



Report 3 TIME TO SHINE LOCAL EVALUATION

PROCESS EVALUATION

Produced for Leeds Older People's Forum

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Older
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Forum



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Contents

	01 Introduction
05	- About Time to Shine
06	- Scope of this report
06	- Evaluation methods
07	- Summary of findings
	02 Programme Development
08	- The Ageing Better Programme
09	- Shaping the bid
10	- Aims and Objectives
11	- The TTS Programme Approach
11	- Theory of change
11	- Test and Learn
12	- Co-production
14	- Commissioning
18	- Commissioning Framework
19	- The impact of commissioning on the engagement of older people
	03 Programme Governance and Structure
22	- TTS programme Team
23	- Core Partnership
24	- Time to Shine subgroups
	04 Partnership working
25	- Delivery Partners
26	- Connections and capacity building
29	Summary
30	Related Reports

A quick guide to understanding how quotations are used

<p>“Anything inside quotation marks written in italics”</p>	<p>These are direct quotes from beneficiaries, written as they were spoken by the individual.</p>
<p>...</p>	<p>Three dots indicate that some of the quotation has been deleted by the researcher. This may be because this section was not relevant to the overall quote or to reduce the length of the quotation.</p>
<p>[]</p>	<p>Anything written in square brackets has been added by the research team to help make the quote more understandable. It may also replace some of the beneficiaries' quotes that may have made it easier to identify the person speaking.</p>

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A quick guide to the language used at Time to Shine

Ageing Better (AB)

The National Lottery Community Fund's national grant programme which funds Time to Shine until 2022. The full title of the programme is 'Fulfilling Lives: Ageing Better'. 14 'Ageing Better' programmes were funded in England, including TTS in Leeds.

Beneficiary

An overarching term for individuals who engaged with a Time to Shine project on at least one occasion.

Delivery partner

An organisation commissioned to deliver activities or services as part of TTS. Delivery partners were commissioned by Leeds Older People's Forum (LOPF).

Participant

A beneficiary aged 50+ who has engaged on three or more occasions with a TTS delivery partner project (for example joining in activities or receiving services).

Quarterly monitoring

A quarterly cycle used to collect qualitative and quantitative data from Delivery Partners to chart progress towards the Time to Shine targets and so that learning and case studies were captured regularly throughout the programme. Partner payments were only released when satisfactory monitoring returns were received.

Test and Learn questions

A set of questions created by members of the TTS team and Core Partnership to articulate what they would like to learn through the programme.

TTS outcomes

A list of 4 strategic outcomes that TTS worked towards. These are:

- 1 - Beneficiaries report that they are less isolated as a result of a programme intervention.
- 2 - Programme beneficiaries feel confident and able to participate in their communities
- 3 - Older people have been actively involved in managing, designing, delivering and evaluating the programme
- 4 - Our wider partnership will expand each year and will work better together to coordinate services and support for isolated older people.

Common Measurement Framework (CMF) evaluation questionnaire

The way in which the AB programme overall and TTS gathered information from older people involved in Delivery Partner projects.

Volunteer

A person who engaged on three or more occasions with a TTS project to give up their time to support any type of TTS activity. For monitoring purposes volunteers were categorised as either aged 50+ or younger.

The Time to Shine (TTS) programme, led by Leeds Older People's Forum (LOPF), aimed to reduce isolation and loneliness for older people (50+) living in Leeds between 2015-2021¹. TTS was funded by the National Lottery Community Fund as part of the Fulfilling Lives: Ageing Better programme (AB)², which invested £80 million across 14 local authorities in England to reduce loneliness for older people and share good practice. The TTS programme worked in partnership with local organisations to commission, design, deliver and evaluate a range of activities, including campaigns and specific interventions³. As part of the TTS programme a suite of ten evaluation reports have been published by the evaluation team at the Centre for Loneliness Studies based in the University of Sheffield⁴. An overview of the ten reports is presented in **Report 1 TTS Evaluation Executive Summary**. This report is **Report 3** in this suite of reports.

The four main objectives of the Time to Shine programme were used to design the evaluation:

1. Each year beneficiaries report that they are less isolated as a result of a project intervention
2. Project beneficiaries feel confident and able to participate in their communities by 2021
3. Older people have been actively involved in managing, designing, delivering and evaluating the project
4. The wider partnership will expand each year and will work better together to coordinate services and support for isolated older people

There is very little evidence of what works when tackling loneliness and social isolation⁵. Consequently, one of the objectives of TTS was to generate new knowledge about what works so that evidence-informed approaches can be applied by TTS and others in the future.

¹ As a result of the COVID-19 pandemic the TTS programme continued to operate beyond the original funded period; however, the evaluation reports were prepared at the end of the initial funded period in 2021.

² For more details see <https://www.ageing-better.org.uk/blogs/ageing-better-big-lottery-fund-story-so-far>

³ Details of all TTS projects can be found at www.opforum.org.uk/projects-and-campaigns/time-to-shine/time-to-shine-projects

⁴ For more details see <https://www.sheffield.ac.uk/socstudies/research/centres-and-networks/centre-loneliness-studies>

⁵ Courtin, E., & Knapp, M. (2017). Social isolation, loneliness and health in old age: a scoping review. *Health & social care in the community*, 25(3), 799-812.

1.1. Scope of this report

This report summarises the shaping of the TTS Ageing Better proposal and outlines the different levels of governance within the programme. We then discuss some examples of partnership working and capacity building, which developed as the programme progressed. In order to uphold confidentiality and anonymity, quotes and evidence are attributed to the type of stakeholder only.

1.2. Evaluation methods

A comprehensive account of the research methods used across the ten evaluation reports can be found in **Report 2: TTS Evaluation Methods**. For this report, evidence and quotes have been taken from 56 in-depth interviews with stakeholders which were carried out by members of the local evaluation team annually between 2015-2020. Stakeholder interviewees were either delivery partners representing a TTS project; a member of the TTS core staff team; or a member of the Core Partnership (see **Section 3: Governance and Structure** for further details and definitions of what we mean by these stakeholder types).

The topics explored in the stakeholder interviews included: the commissioning process; connections and capacity building; and achieving aims and objectives. We then explored emerging themes in follow-up interviews which we conducted over a period of five years. The total number of stakeholders interviewed throughout the study is presented in **Table 1**.

Table 1: Stakeholder interviews

Round	Stakeholder Type	Total of 56
1	Core Partnership member/TTS Programme Team TTS Delivery Partner	3 7
2	Core Partnership member/TTS Programme Team TTS Delivery Partner	3 11
3	Core Partnership member/TTS Programme Team TTS Delivery Partner	2 9
4	Core Partnership member/TTS Programme Team TTS Delivery Partner	6 4
5	Core Partnership member/TTS Programme Team TTS Delivery Partner	6 5

It should be noted that the findings of the stakeholder interviews might not fully represent all TTS stakeholders or TTS funded projects. Furthermore, those involved in the interviews were interviewed at different timepoints during the study, and some took part more than once.

This report also presents some findings from the Common Measurement Framework (CMF) questionnaire data to highlight the impact of the commissioning process on the engagement of older people who were lonely and/or isolated, or at risk of becoming so. The CMF questionnaire findings are also the main focus of [Report 6](#).

1.3. Summary of findings

This report summarises the development of the Time to Shine programme. This specifically includes an overview of the **consultation work carried out** as part of the funding bid; an outline of the **vision and strategy** of the programme; and the overarching **aims and objectives** developed as a result. Along with other Ageing Better areas, TTS was encouraged to adopt the **Test and Learn** principle, which meant that the programme could test out a range of different approaches and talk openly about **what works and what doesn't work**. The TTS programme was underpinned by a **Theory of Change** and embedded a **co-production** approach in its design, delivery and evaluation.

The programme used several rounds of commissioning to ensure that TTS was **engaging those most in need**. In particular, the commissioning strategy contributed towards successfully engaging lonely and socially isolated older people. This evidence demonstrates that those commissioning rounds which targeted the most vulnerable older adults were most effective at engaging older adults who were lonely or socially isolated.

The evidence presented in this report demonstrates the wide range of stakeholders involved in managing and delivering the programme. This includes members of the **TTS programme team, Core Partnership** and **TTS subgroups**. This report specifically explores stakeholder views on **connections and capacity building**, and **partnership building**.

2.1. The Ageing Better Programme

The National Lottery Community Fund developed the Fulfilling Lives: Ageing Better programme to improve the lives of people aged over 50. Between 2015-2021 the programme invested around £80 million across 14 voluntary sector-led partnerships in England, made up of community, voluntary and public sector organisations (**Table 2**).

Table 2. The 14 Funded Ageing Better Partnerships

Ageing Better partnerships in the UK	
Ageing Better in Birmingham	Age Friendly Island, Isle of Wight
Bristol Ageing Better	Time to Shine Leeds
Ageing Better in Camden	Leicester Ageing Together
Brightlife, Cheshire	Ageing Better Middlesbrough
T.E.D (Talk, Eat, Drink) East Lindsay	Age Better in Sheffield
Ambition for Ageing, Greater Manchester	Ageless Thanet
Connect Hackney	Ageing Well Torbay

The ambition of the programme was for all Ageing Better (AB) partnerships to work towards a broad set of five funding outcomes, to ensure that:

1. Older people are less isolated
2. Older people are actively involved in communities with their views and participation valued more highly
3. Older people are more engaged in the design and delivery of services
4. Services that help reduce social isolation are better planned, co-ordinated and delivered
5. Better evidence is available to influence the services that help reduce isolation for older people in the future

As a condition of funding, Ageing Better requested each area ***involve older people in shaping their project.***

Leeds Older People's Forum (LOPF) began developing the Time to Shine programme in 2014. As part of their initial groundwork, a series of consultations was held in the city of Leeds with a wide range of people from Leeds City Council, the third sector, and older people themselves. The consultation included talking to 656 older people and carers, and 207 community workers and volunteers, asking their views on how to best tackle loneliness and isolation in Leeds.

The consultation identified specific sub-groups as being vulnerable to social isolation and loneliness, including:

- People who are restricted to their home environment (including care homes) through ill-health, disability and dementia
- Carers
- People who live alone, are coping with personal circumstances which reduce their social networks and confidence (e.g. bereavement, retirement and poverty)
- Some specific groups of older people who have social and cultural needs which have previously not been fully met: men; Black, Asian and Minority Ethnic individuals; people with learning disabilities; and people from the Lesbian, Gay, Bisexual and Transgender (LGBT+) community.

The vision and strategy for TTS was put together by a wide range of stakeholders who supported the development of the bid, making sure that the programme represented older people and service user groups fairly.

In the beginning they were saying - have vision, be imaginative, be innovative. So we were trying to take a broad strategic vision, and it was about these big aims of changing culture [...] knitting the vision and the strategy with the reality of turning it into something that people can be given money to do is extraordinary

Core Partnership Stakeholder

To inform the proposal, a wide range of consultation methods were used, including email surveys, focus groups, interviews, and local research. **In their application, LOPF estimated that 15,000 people would benefit from the services and activities delivered by TTS.**

2.3. Aims and Objectives

The aims and objectives of the TTS programme were identified during the shaping of the bid. The outcomes of TTS were then linked to the wider Ageing Better programme outcomes (**Table 3**). It was proposed that the TTS programme would commission a series of individual projects with each aligning to the broader programme and AB outcomes. In the end, some commissioned projects had their own additional aims and objectives too.

Table 3. Time to Shine and AB programme outcomes

TTS outcomes	AB Programme outcomes
1. Each year 85% of beneficiaries report that they are less isolated as a result of a project intervention	<ul style="list-style-type: none"> ● Older people are less isolated
2. 50% of project beneficiaries, including 2000 older men, 250 older LGBT+, 600 older BME and 100 older people with learning disabilities feel confident and able to participate in their communities by 2021.	<ul style="list-style-type: none"> ● Older people are actively involved in communities with their views and participation valued more highly
3. 1000 older people have been actively involved in managing, designing, delivering and evaluating the project by the end of 2021. This provides quality evidence and influences system change.	<ul style="list-style-type: none"> ● Older people are more engaged in the design and delivery of services ● Better evidence is available to influence the services that help reduce isolation for older people in the future
4. The wider partnership will expand by 10% each year, and will work better together to coordinate services and support for isolated older people.	<ul style="list-style-type: none"> ● Services that help reduce isolation are better planned, coordinated and delivered

2.4. The TTS Programme Approach

Each of the 14 Ageing Better partnerships were encouraged to develop a **Theory of Change**, adopt the Test and Learn principle, and use a co-production approach as part of their programmes.

Theory of change

Each Ageing Better programme was underpinned by a Theory of Change. Theory of Change is a specific type of methodology for planning, participation, and evaluation that is used to promote social change. It explains the process of change by outlining causal linkages in an initiative. The identified changes are mapped as 'outcomes' showing each outcome in logical relationship to all the others. Time to Shine's Theory of Change was developed by the partnership at the time of the original bid submission and was later updated in 2017.

Test and Learn

The theory behind adopting a **Test and Learn** approach was that this would allow each programme the flexibility to test out a range of different approaches and create practical learning as a result. The TTS programme team and Core Partnership developed **21 Test and Learn questions (Appendix 1)** to guide the commissioning framework and evaluation, linking each Test and Learn question with TTS's four outcomes (**Table 3**). Delivery partners were asked to be reflective of this process, and provide Test and Learn case studies as part of the programme's monitoring and evaluation requirements (also see **Report 10: Test and Learn**).

Early in the programme, delivery partners embraced the Test and Learn approach and felt optimistic about how it would work in practice. Overall, they valued its **flexibility** and being able to talk openly about **what works and doesn't work**.

"Test and Learn is a breath of fresh air, an honest way of working."

TTS Delivery Partner Stakeholder

"The Test and Learn element is amazing. If something doesn't work, we can try something else."

TTS Delivery Partner Stakeholder

In contrast, some delivery partners found it difficult to openly admit when targets were not being met and when outcomes were not being achieved. It was a challenge for some to adapt naturally to this new way of working.

“If it’s not working and you’re not hitting your targets and not achieving your outcomes, it’s not going to be funded again. So it’s very well saying we’re really happy to hear that, but it’s admitting that you’re failing isn’t it?”

TTS Delivery Partner Stakeholder

“It is tricky, because you’re not used to reporting on things that haven’t gone well, are you?”

TTS Delivery Partner Stakeholder

Co-production

A **co-production** approach was embedded in the design, delivery and evaluation of the TTS programme. There are many different definitions of co-production, and TTS and the evaluation team started from the broad definition that:

“Co-production is not just a word, it’s not just a concept, it is a meeting of minds coming together to find a shared solution. In practice, it involves people who use services being consulted, included and working together from the start to the end of any project that affects them.”

Think Local Act Personal, 2011

As the TTS programme developed and as the evaluators researched co-production further, our understanding of the concept progressed. Time to Shine and the University of Sheffield evaluation team gained additional funding for a collaborative PhD Studentship to explore co-production within the programme. The definition of co-production developed by the PhD student, **Louise Whitehead**, is:

“Co-production is both a paradigm and method. The paradigm is based on a renegotiated, more equal relationship between services and those who use them, which takes account of power relationships. The method of co-production centres around co-commissioning, co-design, co-delivery and co-evaluation with a range of stakeholders, one of whom should be those who use the services. It uses creative methods of engagement to harness the skills, knowledge, experience and strengths of those involved with benefits for individuals, group organisations and the wider community.”

The concept of **experts by experience** - people who have recent personal experience of the issue at hand, in this case older people who have been or are lonely - was placed at the heart of the programme and we list below some of the ways in which TTS sought to co-produce the programme.

- Inviting older people to contribute towards and write the funding bid
- Including older people in the membership of the Core Partnership
- Involving older people in the commissioning panels for new projects and recruitment of staff
- Ensuring that all projects involved older people in the development of their projects through volunteering and steering groups
- Including older people in the evaluation of the projects (peer researchers and volunteer listeners)

Delivery partners described some of the ways in which older people themselves were involved in the design, management and evaluation of their projects. Some examples included involving older people as volunteers and on steering groups, and even running some of the activity sessions themselves.

“The active engagement of older people donating their time and energy has been fabulous, really building a knowledge base. This means the project is being led by people with lived experience, and that engagement can reduce social isolation for them.”

TTS Delivery Partner Stakeholder

“With older people, we want to engage with them. They are the experts.”

TTS Delivery Partner Stakeholder

For some TTS projects, this initially involved light touch intervention, whereby the initial set-up would be supported by a paid worker, with volunteers and beneficiaries gradually taking over key roles themselves (such as the promotion and organisation of group activities).

“All group members get involved [...] and they enjoy the power of deciding for their own project.”

TTS Delivery Partner Stakeholder

“They have the drive and want to do the best they can. Coming up with ideas and acting on it. Activities are based on what the group and communities want.”

TTS Delivery Partner Stakeholder

Through the Collaborative PhD Studentship, the evaluators carried out a separate study of the way in which TTS was co-produced. This work led to the development of a co-production toolkit, which is described further in [Report 9: Legacy, systems change and sustainability](#).

2.4.1. Commissioning

Time to Shine commissioned the majority of its projects to local delivery organisations, which they refer to as **Delivery Partners**. TTS had six different commissioning rounds which are described in [Table 4](#) along with the TTS projects funded by each round. The nature of the projects themselves are covered in more detail in [Report 4: Intervention Typologies](#) and some are the subject of **specific case studies**.

Table 4. Overview of organisations commissioned by TTS (continued)

Supporting Wellbeing In Leeds (2016)	Delivered across several organisations: Age UK Leeds; Bramley Elderly Action; Cross Gates and District Good Neighbours' Scheme; Health For All; OPAL in partnership with MAECare
Seasonal Loneliness Fund (2019)	Caring hands; Caring Together in Woodhouse and Little London; Creative Frame; D Dance Theatre; DAMASQ; Feel Good Factor; Leeds Jewish Welfare Board; Little London Arts; Middleton Elderly Aid; MAECare; Pudsey Live at Home Scheme; South Leeds Live at Home Scheme; South Leeds Team Ministry Drighlington Methodist Church
Other	Learning Facilitator Work; Time to Shine Friendly Communities; Mojo Film

*The project names highlighted in bold text were those who completed TTS evaluation questionnaires.

- 1 Leeds Community Foundation was commissioned in Round 1 for six years.
- 2 The TTS Local Evaluation was commissioned in Round 1 for six years.
- 3 SAGE was commissioned in Round 1 for six years.

Main commissioning rounds

Time to Shine had two main rounds of commissioning: the first round was between 2015-2017 and the second round was 2018 and beyond. The Test and Learn approach impacted on how commissioning was carried out in each round. Before the second round, the programme team looked at what was (and wasn't) working (see: **Year 2: Interim Evaluation Report**), and these findings were used to modify and direct the second commissioning round.

“The way that TTS has approached this is through our two commissioning strands. We’ve looked at what our target groups are, what the gaps are in participation for particular groups of people, and how we can meet those gaps. We use the commissioning to steer the projects that we fund towards a particular group of people or where we’ve identified a gap.”

TTS Delivery Partner Stakeholder

Small Funds

Time to Shine funded 56 smaller projects with grants of up to £10,000 so that smaller organisations and community groups could provide services or support. The small funds commissioning happened in 11 rounds, including both open rounds and specific calls. The specific calls for funding addressed themes such as: dementia and carers, men, communication, relationships and transport.

“We wanted a mix - not just about who, but how - and to make sure that the way we funded enabled different types of groups to get involved. That’s why we’ve got Small Funds and large commissioning rounds as well. Then some more micro funding models within communities.”

TTS Programme Team Stakeholder

Supporting Wellbeing

The Supporting Wellbeing commissioning round in 2016 was funded jointly by TTS, Leeds City Council and Public Health Leeds. It was designed to support older people who are frail and have complex medical needs with a very high risk of being socially isolated. The Supporting Wellbeing projects worked with professionals such as GPs, memory support teams, and community matrons to reach people in need of support. In 2019 the project was renamed SWIFt.

Seasonal Loneliness Fund

Funding from the TTS Seasonal Loneliness Fund, which was awarded through Leeds Community Foundation, was designed to encourage the development of innovative projects to support older people in Leeds at periods that can be particularly lonely and isolating, e.g. Christmas and summer. These projects were funded in 2019 and intended to be delivered during 2019-2020; however, the COVID-19 pandemic delayed or stopped the delivery of many of the projects.

Other funds

Time to Shine funded two internal projects at LOPF, namely Learning Facilitator Work and Friendly Communities work, the latter focusing on Age and Dementia Friendly initiatives.

Time to Shine’s commissioning framework had seven strands (also known as the **7 Cs**): **Catalysts; Creating Supportive Opportunities; Connections; Capacity Building; Co-production; Collecting Evidence and Changes (Table 5)**. The Core Partnership and commissioning subgroup (discussed in **Section 3** of this report) were both involved in commissioning projects and activities throughout the duration of the programme.

Table 5. Time to Shine’s Commissioning Framework: The 7 Cs

Strand	Aim of project
Catalysts	To change societal attitudes and behaviours towards older people, and reduce social isolation by making it everybody’s business to do so
Creating Supportive Opportunities	To reach people at home and help people to get out. This builds on the learning that for people with entrenched levels of isolation, there needs to be an activity to ‘hook’ them into a project, and that they are likely to need more intensive ‘hand holding’ and practical support before they are ready to engage more widely.
Connections	To engage with older people from street level up, recognising that just bringing people together is not likely to reduce isolation. This builds on the learning that there needs to be a springboard to more sustained networks and relationships.
Capacity Building	To nurture smaller community groups and voluntary sector organisations to develop skills, volunteer bases and increase their knowledge of what tackles social isolation through piloting new approaches. Learning from this strand feeds into the Collecting Evidence strand.
Co-Production	To ensure that older people design, manage and deliver activities and engage in the monitoring, evaluation and dissemination of learning from the programme.
Collecting Evidence*	No commissioning activity for this strand.
Changes*	To use learning about the events or circumstances in a person’s life that are most likely to trigger social isolation. Developing a preventative approach to increase awareness and personal resilience for the future.

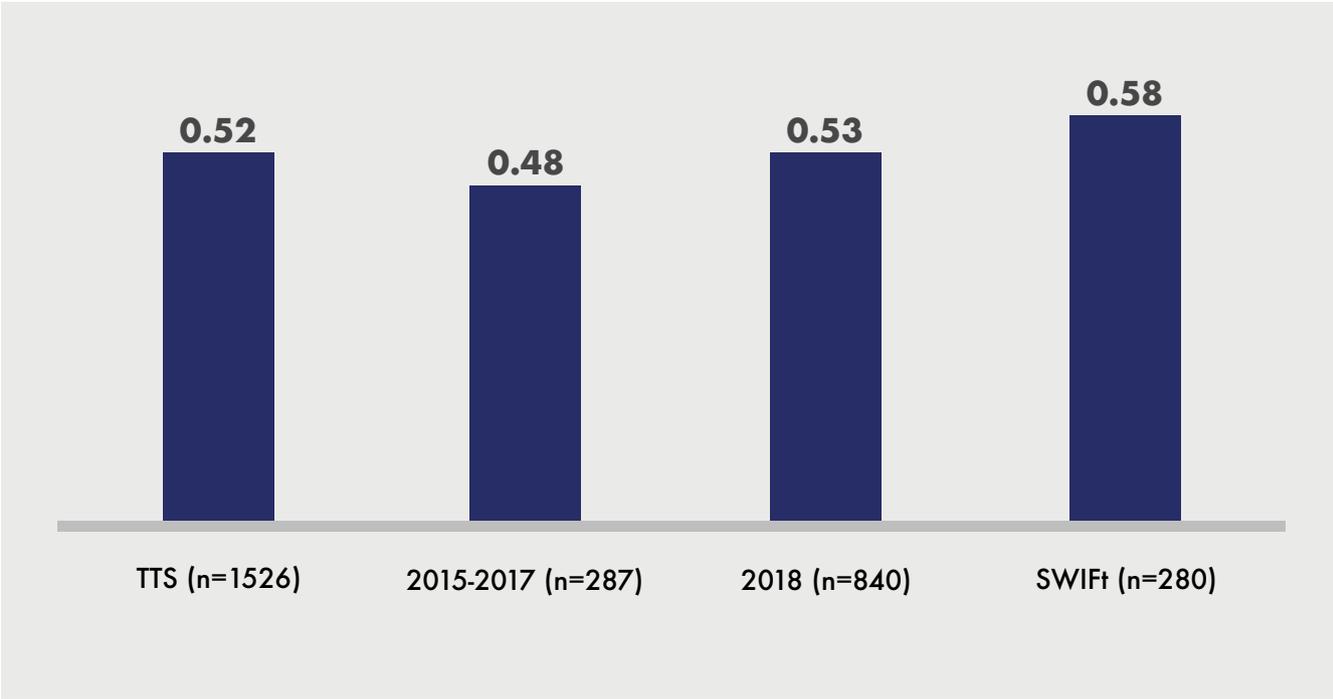
****The ‘collecting evidence’ and ‘changes’ strands were added into the framework towards the end of the programme***

The original commissioning round included the following themes: **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.** TTS's second commissioning round sought to fund projects under the strands of **Creating Supportive Opportunities; Connections and Changes.**

2.4.3 The impact of commissioning on the engagement of older people

The TTS programme had a number of commissioning rounds, and the commissioning strategy differed between each round. In line with the programme objectives, TTS tried to ensure that projects were commissioned which reached and engaged with lonely and isolated older people living in Leeds. The percentages of CMF evaluation questionnaire respondents engaging with TTS projects funded by each of the different commissioning rounds, who scored lonely at baseline, is reported in **Figure 1.**

Figure 1. Respondents at baseline who scored as lonely (6 or above) on the UCLA loneliness scale; comparison across commissioning groups



A significantly higher proportion of respondents were lonely at baseline in the commissioning round for Supporting Wellbeing (58%) compared to commissioning round one (48%) and commissioning round two (53%). This was a statistically significant difference and a medium effect size.⁶ This difference is likely due to the Supporting Wellbeing commissioning round being specifically targeted at frail and isolated older people through professional networks. This does show that commissioning projects who were targeting specific groups was a successful way of engaging those most at risk of loneliness and social isolation. The proportion of TTS respondents from each demographic group engaged with a project from the different commissioning rounds is summarised in **Table 6.**

⁶ Chi Square (4) = 12.25, p = 0.01; Cramer's V = 0.09, p = 0.01

Table 6. A comparison of the proportions of respondents by different demographic group across commissioning rounds and TTS as a whole

Commissioning round	Men	Diverse Communities	Living alone	Illness or disability
All TTS Projects	37%	22%	56%	62%
Supporting Wellbeing	44%	24%	72%	86%
2015-2017	28%	40%	58%	61%
2018+	41%	12%	49%	52%

There was a marked difference between the proportion of men involved in projects commissioned in 2018 and beyond, compared to those commissioned between 2015-2017. By contrast, there were smaller proportions of those from diverse communities (Black, Asian and Minority Ethnic groups), people living alone, and people living with a disability or illness commissioned post 2018. This could reflect a change in the commissioning that occurred later as part of the ‘Test and Learn’ approach, and delivery partners using ‘Test and Learn’ to think differently about how to target specific groups.

“The nice thing about it being a Test and Learn project is that delivery partners were almost given that opportunity to think very differently about how we might be able to address specific target groups, and how we might be able to engage them in a different way. That perhaps has traditionally meant that they have been disengaged with activities that have been in the community before. So encouraging new ways of working.”

Core Partnership Stakeholder

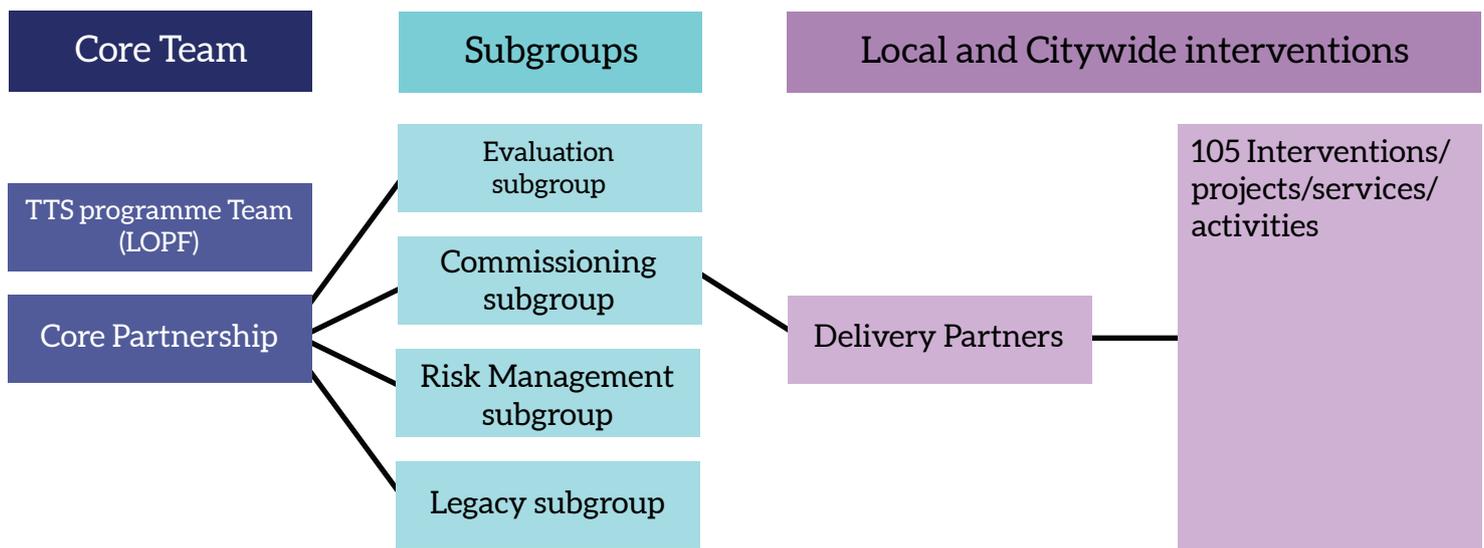
The Supporting Wellbeing projects engaged with a high proportion of men, people living alone, and people living with a disability or illness. Once again, this is not surprising, considering that the Supporting Wellbeing project worked with GPs, social services, and other professionals to recruit older people who accessed support from services.

03

Programme Governance and Structure

The TTS programme had specific structures in place to help support and achieve its aims, objectives and intended outcomes. An overview of the structure and governance of the programme is shown in **Figure 2**.

Figure 2. Time to Shine programme structure



3.1 TTS programme Team

Leeds Older People's Forum (LOPF) was the lead partner for the TTS programme. LOPF was established in 1994, and has partnered with over 100 voluntary sector organisations and Neighbourhood Network Schemes working with older people across Leeds. The role of LOPF in TTS was to employ and oversee the core TTS programme team, and to take on responsibility for the management of the programme. The core TTS programme team was made up of two Programme Managers (Legacy and Learning), a Monitoring and Evaluation officer, and an Administration Officer. Supporting the team was a Communications Officer, Learning Facilitator and two Friendly Communities Officers.

As part of this role, LOPF also provided delivery partner support, and held quarterly contract meetings with projects to have open discussions about how the programme was progressing, and discuss any emerging issues or challenges.

"On a very basic level we have a legal duty to ensure that the programme is run successfully, that we meet our targets and deliver in the way that we said we would. In reality, for us it's very much about being an older person led organisation, and that older people are very much involved in everything we do. Whether that be designing a project or volunteering on it, or evaluating it - that's a very big part of our ethos. It's what we want to run through TTS, and it's what we bring to the Ageing Better programme. We're a local delivery organisation, that's maybe unique."

Core Partnership Stakeholder

Leeds Older People's Forum also had the responsibility of ensuring that older people were represented by the programme team and its subgroups.

3.2 Core Partnership

The Core Partnership was established through a partnership agreement. At first, the group met monthly and towards the end of the programme, meetings became less frequent. These meetings of the Core Partnership were designed to ensure that the programme was making progress against its agreed plan. The main role of the Core Partnership was to steer the programme at a strategic level, direct the governance of the programme, and monitor the performance of the programme against outcomes. The membership of the group included LOPF trustees and stakeholders from academic, private and third sectors. Some members of the Core Partnership were also delivery partners.

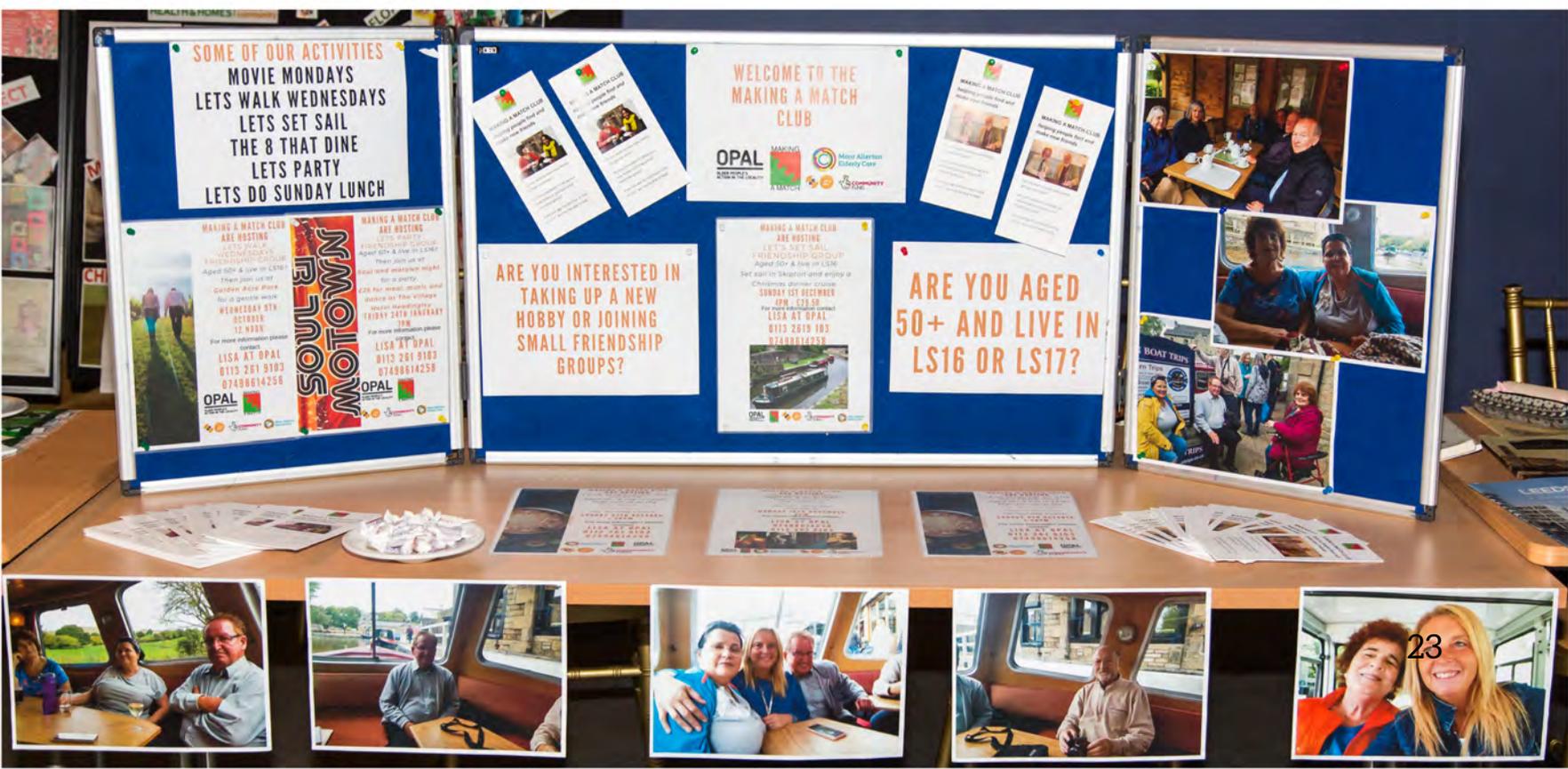
Each Ageing Better programme had a Relationship Manager, from the National Lottery Community Fund, who was also part of the Core Partnership. Their role was to receive reports and check that the programme was doing what it said it would, and was achieving its intended outcomes.

“One of the good things about TTS is it’s a true partnership, so the Core Partnership particularly, you feel like everybody is there for the programme to be as successful as possible.”

TTS Programme Team Stakeholder

“We ask the difficult questions sometimes, and we make suggestions.”

Core Partnership Stakeholder



3.3 Time to Shine subgroups

To support the running of the programme, three sub-groups were set up initially to oversee evaluation, commissioning and risk management. In its final year, an additional legacy subgroup was set up to oversee the exit strategy of TTS.

Monitoring and Evaluation subgroup

The evaluation sub-group was set up to ensure that monitoring and evaluation processes were correctly implemented, and to discuss the dissemination of programme results. Throughout the duration of the programme, this group met quarterly and included members from the core TTS team (the programme managers, and monitoring and evaluation officer), local evaluators, core partnership members, and local older people. The remit of the group included addressing evaluation issues and monitoring, promoting and sharing findings.

Commissioning subgroup

The commissioning group was set up to oversee the commissioning of projects and delivery partners. The group met as required, when commissioning rounds were planned or reviewed. This group included members of the core TTS team (programme managers), core partnership members, and expert co-opted members, including older people. The remit of the group also included drafting commissioning documents, assessing funding applications and shortlisting potential new delivery partners.

Risk Management subgroup

The risk management subgroup was established to ensure that the TTS programme complied with legal and grant requirements, and updated the risk register for the core partnership. The group met bi-monthly and was attended by the TTS programme manager, members of the core partnership and some expert co-opted members. The focus of the group was also to ensure that health and safety, equality and safeguarding was up to date. The risk management group ceased operating midway through the programme, with some elements being incorporated into the evaluation subgroup.

Legacy subgroup

The main focus of the legacy subgroup was to plan the exit strategy for the programme, and ensure that legacy and learning points from each project were shared and used as evidence for future funding. Exit strategy training was also a focus of this group, and quarterly meetings to discuss exit and sustainability were undertaken by programme managers. This also included establishing a legacy website. The pre-lockdown legacy plan was put on hold, and a new legacy plan has since been identified (this is covered in **Report 9: Legacy, Systems Change and Sustainability**).

04

Partnership working

Co-production can be applied to a broad range of contexts, and is often used interchangeably with partnership work and working together. One of the 4 main outcomes of the programme was to expand the wider partnership each year and work better to coordinate services and support for older people. This was encouraged by linking TTS delivery partners together and encouraging connections and capacity building.



“There was a huge wish from the perspective of LOPF to create genuine co-production and partnerships with delivery partners. When we were writing the bid, the wider partnership, which had in it these delivery partners, was actually really vibrant. It was quite heartening, having been around in the voluntary sector for 25 years, I hadn’t experienced such energy.”

Core Partnership Stakeholder

4.1 Delivery Partners

The TTS programme developed city-wide partnerships through LOPF’s existing networks, including commissioners and Leeds Neighbourhood Networks (locally based schemes that enable older people to feel included in their local community). Within TTS, a number of delivery partners were commissioned and funded to run specific projects and activities, and contracted by LOPF to deliver activities to tackle social isolation and loneliness. The commissioning rounds have been covered in [Section 2, Table 4](#).

Uniquely, some of the delivery partners were also involved in the TTS Core Partnership. LOPF itself was also a delivery partner; commissioning two Friendly Communities officers (in partnership with Leeds City Council) and a TTS Learning Facilitator. The project also worked with a host of organisations in the private, public and third sector, including Health Watch Leeds, Digital Leeds and Leeds Library.



“Some of the people around the table at the Core Partnership are delivery partners themselves, so they bring the perspective of being a delivery partner, and how they are performing. Some also come and present at the Core Partnership, and when there are celebration events, the core partners will be there with the delivery partners.”

Core Partnership Stakeholder

The local evaluation was also a TTS delivery partner, and was conducted through a partnership between the University of Sheffield, Leeds Beckett and Leeds Trinity universities (Table 7). This academic research was carried out to capture learning and find out which approaches and activities worked to reduce loneliness and social isolation. The evidence gathered was shared with the TTS programme team, core partnership, local evaluation team, and local funders throughout the duration of the TTS programme.

Table 7. Local Evaluation components

Local Evaluation	Data collected*
University of Sheffield	Interviews, focus groups, case studies
Leeds Beckett	Volunteer listeners
Leeds Trinity	Interviews, focus groups, case studies

* See Report 2 for a full outline of the research methods used in the evaluation

4.2 Connections and capacity building

A key aim of TTS was to expand and facilitate partnerships between TTS delivery partners and projects by creating opportunities to connect and collaborate. Some examples of this included networking events aimed at delivery partners, such as the Action Learning Sets. The Action Learning Sets provided structured support for people directly involved in working with socially isolated older people, and a supportive place to learn from others and focus on common issues.

There was also an online TTS community website where delivery partners could upload case studies, communicate with one another, share learning and submit their monitoring returns to the TTS team. The idea behind these initiatives were to foster opportunities for delivery partners and projects to link up, share learning, and encourage new partnerships.

“We run networking events for delivery partners to meet up together and develop their own networks. That’s also supported by the online TTS community, to encourage people to share their learning in spaces that other people can access.”

TTS Programme Team Stakeholder

When asked to comment on their experience of working in partnership with other TTS projects, delivery partners mentioned that by taking part in networking events, this helped them feel more connected to the TTS programme. These events were also useful for finding out what other projects were doing and sharing learning.

“It’s really nice to feel part of a whole team of projects that are benefitting older people in the city.”

TTS Delivery Partner Stakeholder

“It’s so good to meet and share learning, generally linking up with people, and feeling part of something bigger

TTS Delivery Partner Stakeholder

When asked what working in partnership with other projects had brought their organisation, stakeholders highlighted the positives of being able to share information, knowledge, experience and resources.

“By coming together in partnership, we’re stronger than our individual voice [...] people feel part of something which is much bigger and has a bigger voice in the city, rather than just trying to work on something on your own. It brings you together, and that opportunity to share resources.”

TTS Delivery Partner Stakeholder

“What’s been really beneficial is that we’ve really been able to improve both of our projects through sharing information, knowledge and experience. So I think it has been really, really positive.”

TTS Delivery Partner Stakeholder

When asked to comment on some of the challenges of working alongside other TTS projects in partnership, stakeholders highlighted the need to complement what others were doing, avoid duplication and recognise that some may be working towards different priorities.

“Some organisations have been quite cliquy in terms of duplication [...] but you can’t let that stop you from approaching and working with other partners. The majority are happy and willing to work together and can see that relationship working, but sometimes a minority can’t see the bigger picture.”

TTS Delivery Partner Stakeholder

“Everyone will have their own priorities and workloads. So making sure that if we want to do a piece of partnership work, that it is of relevance for people and that they can get something out of it themselves.”

TTS Delivery Partner Stakeholder

“Leeds is so big, you sometimes have the danger of thinking, is someone duplicating something somewhere? Because there is so much going on, and we’ve got a huge voluntary sector. I think partnership brings more benefits than challenges though.”

TTS Delivery Partner Stakeholder

Some delivery partners described feeling disconnected from the TTS programme, particularly where the project was embedded within an existing organisation with its own infrastructure. This sometimes meant there were competing interests which prevented projects from sharing referrals or working together to recruit volunteers.

Some also highlighted the need to build in additional time for networking, attending TTS events and partnership working with other TTS projects. This was often a challenge where project workers worked on their project part-time, and had not built in enough time to undertake this as part of their daily role.

“I think quite honestly, if I had more time or working hours, I would. I quite enjoy networking and finding out about other people’s projects, but I feel that actually I don’t have a lot of time to work on my projects. I’ve got to try and deliver my targets and outcomes.”

TTS Delivery Partner Stakeholder

“The immense amount of work we had to do on behalf of other partners, some disengaged with it. If we went for this again, we would go as [our lead organisation], as the partnership consumed so much energy and time. We do have positive working relationships, but it was challenging though.”

TTS Delivery Partner Stakeholder

“If I had more time, and I hadn’t felt more pressurised, I would have gone to more. I’ve got a different job on the other two days, so there’s no flexibility there.”

TTS Delivery Partner Stakeholder

05

Summary

This report has covered the development of the TTS programme, its aims and objectives, governance and structure. The report also provides feedback and evidence based on the experiences of stakeholders involved in managing and delivering the programme. As only a select number of representatives from delivery organisations were interviewed at various time points across the programme, the information provided here does not necessarily reflect the views of all TTS partners, but gives an insight into the experiences of those involved.

The TTS programme had several rounds of commissioning that sought to apply the ‘Test and Learn’ approach to ensure that TTS was engaging those most in need. The iterative commissioning approach taken by TTS meant that a diverse range of projects were delivered in Leeds to meet specific community needs. In particular, the commissioning strategy contributed towards successfully engaging lonely and socially isolated older people. This evidence demonstrates that the commissioning rounds which targeted the most vulnerable older adults were particularly effective at engaging older adults who were lonely or socially isolated. This demonstrates that targeted commissioning of projects was a successful strategy. This is informative for the design and delivery of other services where engagement of target groups persists as a substantial barrier.

06

Related Reports

The final evaluation for the Time to Shine programme has been presented as a series of final reports.

Report 1: Executive Summary of Time to Shine

Report 2: Time to Shine Evaluation Methods

Report 3: Process Evaluation

Report 4: Intervention typologies

Report 5: Motivations and Barriers for beneficiary engagement

Report 6: Participation, engagement and outcomes for older people

Report 7: The impact of Time to Shine on project beneficiaries

Report 8: COVID-19 impact on the TTS programme

Report 9: Legacy, systems change and sustainability

Report 10: Test and Learn: Understanding the experiences and challenges of frontline organisations



Appendix 1. Time to Shine Test and Learn questions

Key word:	TTS Outcome link	Test and Learn questions to answer:
Barriers:	2	What barriers to participation are happening now for participants and volunteers?
Prevention:	1	Does Time to Shine help prevent social isolation and loneliness?
Sustainability:	4	What enables successful projects / programmes to become sustainable?
Reaching out:	1	Are we reaching socially isolated older people? How?
Diversity:	2	What approaches work best to engage target groups of people most at risk of loneliness?
Replicable:	4	Can elements of the programme be replicated or expanded successfully?
Commissioning:	4	How has the learning from Time to Shine been used to inform commissioning in Leeds?
Legacy:	1	What is Time to Shine's legacy? Can impact be measured beyond 2021?
Feelings:	1	How does loneliness and social isolation make people feel?
Complexities:	3	What are the complexities behind loneliness and people's experiences of loneliness?
Triggers:	1	What attracted or motivated people to join in an activity?
Co-production:	3	To what degree has the programme been led by a diverse group of older people?
Impact 1:	1 & 3	How has involvement in Time to Shine made individual people feel?
Impact 2:	2	Have people developed social networks/accessed other services after becoming involved?
Approaches:	3	How has the learning from Time to Shine been used to inform delivery partner or Time to Shine approaches?
(Not) worked:	1	What has worked? What hasn't worked? Why? For whom?
Awareness:	2	Have we increased awareness of social isolation and the support services available in Leeds?
Stigma:	2	Have we reduced the stigma of loneliness and changed public perceptions? How?
Partnerships:	4	Have new partnerships been formed? Are organisations working 'better together'?
Benefits:	2	How have older people and communities benefited from new partnerships and new ways of working?
Intergenerational:	2	What has been the impact of intergenerational approaches on both older people and their wider communities?

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Time to
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