This is particularly useful as both run activities outside office hours, where paid staff are not normally available.

5. Recommendations

Recommendations emerging from the evaluation to date include general recommendations for the TTS programme and specific recommendations for the commissioning process. Each are summarised below (see the 'Time To Shine Interim Evaluation: Recommendations' report for more details on how each can be achieved).

General recommendations

- 1: Provision of additional training and support for monitoring and evaluation
- 2: Capturing learning around co-production
- 3: Continue to apply the Test and Learn approach
- 4: Embedding the Time to Shine brand

Recommendations for Commissioning

- 5: Ensure co-production is embedded in delivery activities
- 6: Ensure Delivery Partners are reaching new target groups
- 7: Support project approaches which foster friendships
- 8: Give clear guidance to the status of Time to Shine as both an intervention and a research project
- 9: Ensure one to one support approaches are goal orientated
- 10: Consider supporting more mixed tier approaches
- 11: Facilitate longer projects for community development projects
- 12: Identify and provide outreach services to target communities
- 13: Support project models which offer an intergenerational element
- 14: Support projects which offer flexible delivery times
- 15: Provide ongoing support for the development of digital skills
- 16: Provide culturally sensitive activities
- 17: Consider embedding preventative work
- 18: Continue to target resources at improving the visibility of older people



Evaluation of Time to Shine: Year 2 Interim Programme Recommendations

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Recommendations emerging from the evaluation to date include general recommendations for the TTS programme and specific recommendations for the commissioning process (see Interim Evaluation Report for details of the research findings on which these recommendations are based).

General recommendations

Recommendation 1: Provision of additional training and support for monitoring and evaluation

One of the key areas where additional training and support has been identified is for the monitoring and evaluation requirements. With regard to supporting DPs to complete CMFs, there is currently a fair amount of support in place, including ongoing support from the M&E officer (such as through sessions run at the delivery partner meetings) and training is also offered through a Big Lottery Fund commissioned consultant (Hall Aitken). Based on the feedback received, we suggest a formal training session is run at regular intervals for new DPs (perhaps annually), which is aimed both at new DPs, and new staff and volunteers who join existing DPs. This session can highlight examples of where data from the CMF has demonstrated impact and has led to positive change, such as securing funding to upscale, helping organisations see what works and what does not work. Such a session could also potentially provide clarification on the appropriate approach that should be taken when supporting completion of CMFs, so that there is some level of consistency. The session could also reiterate that TTS is both an intervention and a research programme (also, see below). We appreciate that there are resource issues to consider, though perhaps this can be negotiated through the current training support provider, in collaboration with the learning facilitator and M&E officer.

In terms of monitoring and evaluating the legacy of TTS and its wider reach over time, it would be useful to continue monitoring ongoing projects, encouraging them to continue collecting information, so that progress can be tracked over time. One option is that projects, which wish to continue beyond the TTS funding, could be offered some light touch support at the programme level, such as being eligible to attend ongoing training. However, it is appreciated that this may be challenging with so many different projects funded for the duration of TTS.

Recommendation 2: Capturing learning around co-production

The current theory of change refers to co-production, but only explicitly with regard to the local evaluation. Due to the centrality of involving older people and ensuring they are shaping the programme, we suggest the theory of change is amended to reflect that the outcomes will be met through co-production across TTS activities. We also suggest a stronger focus on identifying mechanisms of capturing where co-production is taking place. Whilst there are some positive examples of co-production occurring across projects, some are embracing it more than others. There are also likely to be examples of co-production in the delivery of projects that are not necessarily being picked up. Alongside the *Test and Learn* case studies, it might be worth asking DPs to provide examples of where co-delivery or co-design have taken place in their respective projects.

It would also be useful to develop a process whereby older people can be encouraged to get involved in co-creating and co-designing potential new project ideas on an ongoing basis. Whilst older people were involved in designing TTS at the outset, it is important to continue this process throughout the programme's lifetime. In order to support this process, examples of initiatives that have taken place elsewhere nationally, or even internationally, could be shared with the older people and their usefulness in the Leeds context discussed.

Recommendation 3: Continue to apply the Test and Learn approach

The current approach of asking DPs to provide *Test and Learn* examples as part of the quarterly monitoring returns is working well, and we suggest that DPs, and any other stakeholders involved in TTS, are encouraged to continue to provide examples to help inform the programme.

The programme is currently in the process of piloting approaches which have worked in one area to other parts of Leeds. We suggest that alongside this, consideration is given to whether particular approaches which have not worked so well in one locality, or for one client group, could work well in a different context. As the programme team now intend to fund new projects to the end of the programme, it is suggested that if these projects are not working so well and that this is thought to be due to the nature of the specific locality or the target group of beneficiaries, it is worth considering if the same approach would work in a different context.

Recommendation 4: Embedding the Time to Shine brand

Raising awareness of new initiatives, such as TTS, inevitably takes time. The development of the TTS brand is an ongoing process, with more progress on awareness of the brand among current and potential beneficiaries and volunteers is needed. TTS is currently being promoted across the city, and also at a neighbourhood and community level through individual projects. Through the local evaluation, steps are being taken to ensure that older people (particularly volunteers and beneficiaries), get to hear about some of the outcomes of TTS to date. There are plans for shorter easy to read reports discussing the evaluation which are aimed at older people across the city. All these efforts help spread the word about the programme. Further ways in which the presence and awareness of TTS across Leeds can be improved could involve the TTS programme team raising awareness through the commissioned projects and in specific communities. For example members of the programme team could visit individual projects on a regular basis, to share ideas and let those involved know about wider TTS initiatives, activities and events. They could also raise awareness at various events in specific communities. Another suggestion is that the programme team could look at ways of providing regular, short, newsletter type reports that can be sent out to people across the city. Whilst this type of information is available on social media, not all older people access the internet. However, these suggestions would require additional programme staff time.

Recommendations for Commissioning

Based on the evaluation findings to date a number of recommendations are proposed that aim to support TTS future commissioning. It is important to note these are only suggestions, and are based on the discussions with stakeholders, volunteers and beneficiaries. Ultimately, there will be no *right* model, though feedback suggests the need to ensure projects have some level of community development attached, have sufficient time and resources to embed, and perhaps have a multi- tiered approach, whereby one to one support is coupled with wider level engagement.

Whilst TTS is a relatively well resourced programme, it is recognised that commissioning decisions need to take available resources into account. For example whilst one to one support can be effective in involving the hardest to engage, it is a resource intensive approach, and therefore a challenge to fund all projects in this way.

Recommendation 5: Ensuring co-production is embedded in delivery activities

Involving the end users, the older people, in service design, delivery and evaluation, is an important objective of the TTS programme and co-producing individual projects in this way helps ensure the longer term sustainability of projects. We suggest that both existing and potential DPs are asked to

provide more detailed information about how they will continue to co-produce beyond the initial design of the project, not just through volunteers, but also at a more strategic level.

Recommendation 6: Ensuring Delivery Partners are reaching new target groups

Although a number of beneficiaries have been engaged to date, many of them are already known to the DPs. In order to reach out to new, previously un-engaged older people, it is proposed that existing and newly commissioning projects are encouraged to recruit a specific proportion of *new* beneficiaries who have not accessed their services before. There are some examples of where this is already taking place but further progress in this direction is required.

Recommendation 7: Supporting project approaches which foster friendships

The first round of commissioning focused on specific activities or interventions, and whilst it is important to offer specific activities that will facilitate engagement (particularly for certain groups such as men), we recommend that future commissioning requires potential DPs to show ways in which their approach will help beneficiaries to foster relationships *within* the activities run, that can ideally continue outside the project boundaries. Beneficiaries and volunteers should ideally be encouraged to arrange meetings themselves and this offers a potential solution to having staff led projects which run after hours. It can also offer a longer term solution to those who experience social isolation and loneliness, as they develop social networks of their own. Perhaps in the application process, potential DPs could be asked to show how they will encourage relationships to develop (projects offering one to one support, for example, can explore how older people will be encouraged to mix with others through the support offered).

Recommendation 8: Providing clear guidance to the status of Time to Shine as both an intervention and a research project

Given the extensive M&E required as part of the programme and some of the challenges of aspects of this, especially the CMF, it is important to ensure, for future commissioning, that DPs are aware and understand the evaluation requirements. The programme team are aware of the need for this and are currently taking steps to ensure this is included as part of future commissioning calls. It would also be beneficial to provide more specific information about the number and type of data that need to be collected for each project (i.e. CMFs, monitoring information, participants for interviews and focus groups). This will allow potential DPs to gain an understanding of what is required at the outset, and will allow them to better plan the time and resources that will be needed to satisfy the M&E requirement. There is also perhaps a need to iterate that alongside collecting evidence of the specific outcomes of reducing social isolation and loneliness, DPs also need to have an appreciation of the process of implementation and delivery. For this to work DPs need to be comfortable with the *Test and Learn* principles, so they are willing to highlight activities, or aspects of them, that are not working and to identify ways in which they can be changed or modified.

Recommendation 9: Ensuring one to one support approaches are goal orientated

Based on the findings presented in this report, one to one support is necessary if TTS is to engage the most isolated. However, there is also the need to think about how one to one approaches are commissioned. While it is recommended that TTS continue to look at ways of resourcing this type of support, it is also important that one to one support is accompanied by other kinds of (less intensive) support which beneficiaries can be assisted to move towards as they become more confident. To help in this transition, the one to one support should perhaps become more goal orientated, with individual action plans incorporating step by step changes which eventually lead to the individual getting more involved in wider community activities.

Recommendation 10: Consider supporting more mixed tier approaches

In line with the above recommendation, and given the evaluation findings that a mixed tier approach of one to one support and community development works well, we suggest that more mixed delivery approaches are commissioned. This will require some consideration around how to sufficiently support organisations to run these kinds of projects, even if it involves providing more resource at initial stages for staff to train and support volunteers.

Recommendation 11: Provide more time for community development projects

Given that it can take a long time to develop partnerships and encourage participation at a community level, it would be beneficial to allow more time for any future ABCD type projects that are funded. This will allow the projects to become embedded in the local community. The programme team have recognised that some projects perhaps need longer to embed, and for this reason, extensions were given for a few. This will also give smaller organisations the opportunity to work in community development.

Recommendation 12: Identify and provide outreach services to target communities

To widen the reach of TTS it is suggested that an individual or organisation is commissioned to identify communities or neighbourhoods which may benefit from TTS support which, for various reasons, have not yet engaged. This outreach worker could: a) go into communities and identify smaller organisations which may benefit from support, perhaps offering guidance to those who are inexperienced in applying for external funding; b) map the smaller, very local activities, or informal activities, that take place in a given area that relate to TTS activities; c) identify the types of support that would benefit particular communities, ensuring it is person centred, and led by those who reside in the community (this will be useful where a lack of engagement has been identified e.g. African Caribbean older people). This activity could potentially provide the programme team with a clearer understanding of how to engage with particular target groups, and also assist in developing ideas around how organisations that are not able to attend meetings etc. can nevertheless get involved with TTS in some way.

Recommendation 13: Support project models which offer an intergenerational element

Following feedback from stakeholders, volunteers and beneficiaries on the importance of breaking down barriers and engaging the whole community, it is viewed as important to continue supporting models which promote intergenerational engagement. However, potential DPs should be encouraged to give some thought to how this might take place, with sufficient lead in time provided to set up some types of projects, as it can be challenging to engage younger people. We would expect approaches based on community development to have factored in how all members of a given community will get involved, based on the importance of adopting a *whole area approach*.

Recommendation 14: Support projects which offer flexible delivery times

There was some discussion in both this and the previous beneficiary report about the importance of offering activities in the evenings and weekends. The More than a Mealtime: Shared Tables project showed how this worked well, with the *out of hours* activities run by volunteers, rather than by paid staff. Given that evenings and weekends are the times when older people tend to be most lonely, consideration should be given to prioritising projects which deliver activities at these times, ideally through the use of supported volunteers.

Recommendation 15: Ongoing support for the development of digital skills

At present there are two TTS supported projects that focus on digital skills, one which is working across South Leeds, and another based in a rural area. Based on focus group discussions about the importance of older people developing ICT skills, and feedback by a DP about the ways in which these skills had

increased the independence of people in a range of settings, such as those coming out of hospital, or in a care home, we suggest that further project(s) focussing on digital inclusion are funded. However, feedback highlights that older people, such as those with cognitive impairment, may need more time and support to do so.

Recommendation 16: Provision of culturally sensitive activities

Future activities need to consider the cultural, as well as social, needs of participants. Whilst the longer term aim should be to ensure various groups, including those from LGBT and BME communities, feel more confident approaching mainstream services, in the current climate, additional support is needed. Local communities differ, and approaches to tackling social isolation and loneliness need to be tailored to each, including a consideration of how different cultures may respond to the types of opportunities offered by TTS. In this vein, the programme has funded projects which target specific cultural groups, and this should perhaps continue. Based on reported low levels of involvement from African Caribbean older people, perhaps this should be one of the target groups. This could be through funding a dedicated project, or perhaps can be part of the suggested outreach work.

Recommendation 17: Consider embedding preventative work

The evaluation has revealed a number of examples of how providing a preventative approach could prove effective, such as for those recently bereaved or retired. There was also an example (discussed in the Beneficiary Report), of people in their 40s getting involved in TTS as they felt isolated. Getting people involved in volunteering opportunities linked to the programme may be one way to achieve this, both for older and younger people. Perhaps a future project could be commissioned with a specific focus on this where the theory of change refers to preventative outcomes (this will satisfy one of the recently added seven Cs of promoting change).

Recommendation 18: Continue to target resources at improving the visibility of older people

The interim evaluation report highlights how project and programme level activities which aim to promote older people, both subgroups and more generally, was a particularly effective way of embedding system change in the longer term. For this reason we suggest that some resources are linked to DPs whose role is to improve the visibility of older people across the city. There are some good current examples provided from citywide projects such as Sage and the Age Friendly officer, and locally, such as the rural community connect projects and More than a Mealtime: Shared Tables.