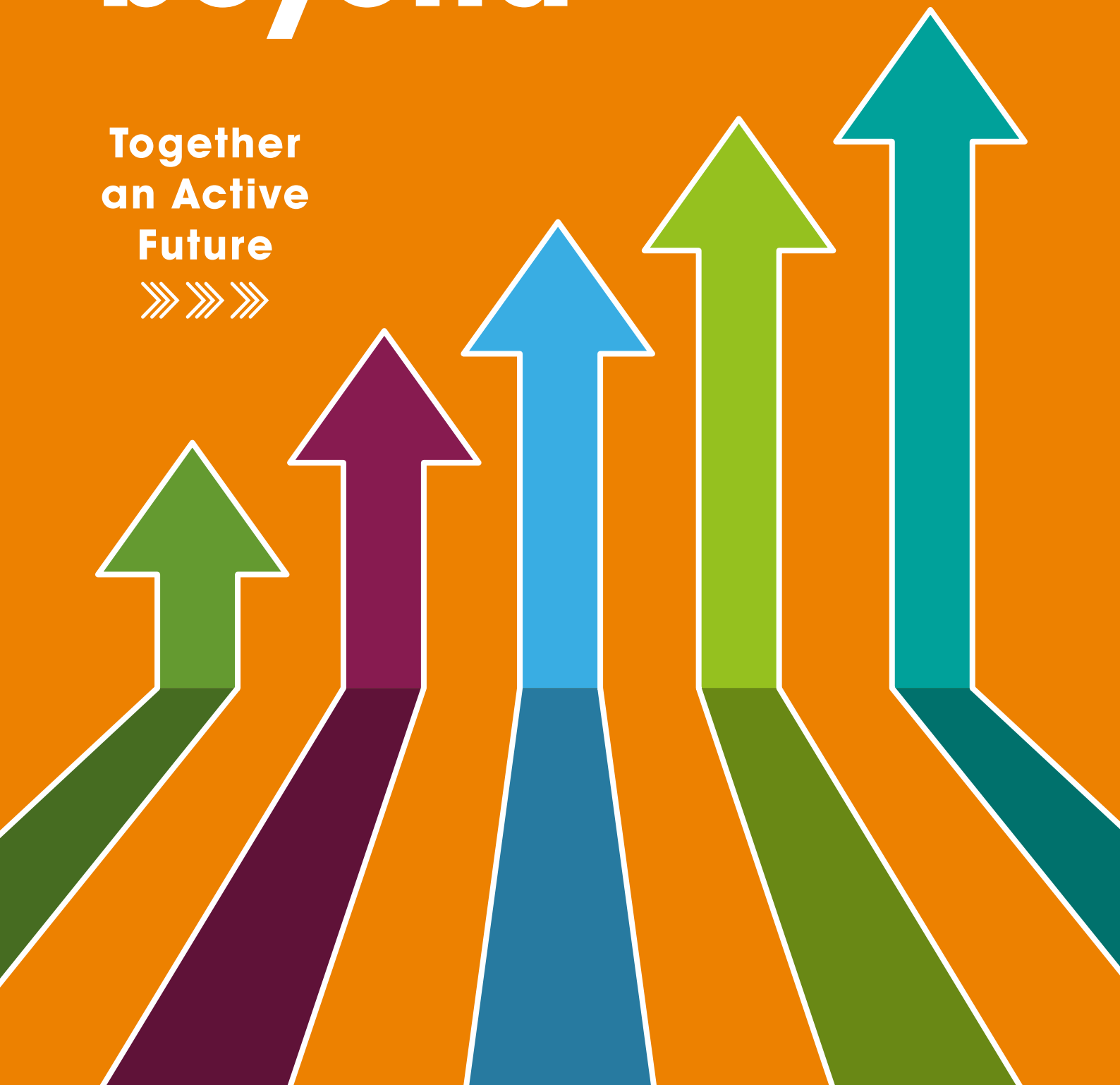


Something to more and beyond

Together
an Active
Future



Welcome back

to Pennine Lancashire

We're really happy to present this Accelerator submission to our friends and colleagues at Sport England. It's our opportunity to share not only the difference that Together an Active Future is making to people, partners and places, but also to share how we will, with Sport England's support, continue to strengthen and grow the impact and influence of TaAF across Pennine Lancashire and beyond.

In our last submission, [Nothing to something and something to more.](https://taaf.co.uk/TaAF_Pathfinder)

https://taaf.co.uk/TaAF_Pathfinder

we said: "What you are about to read is a different type of submission or bid than the ones colleagues in the public sector have written in the past." Well this time, we're not going to say that, as this will feel similar to our Pathfinder submission. We want to show you the ongoing commitment in areas that we feel are fundamental to what we do; we want you to see the many threads that connect where we've been to where we go next, based on what we're learning. Yes, we've learnt a lot, personally and professionally, and we've changed in ways that reflect that, but the heart of TaAF remains; the belief that if you get the 'how' right, the

'what' will follow; that if you invest in people and give them the opportunity to change and grow, great things happen. This for us is how to achieve real 'system change', which is fundamental to what we do, as you will see.

This submission shares our achievements, progress and learning from Pathfinder. We can't do this without talking about COVID-19, the impact it has had and the amazing response from the people of Pennine Lancashire, which TaAF is proud to be a big part of. As you'll see, we have played a vital role in keeping physical activity a big part of the COVID-19 response and recovery plans and as we move into 2021 and beyond, we want to develop and grow our influence even more in this regard.

We want this submission to demonstrate the impact that the continued support and investment from Sport England will have on the people and partners of Pennine Lancashire. We believe we have an approach and a model that not only can be shared and learnt from, but also excitingly, can be used as a platform to help the effective delivery of Sport England's new strategy 'Uniting the Movement'; maximising the value invested in our place to make real lasting change.

We hope you enjoy seeing how Pennine Lancashire's people, partners and places are, with great energy and a collective responsibility, moving from 'something to more and beyond'.

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A welcome and some thoughts from TaAF teams across Pennine Lancashire

Before we get into it, it would be great if you spent a few minutes watching a couple of videos. First there is short welcome from Denise Parks and then members of the TaAF teams across Pennine Lancashire wanted to share some of the things that we have learnt so far in Pathfinder as well as some things we're looking forward to in Accelerator.



A welcome from Denise

<https://www.youtube.com/watch?v=aWpumApbITg>



Some things we've learnt and some things we're looking forward to – as told by the teams living it

https://www.youtube.com/watch?v=Vv-4Dfh0_PE

From Nothing to Something and Something to More

Some key milestones

- Early Dec 2019**
Pathfinder submission approved by Sport England.
- Early 2020**
Local Network Leads and teams appointed (extending the Secondment Model). Pathfinder plans – delivery commenced.
- March 2020**
COVID-19 National Lockdown TaAF team embedded in local COVID-19 Emergency response.
- April 2020**
New staff appointed to Core Team (Insight Manager and Relationship Manager (seconded from Active Lancashire)).
- May/Nov 2020**
TaAF Local Networks Pathfinder sharing and assurance sessions.
- June 2020**
Ribble Valley Pathfinder Plans approved.
- Dec 2020**
TaAF Capacity and Evaluation submission approved.

Some key highlights

-  Academic Evaluation begins – First life course interviews take place.
-  Formation of Rossendale Connected, Hyndburn Hub and Burnley Together Community Hubs.
-  Creative Football extend connections within Hyndburn and Pendle.
-  Soft Launch of the BwD walking App.
-  Support DWP with physical activity promotion for Universal Credit Customers.
-  BwD instrumental in influencing the National COVID-19 Track and Trace programme.
-  Pennine Lancashire Active Lifestyle Hub soft launch.
-  TaAF co-design of a comms campaign on behalf of the ICP and ICS focused on being more active.
-  Creative Engagement skills development sessions designed and delivered with Active Lancashire and DWP Disability Employment Advisors.

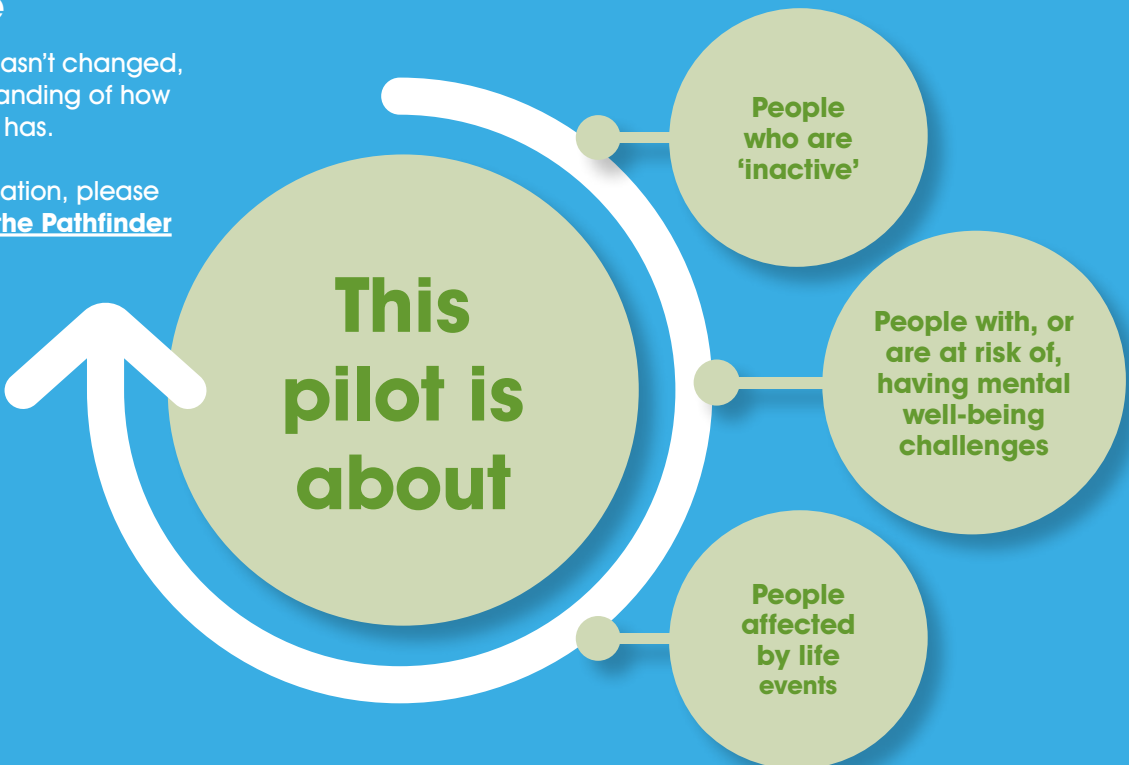
Context that may be helpful

Our Pathfinder submission really set the scene for what has since followed. We didn't want to go over this all again, so here are a few things that it is probably helpful to remind you about.

Audience

The audience hasn't changed, but our understanding of how to involve them has.

For more information, please see [page 8 of the Pathfinder submission](#).



Aims

Our aims haven't changed. These still feel right based on what we have learnt so far.

For more information, please see [page 10 of the Pathfinder submission](#).



Ambitions

Our thinking regarding how we approach these aims is ultimately the same and we've learnt a lot in these areas through Pathfinder.

For more information, please see [page 10 of the Pathfinder submission](#).

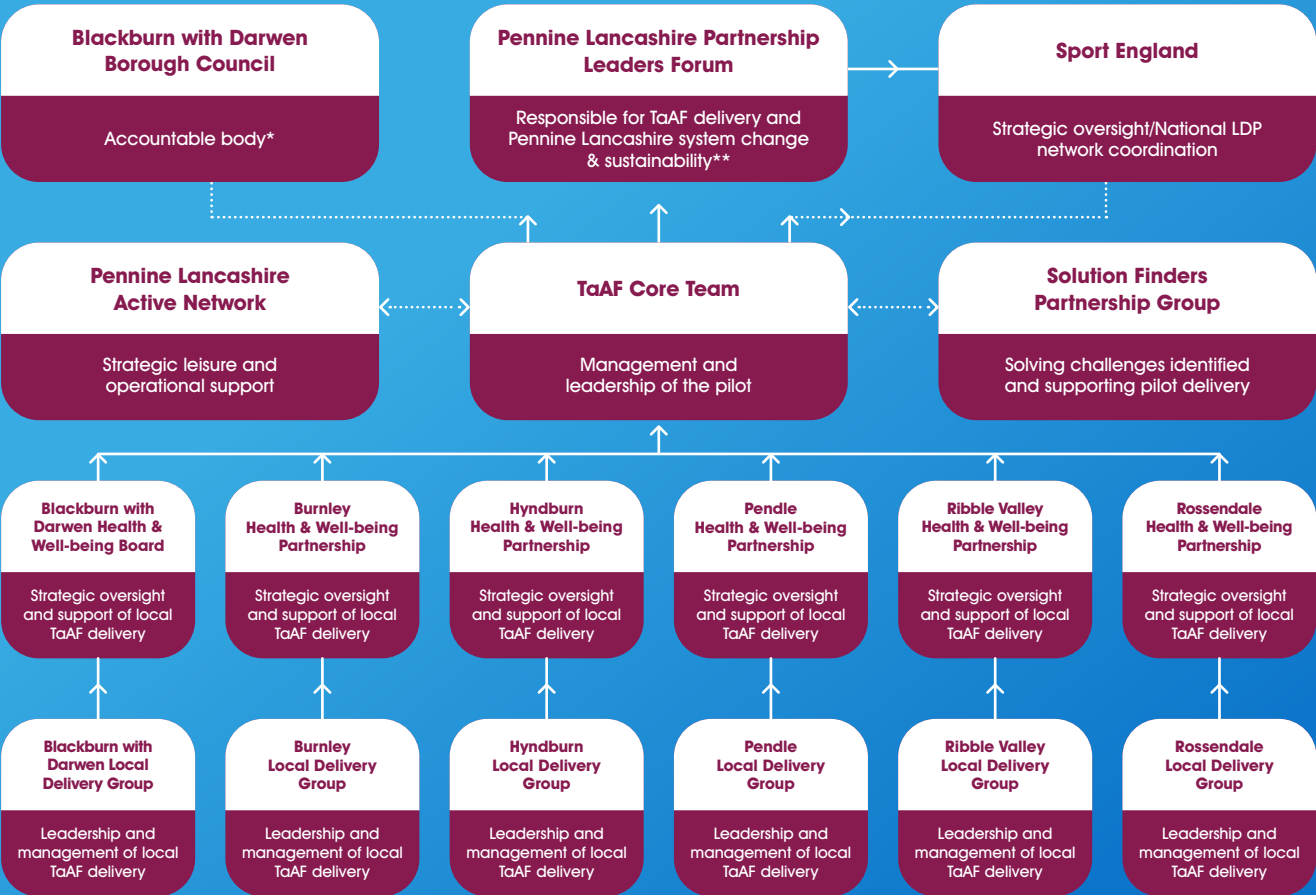
- Understand people
- Engage creatively
- Inspire partnerships
- Encourage activity

Context that may be helpful

Governance

The formal governance hasn't changed (other than moving to more virtual interactions due to COVID-19), as this is giving the assurance and guidance needed so far.

For more information, please see [page 28 of the Pathfinder submission](#).



*The accountable body will transfer investment resources to District Councils under Funding Agreements.

**Locality governance and planned utilisation of resources is delegated to local multi-agency partnerships.

Evaluation

Our approach to evaluation and its importance to TaAF hasn't changed, though we now describe it in the terms of 'The 4 Ps'.

For more information, please see [page 36 of the Pathfinder submission](#).



The things that underpin everything

Throughout the Pathfinder phase, the commitment to the 'how' rather than the 'what' has grown stronger, as we've seen the difference that this approach has brought about in people and partners. It's fair to say that in a relatively short time, the TaAF approach and emerging culture is being recognised both as one that people would like to be part of and also one that makes a positive difference.

There are key elements of the TaAF approach that are felt, and proven through evaluation, to be fundamental in the effectiveness and value of TaAF for a diverse range of people and partners from across Pennine Lancashire. These are the **Differentiated Approach**, the **Design Principles**, the **Secondment Model** and **Creative Engagement (inc. The Look, The Sound, The Feel)**.

Each of these will be covered in detail in this section to show what has been done, the impact that they have had and how these can be learnt from, developed further and replicated.

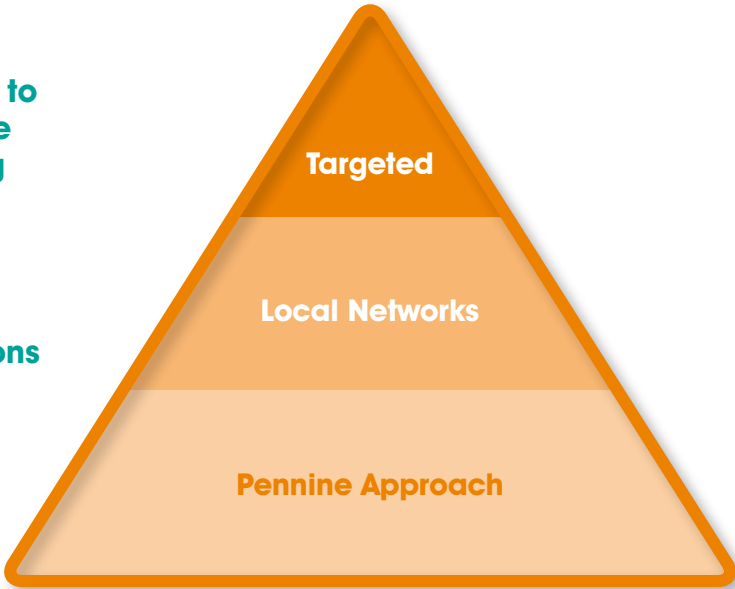
The Differentiated Approach

One of our key successes early on was to recognise that a small core team alone would not be able to deliver something that would reflect and celebrate the fabulous diversity and difference that Pennine Lancashire offers. We needed people from different places, backgrounds, interests and organisations who could be involved in the exciting opportunity Sport England were giving us.

So we created the **Differentiated Approach**.

This management and delivery* structure gave a great balance of plans that could be developed locally (local networks), plans that could be focussed on very specific test areas (targeted networks) and plans that could work across multiple places within Pennine Lancashire (Pennine/Universal Network).

*Notice we didn't say leadership. Leadership in TaAF is not contained to structures and hierarchies. Leadership is distributed in different places and ways, based on skills, experience, and willingness to lead.



! Accelerator intention re: Differentiated Approach

The success of and learning from the Differentiated Approach, shown in the following sections, means that TaAF will continue with this management and delivery structure and will structure the financial investment accordingly, giving each network a chance to grow its impact and influence.

Design Principles

The Design Principles are our way of building understanding in others about TaAF and what we're asking partners to get behind if they want to be involved. They were created through an iterative process involving a collaboration of the TaAF Core Team, the TaAF networks and the Solution Finders ([find more about Solution Finders on page 14 of the Pathfinder submission](#)).

The principles make it clear who this ultimately needs to help, pushes people to think differently about how to approach things and challenges people to really think about how we can make a difference in ways we haven't been able to before.

Example

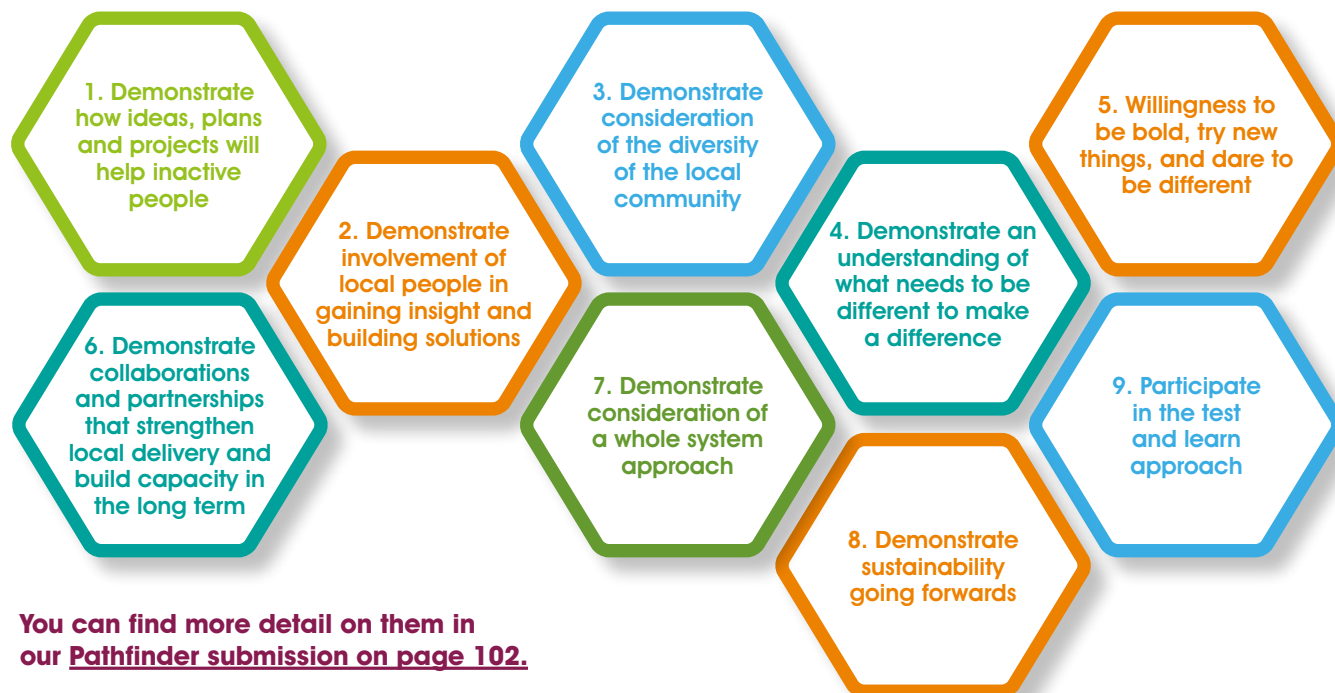
Andy:
"It's a tough one isn't it?
How to know if something is
right to be funded.
How will you know?"

TaAF:
"It's not necessarily about
determining if something is right
or not. In a way, the idea of test
and learn is that we won't know if
something is right or not. However
we created the Design Principles
in such a way that if an idea is
able to demonstrate that they
have been applied, then we think
it's the right thing to invest in."

We also use the Design Principles as an assurance mechanism and as criteria for whether something could and should be funded. This has been the intention from the start.

Andy Long, Sport England Board Member, on an in-person visit back in July 2019, asked us about this very point. A mock-up of that exchange is shown below:

The Design Principles are:



You can find more detail on them in our [Pathfinder submission on page 102](#).

Their careful design has also given another added benefit that has proven to be a good selling point to partners; **it's hard to argue that they don't make good sense and can benefit everyone.**

Design Principles in practice

Our commitment to the Design Principles has strengthened during Pathfinder, as their importance and the understanding of them and how they can be used has evolved.

How the use of Design Principles has evolved during Pathfinder phase:



Networks are embedding them in their developing plans and using them as an internal sense check to make sure they are moving in the right direction



The Core Team are using them with the Wider Team to understand their approach and progress



Networks are using them as a way of challenging partners traditional views and approaches with regards to TaAF and Sport England funding



Networks have in some cases, built them directly in to internal processes to check, improve and refine ideas and initiatives being proposed by people and partners in their place.



Demonstration of the Design Principles is stated as a key criteria for each network being able to move forward into an Accelerator Phase

Applying the Design Principles makes a real difference to how people approach things. However when they are embraced and embedded in what you do, it creates an entirely new way of thinking and leads to amazing results.

Please see the next page for a great example of this.



Example

Chris, the TaAF lead in Pendle, at a recent Pathfinder sharing session gave this example of how Pendle approached a request for funding, leading to a great outcome that demonstrated the key Design Principles of sustainability and strengthening local collaborations.

Angling idea...we don't want to be seen as a pot of money, we are much more than that

- We were approached by someone who had read the website and seen the work we had been doing with Men's Den Peer Support Group in Colne via Twitter.
- They were aware of the audience we are engaging with and wanted some money to support men struggling with their mental health and introduce them into fishing.
- We asked them to take some time read the TaAF Design Principles and see how they could demonstrate these in their ideas and approach.
- They came back to us with quite a traditional proposal, which they had shown against the Design Principles and asked us to fund the idea.
- Recognising that perhaps the Design Principles hadn't necessarily been embedded in the idea and knowing that in Pendle, we are encouraging everyone to really get on board with them, we connected them and their idea into local Pendle partners TaAF had already formed a relationship with.
- Collectively they have now improved upon the original idea, agreed funding from one of the partners and have now started their own test and learn.
- MS Angling idea > TaAF Way of working > Understanding the reason and the value > Existing Resources > Sustainability (fingers crossed)!

The outcome of this approach achieved something very different to what would have been achieved in the past. Chris summarised the outcome of this approach which shows that:

- **A traditional approach** to a funding request to TaAF could have achieved some success, though perhaps wouldn't have been collaborative and may have struggled to be sustainable if reliant on TaAF funding.
- **Applying the Design Principles** to the funding request would have improved it, though perhaps may have been done as more of a tick box exercise, with the person requesting the funds not really understanding the reasons why and partners not being connected into it.
- **Embedding the Design Principles** into how the request was managed meant that the requester could see the value in doing it in this way and local partners could be connected into it, enabling them to offer their skills, experience and resources.

Jamie from TaAF gave a quick overall summary of how this example is a perfect embodiment of what TaAF are trying to achieve across Pennine Lancashire.

<https://www.youtube.com/watch?v=DlrBSF2vEuQ&feature=youtu.be>



Accelerator intention re: the Design Principles

TaAF have seen the difference that can be made by staying true to the Design Principles. Moving into Accelerator and beyond, we will continue to emphasise their importance to how things should be approached; they will continue to be embedded in the assurance process and they will continue to challenge and guide TaAF and our ever growing team of partners and collaborators.

TaAF Culture

There are some key values TaAF has lived, embedded and encouraged from the outset which, according to our own experiences and based on insight from evaluation, are seen by others as a motivation to want to be involved with us.

They are ultimately based on our experiences in life and identifying what it is about something or someone that makes you want to be involved or even change:



Be honest and open in all you do



Identify the value for others before you engage them, don't make it all about your thing



Create the space, time and environment for people to be themselves and be involved in their way



Invite ideas, debate, disagreement and allow this to refine, improve and shape what happens

When you write it down, it seems simple. When you embed it in what you do, it becomes powerful.

Example

Evaluation

In an interview conducted by Lancaster University with DWP and TaAF, a DWP Partnership Manager explained why TaAF stood out as a partner they really wanted to get involved with:

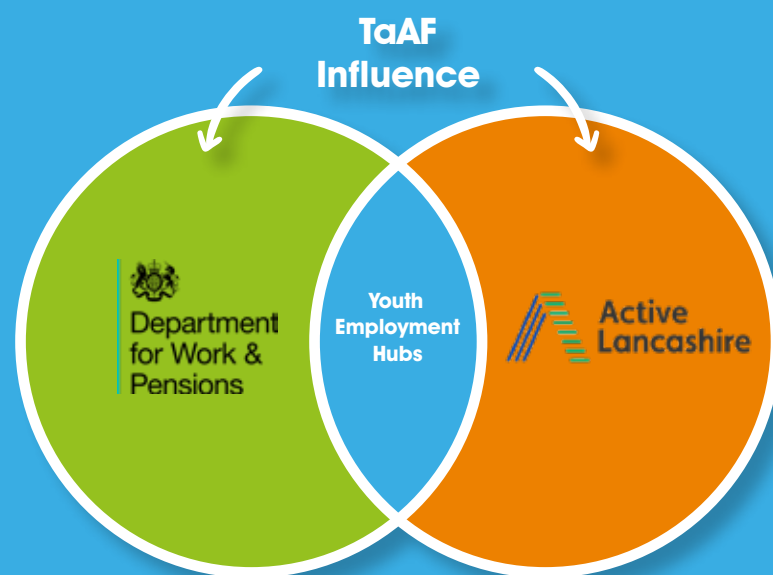
"We've got many different relationships [with other organisations] [...] This is exciting compared to some. [The TaAF relationship is] vastly different [...] It's personality [...] you don't get that with other organisations [...] Because they're not doing anything any different, they do their own same model as we have done for many, many years, so they can't think any differently."



Example

Here is an example of how the TaAF culture has influenced others to think differently about their approach:

TaAF has built a great relationship with Active Lancashire and also DWP, and their involvement with TaAF has led to a change in how both of these partners are collaborating with each other on the development of Youth Employment Hubs across Lancashire.



A senior manager from Active Lancashire explained how this happened and the difference it is making:

“Active Lancashire has really benefited by working alongside TaAF colleagues to learn and understand more about Creative Engagement and the Design Principles which has helped Active Lancashire to approach our Children and Young People focus differently, supporting the placed based, people centred approach.

An example of this is the collaboration of Active Lancashire, DWP and local partnerships who are focussing on establishing Youth Employment Hubs. There has been a challenge in getting other partners and organisations to understand the approach but with the DWP and continued TaAF learning and support this is starting to happen. There is a genuine excitement from Active Lancashire colleagues, DWP, partners and young people in the approach and a sense of ownership and leadership from everyone involved.

Here are a few key ways we're seeing the difference it can make:

- » Change in approach, learning and excitement of Active Lancashire colleagues
- » Partners and collaborators being more aware of a different approach
- » Area of work recognised as being developed with and by young people
- » Helped move away from the traditional funded delivery/ intervention project”

The TaAF way of doing things is seen by many as something exciting and different. It's this that is motivating people, who previously have been a bit stuck or demotivated from the same old approaches, to think a little differently, consider their audience more and look for a more collaborative way forward.

Lancaster University (TaAF evaluation partner) is undertaking interviews with members of the TaAF Core and Wider team as part of the Process Evaluation. In the insight from the reports shared by LU, elements of the culture of TaAF have been highlighted by interviewees as key facilitators to making TaAF effective:

Evaluation

The culture of TaAF was seen as a facilitating factor. It was described as evolving but one that is relaxed, flexible, inclusive, informal and supportive of a work-life balance, and has open, honest and transparent communication systems, and promoting good working relationships and trust.

LU Process Evaluation Report Round 1 Excerpt

TaAF has adopted a positive attitude to learning (learning climate); learning is considered to be central to the TaAF ethos and is incorporated into every aspect of TaAF activity.

LU Process Evaluation Report Round 2 Excerpt

The level of informality in the way networking and meetings are held was seen as a facilitator for the creative ethos of TaAF. This approach also aligns with a 'distributed leadership style' that members described TaAF as having. Teams perceived this as allowing ideas, plans, and engagement opportunities to develop organically and bottom-up as opposed to a top-down approach.

LU Process Evaluation Report Round 1 Excerpt

It is these values and the culture that people see in and around TaAF, along with our creative approach (outlined next), that has enabled TaAF to engage and involve people and partners that have historically not been able to, or wanted to, be involved in this type of pilot.



Accelerator intention re: the Culture

Our belief in the values that make a difference and in the 'how' being stronger than the 'what', give us the confidence that moving into Accelerator and beyond, TaAF can and will make a positive difference to people and partners, by staying true to what we have proven can work. The culture we are creating around us and approach we are taking will be strengthened and shared wider. More people will want to be involved as more people will have the type of environment where they can make a difference for themselves and others.

Creative Engagement

Anyone who has spent time with TaAF will know our enthusiasm and commitment to Creative Engagement (CE). We won't ever get bored with it, because it makes a massive difference and it works.

We talked about it in our Pathfinder submission and made a statement about it, which we've tweaked below after testing CE out for a couple of years:

TaAF believes knows a Creative Engagement approach can gain new insight, helps people open up to different ways of thinking and gains a commitment to making a change.

It's fair to say that it has also given us an 'in' with partners who we really want to be involved but who may have not found the physical activity element of TaAF enough of a hook, when they are already pulled in all directions.

CE means we can offer immediate value for them in being involved with TaAF, giving time for relationships to grow and TaAF to see where we could influence and help people to see the value of physical activity for them, their teams, and their people.

How Creative Engagement has evolved during Pathfinder phase:

Creating things like The Look, The Sound, The Feel (see below) and the CE guide, to help networks and partners understand it better and start to apply it themselves.

TaAF networks asked to apply CE in their approach and demonstrate this as part of their Pathfinder plan and delivery.

TaAF Networks running highly engaging and positively received interactions across Pennine Lancashire.

Designed and facilitated CE Development Sessions with strategic partners such as Active Lancashire and DWP.

Designing and sharing a full CE toolkit providing tools, hints and tips with a number of partners.

Creative Engagement is most effective when you're able to be with people in the same environment, making a connection and building trust. Through Pathfinder and before COVID-19, TaAF were designing and facilitating really engaging interactions that were proving successful in gaining new insight and buy-in to what we were trying to do. Examples of Creative Engagement can be found in our [Pathfinder submission, pages 76 to 86](#).

The example in the link above was from a DWP customer event in Blackburn in 2019, then replicated in Burnley in 2020 (the two biggest Jobcentre sites in Pennine Lancashire).

The feedback received directly from customers (not in employment due to reasons of anxiety and depression) and their work coaches, gives the perfect evidence that CE can make a massive difference to the people and improve your chances of motivating them to get involved. Examples of this are on the next page.

Example

"I think they're good activities and everyone seems to be happy. People have been friendly and the key thing is that everyone's been relaxed. There's no competition in these activities and there's no rush to finish first [...] I was going to bring pen and paper in a bag. I thought there would be chairs and a table. But I was pleasantly surprised [...] It's put me back in a teamwork mode."

DWP customer after being involved in a TaAF session at Blackburn Jobcentre

"People have said that it's something different and I see that as being really positive, that they're starting to look at the reasons and what the barrier is. By the time they were doing the bucket challenge, they were actually saying 'It's my confidence' or 'It's not knowing where to go'. They were really thinking about it and saying 'Yeah, I need to start making some changes', and being done with a smile on their faces as well."

DWP Work Coach after a TaAF session at Burnley Jobcentre

The impact of COVID-19 did inevitably lead to a change in how TaAF could engage and involve people from Spring 2020. However, as is the nature of Creative Engagement, it allowed us to think a little differently in what we could do to still reach people.

Below is an example, from the summer COVID-19 lockdown, that showcases how, even when faced with different challenges, you should still consider the specific audience and how you'd like them to feel, thinking about how you get across information in an interesting and easy to understand way.

Example

DWP Customer Message

DWP faced an unprecedented demand on their service. Teams were stretched and they were finding it hard to do some of their 'keep in touch' and well-being checks with customers.

To help out, TaAF with DWP designed a simple video and accompanying text message that DWP shared with thousands of customers across Pennine Lancashire, through the Universal Credit journal system.

This was the first time DWP had used a video on YouTube to communicate with customers. Doing this highlighted a number of things that could be learnt from and acted on, which will help DWP in the future share messages and involve customers in a different way.



A few weeks after the video going live, this message was received from a Senior DWP Lead.

"I wanted to let you know the YouTube video that you created has been shared as best practise this week during a call with colleagues across Cumbria, Lancashire, South and West Yorkshire to encourage our Jobcentres to think differently and creatively about engaging with customers in new ways through digital channels.

Throughout the pandemic, engaging with customers has been a challenge and now more than ever before, we need new ways of reaching out to raise awareness of the help and support that is available, as well as influencing positive lifestyle changes. Your video helps us to do that and may just encourage someone to take that step."

It is our role and responsibility to take the time to really think about what people need to feel welcomed and part of something, and then design the environment and interaction to deliver that. When you get it right, people who are often resistant or hesitant will open up and share with you.

The Look, The Sound, The Feel

A key part of Creative Engagement as shown already is about creating the environment for others to want to be involved and share. We started to break down the variety of ways in which you could do that, which formed what we now call The Look, The Sound, The Feel. This is simple guide of ways in which you can create the best environment for people to get involved.

Over time we have tested this out and begun to share and promote it with various partners. This is something where making small changes can have a big impact and it's an easy thing for people to improve on.

It's not rocket science; we're almost always reliant on others to be successful, so we should make sure we've thought about them, the value for them and how to enable them to give their best. If they can do that, we're more likely to succeed.

Example

Here is an example of applying The Look, The Sound, The Feel to make a real difference:

Lancashire and South Cumbria Integrated Care System Comms Campaign

TaAF is part of the Comms & Engagement Network for the Integrated Care Partnership (ICP), Pennine Lancashire's Health and Care transformation programme.

The ICP was asked to pilot a campaign that was to be rolled out across Lancashire and South Cumbria ICS which was focussed on the most vulnerable people in our communities during the winter period; those at most risk of illness and disease including COVID-19. One of the key themes was about 'reducing your risk by reducing your weight'.

After seeing some early drafts and with a commitment to the TaAF Look, Sound and Feel, we recognised a number of ways in which this campaign could be changed to be more personal, more positive, connect better with the audience and ultimately encourage more people to use physical activity as a way of improving their well-being.

TaAF were aware that Active Lancashire were also planning to deliver a comms campaign and so to reduce the possibility of diluting the impact of either, we encouraged and led a collaboration between TaAF, the Clinical Commissioning Group and Active Lancashire.

We helped this campaign change in a number of ways, including:



Changing the tone of the messages from one that talked about risk of illness to one that inspired being more active.



Using real images of people being active that showed them being active in a way that reflected the current COVID-19 situation and also, really importantly, reflected the cultural diversity of our place that would allow messages to be targeted to key groups.



Inviting GPs from key places in Pennine Lancashire, where the message needed to be targeted, to be involved in the campaign. They're the people who really understand their people and places and have a great deal of trust and influence within their communities.

See the next page for the result of these changes.



From an original message that talked about keeping weight within a healthy range to cut risk of becoming seriously ill, these are now transformed into a far more positive and personal message, from people that are trusted:



These are just a sample of what are now over 30 social media cards, designed with TaAF's Look, Sound and Feel.

Since January 2021, the toolkit has been shared widely on CCG social media channels and with various Comms partners. GPs have been encouraged to share their images and message directly with their patients on their own social media platforms.

This is a great example to demonstrate how others see the value in the TaAF approach and also how our time during Pathfinder has given us the evidence and encouragement that we can and should be influencing others to improve how they interact with people. Whether it's local groups, Integrated Care Systems or a national Public Body such as Sport England, TaAF has a role to demonstrate to others how much this type of thing really matters and also help people understand how they could improve how they do it.

! Accelerator intention re: Creative Engagement (inc. The Look, The Sound, The Feel)

Creative Engagement is the way we engage and excite people to want to be involved; and we've proven it works. We intend to grow and develop our approach further, developing toolkits and running skills development sessions for others to learn from and use.

It is embedded in the assurance process alongside the Design Principles to further demonstrate the commitment of TaAF teams and partners to creating the best environment for sharing experiences and ideas and making positive changes.

TaAF's radical Secondment Model

Culture, Design Principles and approaches to engagement are all great, but you need a team, the right type of team, to embrace them in the design and delivery of ideas for change.

We knew that introducing a new type of organisation or service to do this work was never going to be a sustainable solution. It had to be about involving the people and the networks that already existed, who would continue to exist long after TaAF.

So the TaAF Secondment Model was born, and over time, we've realised just how radical and significant it has proven to be in testing, refining and delivering on TaAF's key fundamentals (Differentiated Approach, Design Principles, Culture and Creative Engagement) outlined earlier.

Visit the link below to listen to Ken at our last virtual Sport England visit beautifully describe some of the key benefits of the Secondment Model.

<https://www.youtube.com/watch?v=sioFLWP6kuY&feature=youtu.be>

Example



The key Design Principle of sustainable system change and the impact we'd been able to have with a Core Team seconded model, made it an easy decision to want to do this for the TaAF local networks.

Growing the Secondment Model

Throughout Pathfinder the TaAF team has been growing across Pennine Lancashire, with each Local Network/district identifying and bringing together a very small team made up almost exclusively of people on a part-time secondment; people from that place, who already have a role in which they have strong relationships and connections and are excited about the chance to test themselves, try out new things, learn and make an impact.



During Pathfinder we've learnt and demonstrated something that we believe is how we will achieve long lasting change. That is: **"Invest in people, give them the opportunity to develop and change and they will be the ones who change the system."**

The Secondment Model and COVID-19 Response

The Secondment Model being in place across Pennine Lancashire during 2020 has enabled **TaAF to play a critical role in the COVID-19 response**, particularly in the design, formation and delivery of the community hubs. This is detailed later in the section titled 'The things we've done' but here are a couple of examples.

Having TaAF/Leisure Trust leads as a key part of the community hub response, enabled physical activity to be brought into the conversation more.

Example



In Blackburn with Darwen, the Well-being Service, Health Trainer and neighbourhood teams work together on contract tracing and community testing. Until this partnership approach was developed there was no mention of physical activity. **Now Help Hub advisors specifically ask people what they are doing to keep themselves moving and active if they have to self-isolate or shield. They are directed to online resources or arrange for a re:refresh activator to give them a call with a friendly voice and helpful advice and encouragement.**

The involvement of the Leisure Trust/ TaAF leads enabled physical activity conversations to be had in Hyndburn. This included **the production and sharing of digital activities with residents** (particularly those who were shielding), and subsequently **the launch of the Healthier Hyndburn Campaign** (please see the link below).

<https://www.amazingaccrington.co.uk/healthier-hyndburn-campaign-announced-in-response-to-new-government-roadmap/>



Evaluation

LU Process Evaluation Report Round 1 found that:

"The impact of COVID-19 restrictions has strengthened the teams' belief in, and passion for, the need for TaAF.

Interviewees noted the benefits of strong connections with wider and external partners and organisations, which have been helpful in the response to COVID-19."



Influencing Strategic Partners

One of the biggest benefits of the Secondment Model is the ability it gives TaAF to influence strategic partners. This in turn, significantly improves our ability to deliver real sustainable change (one of our Design Principles).

We are already seeing, hearing and feeling what we call the 'ripple effect' with key people and partners who have interacted with TaAF. We're showing that change in people leads to change in the system.

There are a number of examples that we could share that demonstrate the above, here are just a couple:

Example



Visit the link below to hear **Gill from TaAF in Pendle, who is also a Pendle Council Principal Policy Officer**, give an example of a Pendle partner advocating the TaAF Design Principles as something that could be utilised to help the Council in the Nelson Town Deal.

<https://www.youtube.com/watch?v=1QqzSq-yfk8&feature=youtu.be>

Visit the link below to hear **Claire from TaAF, who is also the Blackburn with Darwen (BwD) Council Head of Service - Culture, Leisure, Sport & Young People** and one of the key leads for the implementation of BwD's **COVID-19 track and trace system**, describe how applying the ideas of The Look, The Sound, The Feel, influenced the BwD track and trace system to be better for local people.

<https://www.youtube.com/watch?v=1QqzSq-yfk8&feature=youtu.be>

Example



Further evidence of impact of the Secondment Model so far

TaAF is keen to ensure that there is objective analysis and insight in relation to how TaAF are doing things, so we can learn what works, what doesn't and adapt accordingly.

The following highlights some findings from the Process Evaluation Report Round 1 and 2 undertaken by Lancaster University in relation to the Secondment Model.

Evaluation

LU Process Evaluation Report Round 1 found that:

- The structures of the TaAF Core and Wider Teams were developed in relation to how best to facilitate TaAF's goals.
- The project benefited from this model as it brought together a wealth of knowledge and expertise to TaAF.
- The process of how the Core Team identified the need for, and subsequent employment of, locality leads to drive TaAF in localities was also positive and helpful for the project.

Evaluation

LU Process Evaluation Report 2 found that:

- Those interviewed felt members of both the TaAF Core and Wider Teams were well placed to be influential opinion leaders, this was identified as a movement in a positive direction to help engage key members of organisations to adopt the TaAF ethos.

In TaAF's view, without the Secondment Model being in place, those connections with wider partners and organisations would not have existed, limiting the ability of TaAF to play a key role in the COVID-19 response.

Evaluation

Evaluating the reality of the Secondment Model

In the Round 1 Process Evaluation, Lancaster University identified 'relative priority' for the Core Team as the only potential factor that was not helpful in the effective delivery of TaAF. TaAF use insight from evaluation to shape what we do and to improve, so we took the opportunity to undertake a more in-depth piece of evaluation so we could understand the reality of the Secondment Model for those living it and ensure it was as effective as we needed it to be.



TaAF tasked Rosie, our Insight Manager, to design and deliver a more focussed piece of evaluation, purely to explore the reality of the Secondment Model for those members of TaAF who were living it.

This is how Rosie approached it and what the results from this evaluation showed:

Success Factors

I started with identifying the key things I felt TaAF needed to gain from this work. These were:

- To gain a deeper understanding regarding the strengths and weaknesses of the model in the effective delivery of TaAF.
- To understand any issues, concerns or worries that secondees have regarding their own time and capacity as well as that of their team involved in delivery.

Approach

I invited TaAF team members who are seconded to TaAF whilst still holding their existing roles to take part in a one-off interview. 9 were recruited.

To help address the success factors, questions such as 'could you talk me through any challenges you have experienced as a result of using the Secondment Model in your team?' and 'has there been any learning experiences from using a Secondment Model?' were explored

The interviews have been transcribed and the next stage is to analyse them using a Thematic Analysis.

Initial Findings

Although the full report is not yet ready (and when complete will be shared widely), here are some key quotes from the interviewees when asked about the model:

'Fundamental, it is one of the, if not the most critical parts of the success of the project so far and I think it's the underpinning actually for me'

'I think in essence the Secondment Model is everything. It is the answer to the question about how you change a place'

'Its years of work in terms of knowing the landscape and knowing what we need. That's the main benefit of the Secondment Model. Already knowing the landscape, the people, the communities, the clubs, the schools.'

Rosie's Thoughts

- It's really important to implement and explore the key findings from academic partners
- Giving members of the team an opportunity to share thoughts and experiences, confidentially, in a reviewed insight piece has proven to be a valuable experience.
- Key quotes from the data highlight the importance of the Secondment Model in the TaAF team.

Based on the impact and influence we've seen, heard and felt; and backed by evaluation and insight from both Lancaster University and our own Secondment Model review; TaAF believes that this model of team development is something that could be learnt from and replicated by others and is something that Sport England should explore further with regards to the SE strategy and approach from 2021 onwards.



Visit the link below to watch this video from Richard, the TaAF lead in BwD who is also the Leisure, Health and Well-being Manager for BwD Council, to hear the reality of the model for him.

https://www.youtube.com/watch?v=3WO_0TSRPbY



Accelerator intention re: the Secondment Model

TaAF intend to play a key role in the COVID-19 response and recovery as well as continue to grow our reach and influence across Pennine Lancashire and wider. In our opinion, we can do this by continuing our commitment to invest in people who can make the difference, through joint roles in TaAF and key partner organisations, and giving them the skills, confidence and opportunity to make a difference.



The things we've done

Throughout Pathfinder, TaAF has achieved and learnt a lot. Pre COVID-19 we had really engaged and involved people, started to shape some exciting approaches and were sharing our ideas with others. After the pandemic hit, we have been at the forefront of the Pennine Lancashire response, influencing an approach that is more inclusive, connected and owned by people rather than a top-down Public Sector led reaction.

We have been able to make an impact in a number of different ways, enabled by our key fundamentals (the Differentiated Approach, the Design Principles, the Secondment Model and Creative Engagement).

To maintain our influence and relevance, we have needed to adapt to ensure we could support the people and partners of Pennine Lancashire in the COVID-19 response and recovery. For example:

- » We have at various times, reprioritised TaAF work to allow TaAF leads and teams to dedicate their time and attention into the COVID-19 Community Hub response.
- » We have adapted specific TaAF plans based on partners' needs, asking them what they needed from us.
- » We've used TaAF communications to help the physical activity sector understand what has happening and what support was available to them.

Whilst all of this has meant TaAF in 2020 went on a somewhat different path than originally planned, it has enabled us to lead and support where needed and keep the importance of physical activity in hearts and minds.

There are some key areas where we can demonstrate a significant impact in Pathfinder and it is these areas that we want to enhance and grow through Accelerator. They include:

1

Influencing change in people, partners (the system)

4

Impact on chosen audience (residents, patients etc.)

2

Playing a leading role in the COVID-19 response and recovery

5

Learning about the impact of the life course on physical activity and mental well-being

3

Skills development of key leads/partners inside and outside of TaAF

Each Network of TaAF in the Differentiated Approach, has demonstrated impact in all of these areas in some way, however we've chosen to highlight some of the key achievements and examples that best demonstrate what we have done and what we can do.

Targeted

1. Influence change in people and partners (the system)

Change is achieved by understanding behaviours and motivations and involving people in finding a better way of doing things; for them, their friends, their colleagues, their organisations. The achievement of this engages others, demonstrates that things can be different and influences 'change' across a 'system'.

Targeted

Evaluation

"Having key individuals to engage partners was considered very important and ensuring that these are positive and championing the approach was perceived to be key."

LU Evaluation Interim Report December 2020 Excerpt

The targeted network is a great example of having key individuals who can demonstrate how things can be different and influence others. The key areas of influence demonstrated so far in Pathfinder have been with strategic partners Department of Work and Pensions, East Lancs Hospitals Trust (ELHT) and a Primary Care Network (PCN).



Department
for Work &
Pensions

a) As demonstrated already on **page 15 of this document**, we have demonstrated to DWP a different way of staying connected to their customers at a time when DWP capacity is stretched and customers are going through a really challenging time for their well-being.

Impact: This was recognised and shared as best practice across Lancashire.

Learning: Adapting your plans to give a partner something they need in a challenging time for them strengthens the relationship and demonstrates to them the value of partnering with you.

b) Through the customer and staff interactions that have taken place across Pennine Lancashire, we have shown DWP a different type of approach for building relationships and trust for staff and customers, as well as gained great insight into the reality of what change is needed to help both staff and customers.

Impact: We are now in a position to move into the next phase with a commitment from both customers and staff to be involved and want to make a change. We have also seen DWP take some of the TaAF tools and activities and apply them in other areas of their work.

Learning: Taking the time to think about and then create the right environment that others can connect with, creates a more equal power balance between people and partners, removes barriers (perceived or real) and increases the chances of people wanting to become and stay involved.

c) We are running Creative Engagement development sessions, founded on the TaAF approach, with DWP Disability Employment Advisers and Work Coaches from Pennine Lancashire and also North and South Lancashire teams.

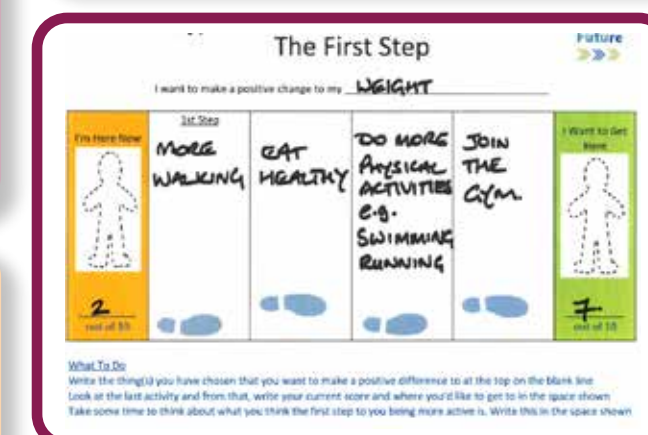
Impact: This has enabled us to influence others to test out the TaAF approach and also meant we could introduce physical activity as a key theme that we can test this approach against, understanding what DEAs and Work Coaches would need to help them engage with customers about it.

Learning: For TaAF to succeed in our aims, we have to demonstrate to others the value and impact that the TaAF approach can have for them, their staff, customers, patients or residents; and through encouragement and skills development, influence them to make a change.

Various extracts from the session's customers, designed by TaAF and DWP Job Centre manages and delivered by TaAF and Work Coaches.



55 customers would be interested in coming to another TaAF event (that's a massive 80%!)



2. Learning about the impact of the life course on physical activity and mental well-being

The People element of Lancaster University's evaluation approach is called the life course evaluation and this is a two phased interview approach "gaining an in-depth understanding of individuals' relationships with and attitudes towards PA, within the context of their lived experiences".

Whilst we have had to be flexible in our plans for how we involved some of the audiences we want to focus on, mainly due to the impact of COVID-19, through this strand of the evaluation we have still been able to gain direct and rich insight and learning.

In December 2020, Lancaster created their interim report detailing how they have approached the evaluation, how they have adapted throughout 2020 in light of the impact of COVID-19 and how this has enabled them to still capture valuable insight and learning.

The full report is available by [visiting the link below:](https://www.healthierisc.co.uk/download_file/4458/0)

https://www.healthierisc.co.uk/download_file/4458/0



The objectives of the life course interviews element of the evaluation include:

- » Exploring each individual's relationship with physical activity at the outset of their participation in the programme
- » Through the use of the life course tool, establishing the key life events that participants believe to be important to their attitudes towards and relationships with physical activity
- » Identifying people's reasons and motivations for taking part in the interventions
- » Drawing on reflective diary entries to explore the changes experienced by individuals over a five month duration, between the initial and follow-up interview
- » Understanding the impact of these changes on the lived experiences of the participants involved in this strand of the evaluation.

The 4 chosen groups for the life course evaluation are:



https://www.healthierisc.co.uk/application/files/5416/1295/0539/Lancaster_Uni_Interim_Report_-_Creative_Football.pdf



https://www.healthierisc.co.uk/application/files/9916/1295/0599/Lancaster_Uni_Interim_Report_-_DWP.pdf



https://www.healthierisc.co.uk/application/files/3916/1295/0883/Lancaster_Uni_Interim_Report_-_Virtual_Mile.pdf



https://www.healthierisc.co.uk/application/files/2816/1295/0397/Lancaster_Uni_Interim_Report_-_Active_Lifestyle_Hub.pdf

The reflections and insight given by the participants in the life course evaluation can't really be summarised, as without context, this may not accurately represent what they said. However, you can access the report for each audience to read the detail by [visiting the links above.](#)

As stated by Lancaster in the report:

"The interim findings from the life course evaluation raise some important considerations relating to information, recruitment, motivations, experiences of participation, leadership, barriers, and COVID-19. In the coming months, as data collection continues and action learning meetings and deliberative panels are held, the evaluation team will continue to conduct further data analyses, and to feed this back to the TaAF Core Team. This will ensure the learning potential from the evaluation is maximised which will, in turn, support the TaAF Core Team in their future decision-making and ventures."

TaAF having our own embedded Insight Manager who works closely with Lancaster, means we are able to quickly understand the outputs of evaluation and turn these into plans of action to ensure our plans are responsive and objective, based on what is needed and is effective.

Impact: Whilst the evaluation is ongoing, the insight and evidence gained so far will inform what happens next, shaping our approach to the life course element of the targeted workstream. It is helping us and others understand more about the reality of the impact of certain life events on

people's well-being and activity which will help us see what changes are needed at various parts of the 'system' to support the people who really need it.

Learning so far (insight work still ongoing):

People's relationship with physical activity can be complex and is easily impacted by life events. However, taking the time to understand personal motivations, needs and what people need to feel safe, supported and listened to, can lead to positive change in their relationship with physical activity; demonstrated in areas such as Creative Football.



Local Networks

1. Playing a leading role in the COVID-19 response and recovery

Since early Spring 2020 when COVID-19 really hit, TaAF has been a big part of the COVID-19 response in a lot of different ways. You can read more about it by [visiting the following link:](https://taaf.co.uk/wp-content/uploads/2022/06/Sharing_the_Learning_Extract.pdf)

https://taaf.co.uk/wp-content/uploads/2022/06/Sharing_the_Learning_Extract.pdf

This is most evident in our local networks, where TaAF leads and teams have helped, and in many cases led, the development and delivery of the community hubs.



Using their knowledge and experience of the TaAF approach, along with their passion and belief that being more active is vital in maintaining and improving well-being, they have been able to influence the COVID-19 response and recovery design, planning and delivery.

Evaluation

The Process Evaluation noted "the benefits of strong connections with wider and external partners and organisations, which have been helpful in the response to COVID-19. The Core Team were aware that these connections need maintaining and building upon. However, the Wider Team (local networks) commented that, whilst some of these connections have benefitted from being strengthened during COVID-19, others have been impacted by limits on face-to-face interactions."

LU Evaluation Interim Report December 2020 Excerpt

Here are a few of the ways in which local networks have successfully changed how their place approached the COVID-19 response:

Example

a)

Rossendale Connected was a community partnership formed in 2018 looking at collaborative working across Rossendale. It wasn't until the pandemic started that the partnership gathered any real momentum and was used as a vehicle to bring together people to support the community through COVID-19. A key part of this was developing a hub where people who are feeling vulnerable during the COVID-19 crisis and feel they need some extra help can get support or information.

Due to the Secondment Model approach, TaAF had a Core Team lead as well as a Local Network lead, who were at the heart of the development of the hub. Their understanding of the value and impact of the TaAF approach and the Design Principles, meant they able to encourage and influence others to think about how **basin development on principles and approach can lead to something more inclusive, connected and focussed on people; a move away from a top-down Public Sector-led approach to one owned by the people, communities and partners in a place.**

In the early phase of the COVID-19 response, their leadership and fantastic relationships and networks brought together local authority officers, GPs, residents and third part sector orgs in weekly community calls to coordinate the response on behalf of Rossendale.

This approach was underpinned through distributed leadership, partnership working and listening to and keeping local people at the heart of everything they did.

This ultimately led to the idea of the Big Connect Conference, which was a creative and virtual event designed to connect partners and residents from across Rossendale, giving everyone a chance to share their thoughts and ideas about the COVID-19 response, what they were planning to do and understanding ways in which people could help each other.

You can find recordings of the virtual event here.

<https://www.youtube.com/channel/UCo6xfqLIMHiu7Jkyl8cefJw>

To understand a bit more about Rossendale Connected and the influence of TaAF into the COVID-19 response, [read Ken's blog here:](https://www.sportengland.org/blogs/power-leaderless-approach-rossendales-response-coronavirus)

<https://www.sportengland.org/blogs/power-leaderless-approach-rossendales-response-coronavirus>

Impact:

- Due to the TaAF team members energy and passion for physical activity, they have also been able to bring physical activity into the conversations with both residents and partners, to help build an understanding of the benefits it can bring in helping people's well-being and at the same time, increase the awareness and visibility of TaAF. **Physical activity was also one of the key priorities identified by the community during the Big Connect Conference.**
- Over time the connection and collaboration between partners and residents in Rossendale has grown even stronger and the influence of TaAF colleagues and our approach has been a key part in how this has happened.
- Following the Big Connect Conference and due to how much it was valued and enjoyed, there is now a collaboration between TaAF, a GP Practice, a school and the School Sports partnership to explore how the **Active Schools Framework (see link below)** could be built upon in Rossendale and work out what needs to happen to improve its effectiveness.

<https://www.youtube.com/watch?v=7JLbjqJArYU>

Learning: TaAF has a combination of the right approach, capacity and ability, people in key areas of influence and trusted relationships to play a lead role in the COVID-19 response and recovery in Pennine Lancashire. With support from Sport England, we can strengthen this even further in 2021 and beyond, enhancing the vital role of physical activity.

Example



Burnley Together

b)

Burnley Together is a network of different organisations working collaboratively to achieve a common goal; to help the community during COVID-19.

As TaAF had already established a great network prior to COVID-19 who were really interested in physical activity as a key theme, Burnley Together was able to be established quickly, as many of those same TaAF partners who had built trusted relationships, wanted to work together to support their communities.

This connection has been embedded even further with the recruitment of a TaAF Physical Activity Advisor who is based at the Burnley Together Hub supporting the needs of the community through the pandemic.

Impact: Physical activity has been identified as a key priority under the health and well-being

theme and TaAF in Burnley has been identified as a lead in the COVID-19 recovery and beyond. The embedding of the TaAF role means that physical activity is now even more prominent in Burnley Together conversations and plans, with the visibility and awareness of TaAF strengthened further.

Learning: With the right networks, approach and influence, you can help others to see the value that physical activity can play in helping people's physical and mental well-being and prioritise this in their plans.

It's also fair to say that as well as the TaAF examples above, the overall COVID-19 response across Pennine Lancs has led to an acceleration of locally led networks and collaborations, a fundamental element of the TaAF approach (as well as that of other Local Delivery Pilots). This means there are stronger foundations than ever before for the exciting work moving forwards.

2. Influencing change in people and partners (the system)

Not being afraid to highlight where we think a different approach is needed is an important part of the TaAF approach. As we stated in our section on culture, we are "honest and open in all we do" and sometimes that means we have to disrupt some of the ways of working that are just second nature for people. Whilst it's not always an easy conversation, it's one that needs to be had if we want to improve things for people and partners. This is made easier by having local networks in the right places and with the right relationships.

Evaluation

The Process Evaluation highlights "it was generally positive and there were perceptions that influential people had become connected or engaged with TaAF. Nevertheless, some of these relationships and connections were in the early stages of development."

LU Evaluation Interim Report December 2020 Excerpt

Local networks have been leading the way in working with others to collectively find a better way of doing things that can achieve long lasting and positive change. Here are a few select examples:

a) Blackburn TaAF and IMO (Inspire, Motivate, Overcome)



Here's a summary of how encouraging a different type of thinking and approach can open up different and exciting opportunities, shared by the TaAF team in Blackburn:

Context

Inspire Motivate Overcome (IMO) Charity is well respected in Blackburn with Darwen, working closely with local South East Asian communities that provide opportunities through various projects.

They have been involved with the developments of Together an Active Blackburn network from the start and were keen to use their reach to support inactive people within their communities.

Initial idea

IMO proposed some ideas they were keen to test. TaAF thought the approach was quite a traditional project model; funding to pay for consultation, delivery and training to sustain delivery. We wanted to encourage a different way of thinking about ideas and opportunities.

A new approach, a new idea

TaAF, using the Design Principles as a basis for discussion, worked with IMO to explore a different approach that could deliver something long lasting. This was a slow and at times challenging process as it moved further away from a traditional funding opportunity.

Over the next few months, through conversations, developing ideas and embedding the Design Principles into thoughts and planning, a really interesting and innovative opportunity started to come through.

A big change made possible

IMO have strong connections with the Madrassahs within BwD and now they are exploring if and how they can influence Madrassah leaders to embed sport, physical activity and play into their study structure forming part of their studies and support.

IMO and BwD are both aware of the Creating Active Schools Framework and are interested in using some of the learning from this approach to support this system change idea.

Impact: Moving the conversation away from delivery and using the Design Principles as a way of framing a new conversation, means that this respected partner's idea is now focussed on influencing Madrassah leaders at a system level to embed physical activity and fun within their structure and foundations.

Learning: Being brave enough to have an honest but potentially difficult conversation early on and then offering to work together to think of a different approach, can lead to amazing new ideas and opportunities.

Example

LET'S
MOVE
HYNDBURN

Onward

b) Hyndburn TaAF and Onward Homes

Onward Homes is a housing provider and provides homes to thousands of residents in Hyndburn and is a key partner of TaAF in Hyndburn (Let's Move Hyndburn).

Hyndburn have built up a great relationship with an Onward Homes' manager, involving them in the evolving Hyndburn approach of 'Doing things differently' as well as extending skills development opportunities, enabling them to attend some Community Development training. One aspect of this training was about shifting the power balance away from partners and organisations and back towards residents and communities.

Impact: This training, along with the encouragement and support of Let's Move Hyndburn to explore different approaches that can lead to change, has influenced this

Onward Homes manager to ensure that residents are involved early in the development of projects, whereas in the past that may not have happened.

Also, the strong network now in place, which includes physical activity service providers and which Onward are part of, means Onward have really enhanced their provisions of activities provided for families through 2020. This included a free 'Summer Family Fun' event at Milnshaw Park, in collaboration with Prospects and The Grow Food Together Initiative, with nature walks, a green gym experience, a family workout and gardening. [Watch the video here:](#)

<https://www.facebook.com/HyndburnLeisureTrust/videos/945452899251229>

Learning: Using the fantastic opportunity provided by Sport England to give other key people and partners the capacity and opportunity to develop their skills, not only increases the rate of positive change in how things are done but strengthens your relationship with partners for the long-term, increasing your ability to influence in other ways.

Example



ActiveBwD

c) BwD TaAF and BwD Council Scheme of Delegation Process

TaAF in BwD knew that the authorisation and transfer of resource from the local authority to external organisations could be a lengthy, complex process which conflicted with TaAF's approach of keeping things simple and would also make it harder for us to be responsive in the future. Using the Design Principles as a basis for the conversations and to support the understanding of the approach to assurance, we have been able to work with the finance and procurement teams to create a new Scheme of Delegation sign off process to more easily passport resource to external partners which is compliant with audit requirements.

Impact: It has taken time to get there, but it was well worth it! The new process has reduced the red tape and made the process much quicker, whilst still having strong governance and transparency. This has also helped the finance and procurement teams test out a different approach that could be applied elsewhere.

Learning: Whilst potentially not as eye-catching as some of the other work, it's vital that we influence and push partners within the public sector to move away from old ways of working that don't add value and work with us to test out new ways that are more effective, better for them as well as others. Be willing to identify something that needs to be better and involve the people who are experts in it; between you, you'll create something better.

Universal/Pennine Wide

1. Impact on chosen audience (residents, patients, etc.)

The involvement of people to help increase understanding of what's needed and what's not and to help design and even deliver solutions, is not only one of the TaAF Design Principles, it's also captured in our Involvement of People model ([Please see link below](#)) that we use with TaAF teams and partners to demonstrate how we feel people should be involved.

https://taaf.co.uk/wp-content/uploads/2022/06/Involvement_of_People_Model_2.pdf

Pennine Approach

It's a reality that the impact of COVID-19 and various forms of social restrictions has had an impact on the original plans that were in place at the start of 2020 for a number of the different audiences we'd identified across Pennine Lancashire. Due to our adaptability and flexibility in how we work, as well as our Differentiated Approach providing reach with multiple audiences across Pennine Lancashire, we have made a lot of progress, had an impact on people's lives and learn a lot in doing so.

Here are some examples that demonstrate this:

Example

creative
FOOTBALL

a)

The Creative Football Team has worked tirelessly throughout 2020 to continue to provide a service for their participants, recognising that during COVID-19 the mental health support that they provide for people was needed more than ever.

They spent time to really understand the various social distancing rules that came in and out so that they could adapt their offer to suit their participants and keep everyone safe. This meant they could also provide support and reassurance to others who were often confused by what could and couldn't take place.

They did this in a number of ways, including explaining how their activity was safe through their newsletters, YouTube videos and on the phone or in person where possible and safe, to maintain that personal touch.

The team connected with and supported dozens of new people who were struggling with their mental health due to the impact of COVID-19, which covered issues such as isolation, people being put on furlough and people losing their jobs.

Read more about Creative Football's impact and learning on the next page.

The impact Creative Football and their approach have on people is summed up beautifully in this quote from a participant

They also posted regular videos on YouTube when they were still able to provide some form of football offer, to show people how they had adapted to keep people safe, encouraging them to get out of the house, socialise and stay active. Here is an example:

Socially distanced football action:

<https://www.youtube.com/watch?v=Ue4GMFuZ8To&feature=youtu.be>

"Creative Football was and has been essential to me in the short time I have been part of the family. When there was no purpose in life to get out of bed, Creative Football was my purpose. I call it a 'family' because that is what it is. The first day you come down they take you under their wings and you become their family. No matter your background or story you become one of them. The family are amazing and you have endless laughter too. They are amazing and I am forever in their debt with the help and guidance they have given me. I will continue to come and support the family forever. Throughout lockdown, there were no gyms open and I couldn't go to work or uni. This was the place to go. They have been amazing with their sessions they have developed me with my football as well as helping me keep my sanity. I will encourage anyone with any ability to come down and give it a go, I promise you you'll never regret it."

When Creative Football has not been able to bring people together to play football, they have stayed connected through Twitter, on the phone, through Zoom football quizzes, inviting people to safe walk 'n' talks and bike rides; anything they could think of to stay connected to people, let them know someone was there for them and cared and readying people for the time when they can come back together and be active.



Creative Football @PennineFootball · 18 Jan

We are still here and engaging on 1 to 1 walk n talks and bike rides adhering to government guideline!

If you are interested in booking in Dm or give us a call!

Impact: Many people have received the connection and support that they needed and have had the opportunity to stay active through large parts of the lockdown. This has made a massive difference to them, their friends and families.

There has been a lot of new people connecting with Creative Football for the first time and by necessity, Creative Football has created new approaches and ways of delivering sessions that meet the various levels of social distancing. Both of these mean they are in a great position to continue to help and support more and more people through 2021, as we look to return to some form of normality.

Learning: Focussing on what is right for your audience and having them at the heart of every decision you make makes sure that even in really challenging times, you are offering something that is of value for them, gives them the confidence and security they need to feel and maintains that relationship and connection with you and your ambition to help people be active.

Example

re:fresh
your health and wellbeing

UP AND
active

b) Active Lifestyles Hub

A change made in 2019 to well-being services provided by Lancashire County Council, gave TaAF the opportunity to test out an alternative delivery model to the one that was being delivered by Up and Active in East Lancashire. We wanted to move away from a service that focussed on mass participation to something that was targeted at people with long term conditions (physical and mental) and who are less inclined towards physical activity generally, both of which are TaAF's target audience. We know people in these areas could benefit from a service offer that took the time to better understand their needs and could then provide a tailored and personal approach that could build confidence and lasting habits in physical activity.

These are the key ingredients in how this is providing an improved offer for both people and professionals:

- » It takes learning from the best elements from both re:refresh and the previous Up and Active models to deliver a service that is much more equitable across Pennine Lancs and more suited to the needs of people and care professionals.
- » It uses a standardised outcomes monitoring and recording system (DCRS) across all providers; one which is nationally recognised and supported.
- » It takes the established relationships and brands that already exist and looks to build on them, rather than start from scratch.
- » It retains a strong connection with GPs and Allied Health Professionals (AHPs) which has been established over the last 3 years and maintains a referral offer that they value for their patients.
- » It gives the opportunity to better align the service to those who are already a key part in the prevention agenda in each locality, such as Primary Care Networks (PCN) and Council of Voluntary Services (CVS).

During Pathfinder, the Active Lifestyles Hub (ALH) has:

- » Been collaboratively designed (using insight and experiences of participants and professional).
- » Softly launched to control the initial phase to really understand what was and wasn't working.
- » Been establishing itself as a service that provides a great deal of value to professionals and the public, with regards to providing targeted support for people who could benefit the most from being more active.
- » Been gathering data and insight from people and healthcare professionals to help it refine and improve its offer, processes and outcomes.

The ALH offer commenced during the pandemic and has therefore had to work hard to ensure it could still provide a valuable offer to people and professionals during this time, a time when people needed help more than ever. Whilst still in its first year of operating and having the reality of the pandemic to manage, the data and insight so far shows that this service is reaching TaAF's key target audience and is also getting a great mix of people self-referring and people being referred/signposted by their GP. Here are a few snapshots of data:



2 of the most common long term conditions of people being referred are musculoskeletal and anxiety/depression – both of which we know also have a huge knock-on effect for employment (people being unable to work).



Over 70% of people are eligible to access the more tailored structured offer with a further 22% being signposted to things that can make a difference for them – the high eligibility percentage shows that the ALH has got the communication right with people and professionals in understanding what it's all about. The vast majority of people are able to gain direct support and/or advice and guidance that can help them be more active.



Over 80% of referrals are either self-referred or from a GP. This is fantastic as these are 2 key areas that have really been focussed on during the pandemic. We also know from this insight that there are referral channels that aren't yet referring in high numbers; we can focus on understanding why in the next phase.

Impact: We're very happy to say that the ALH has been doing what it was designed to; reaching and providing tailored support to people who aren't active and have long term conditions (inc. a number with mental well-being challenges) and providing a valuable and trusted place for healthcare professionals to refer with confidence.

Learning: We have learnt that the ALH has made a fantastic start and through careful, insight led design, great communications based on existing and trusted relationships and by learning and adapting based on need and insight, it is fast becoming an integral part of the physical activity offer in Pennine Lancashire to support existing and emerging prevention and recovery pathways.

We have also learnt that by continuing this approach and learning from the great foundations now in place, we can do more to raise the profile and awareness of the service across and within Pennine Lancashire organisations and proactively look to improve the connection between, and effectiveness of, social prescribers/community connectors, Health Coaches and PCN based link workers.

2. Skills development of key leads/partners inside and outside of TaAF

As stated in the Secondment Model section: **"Invest in people, give them the opportunity to develop and change and they will be the ones who change the system."** This is one of the ways in which we will achieve our design principle which focuses on sustainability.

We are developing the skills of key partners and leaders from different places and sectors; people from well-established organisations who will be around for a long time to come and who between them, already interact on a daily basis with thousands of people. They are the ones who in the long term will lead the change, think differently and influence others.

Through Pathfinder we have brought in or directly provided skills development opportunities that we knew could make a difference to how people approached things. These opportunities have been opened to dozens and dozens of partners from Pennine Lancashire and further afield. This has included the Council for Voluntary Service, Leisure Trusts, Housing Associations, Active Lancashire, West Lancashire Council, colleagues from the Integrated Care Programme (ICS), Lancashire MIND and many other partners; all of whom play a vital role in engaging and supporting people's well-being.

Evaluation

The Process Evaluation highlights "The Wider Team (local networks) members indicated a positive learning climate which was facilitating their implementation of TaAF. Learning Climate remained positive in Round 2 and it was noted that learning is considered to be central to the TaAF ethos and is incorporated into every aspect of TaAF activity."

"The wider team were positive about the opportunities for learning particularly through reflection and conversation."

LU Evaluation Interim Report December 2020 Excerpt



Here are some examples of developing the skills of others and the impact it has had:

Example

a) ABCD

In September 2020, 20 key engagement leads (TaAF and partners) took part in an online "Asset Based Community Development" (ABCD) course, delivered by **Nurture Development**, an organisation founded by Cormac Russell.

<https://www.nurturedevelopment.org/>

As a key Design Principle of TaAF is about the involvement of people/ residents, we wanted to give all of us the opportunity to reflect on our approaches and think a little differently about the most effective way of involving people and shifting the balance of power, as there is often a lot of distance between those making decisions and those affected by them.

Feedback from participants was really positive and comments not only reflected how much they enjoyed the time to be able to focus this but also came away with a different view on how they could and should approach involving people.



"The training has been a brilliant eye-opener for me personally and has definitely made me think about not only my professional life but also my local community where I live."

"I enjoyed participating in the ABCD training over the last few weeks. I've found the information useful and applicable to my role and I hope to implement some of the practical techniques in my future work."

Impact: Around 20 key engagement leads took away a new mind-set to how they approach involving people and how power could be shifted closer to the residents and communities they interact with. One particular question stuck out for a lot of people when reflecting on their approach and we know a number of them have built this question into their thinking and design – **what happens to this thing if I'm not doing it and how do I make sure it carries on without needing me.**



Example



b) Using your Smartphone to capture great stories

During the Summer, TaAF held a two-part course for 20 engagement leads called 'how to use your Smartphone to capture great stories'. The training was delivered by the North Lancashire Chamber of Commerce.

Capturing the journey and stories of TaAF is a big part of being able to share our impact and learning with partners to influence them to potentially get involved, think about their own approaches and ideally learn from how TaAF approach things.

We know a lot of people and partners involved with TaAF don't have the resources and ability to use fancy filming equipment and editing software and to be honest, the super clean and polished look isn't necessarily in line with the TaAF Look, Sound and Feel. So we wanted to give people the skills and confidence to capture their own stories, using just a smartphone and simple editing techniques which would result in something they would be proud to share with others.

Feedback from participants was really positive and 100% said they would like to see TaAF hold more 'skills development' sessions.

Impact: Key engagement leads from across Pennine Lancashire have been able to apply new skills in how they created and edit video which will form a big part of TaAF's sharing the learning commitment and approach.

Visit the link below to see an example of a video filmed by a Rossendale Leisure Trust team member who took part in the training.

<https://www.youtube.com/watch?v=pVn5pjbneaA>



creative
FOOTBALL

c) Creative Football mental health first aid

Creative Football uses social football opportunities to support mental health. A key part of this is in how they help each other have a better awareness and understanding of themselves and other people's mental health.

So they created the opportunity for some Creative Football staff, participants and volunteers to undertake training to become a Mental Health First Aider.

This type of approach is a perfect demonstration of how Creative Football create their own, participant led and sustainable solutions, rather than being over-reliant on professional/public sector type services.

Impact: Staff, participants and volunteers have a better understanding of what to look out for in themselves and others mental health and well-being and are better able to help and have conversations with fellow participants, friends and family.

Example

d) Creative Engagement and facilitation



Our early work in Pathfinder connected us to Professor Leon Cruickshank and his team at ImaginationLancaster. Working alongside the TaAF team and building up our skills and confidence, he provided a series of Creative Engagement and facilitation skills development workshops to approx. 30 different engagement leads from Pennine Lancashire and wider.

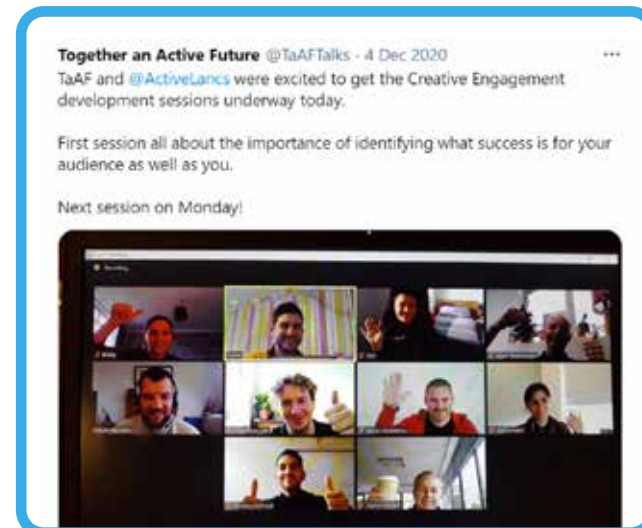
As stated in an earlier section [on page 14](#), Creative Engagement is one of our key fundamentals and makes a massive difference to

people's involvement, energy and commitment. From the outset we wanted to learn from Leon and his experience as a Professor of Design and Creative Exchange in order that we could then continue to spread this approach and build skills and confidence in many more people through Pathfinder and Accelerator.

The TaAF team have now developed their own Creative Engagement Skills Development programme, bringing together the learning from Imagination Lancaster and adding in our own local style, delivery, skills and tools. In late 2020 and early 2021, these development sessions had been delivered with key strategic partners Active Lancashire and the Department of Work and Pensions in Pennine, North and South Lancashire,

Impact: Engagement leads from across Lancashire have been improving their engagement approaches and skills and gaining insight and involvement from people in a way they had not achieved before.

Whilst it's early days, there are already examples of people applying the key principles of Creative Engagement and using this in team meetings, communications, design of virtual and in-person events and interactions with their audience.



Here are some quotes from participants:

"It's been extremely enjoyable, I'm going to miss these sessions they've really helped me stop and reflect."

"Personally, I think the sessions provided me with much added value going forwards, I have practical tools which can support my planning."

Learning: You can make a real and sustainable difference to how things are done when you give people and partners the opportunity to develop their own skills. It seems simplistic, but the pace that people are constantly asked to work at leaves little time for them to develop and grow as people and professionals. We are using this opportunity to change that. Not only do we believe that if you **"Invest in people, give them the opportunity to develop and change and they will be the ones who change the system"**, we've learnt that it's working.

3. Playing a leading role in the COVID-19 response and recovery

Whilst this was covered in the local networks with great examples, because of the scale of the impact of COVID-19, we wanted to flag a few other elements of how TaAF is playing a key role in the response and recovery across Pennine Lancs.



Member of the Core Team are part of groups leading the creation and implementation of the COVID-19 response strategies in their respective districts



The TaAF Communications and Marketing Lead has led the development of the COVID-19 response communications campaign for the Lancashire and South Cumbria Integrated Care System [\(outlined on page 17\)](#)



We have used our TaAF Twitter and Newsletter to provide clarity on the various changes for the sector and also to ensure we encouraged partners to access the Sport England support available



We have been positioning TaAF to play an even more influential role through 2021 which you can read more about in the section 'The things we want to do next'.

Evaluation

It's also just worth highlighting a point made by a TaAF team member in the Process Evaluation in relation to the TaAF target audience and the people most affected by COVID-19.

"COVID-19 has affected people who have underlying health conditions, have high levels of social deprivation and health inequalities, and those people we know from all the insight when we were setting TaAF and having the conversations with Sport England, those are the people who are more likely to be inactive. And in Pennine Lancashire we also had a focus on mental health and well-being and we know the evidence is very clearly being talked about from the very start of the pandemic and through lockdown, the importance of maintaining and working to improve mental health and well-being. So for me it's not have we changed but actually it's reinforced that our target population are absolutely right."

LU Evaluation Interim Report December 2020 Excerpt

Learning: The opportunity and flexibility provided to us by Sport England, backed up by the strength of the TaAF approach, has allowed us to be unique in our ability to use our capacity and resources to adapt as needed. It's this flexibility that has enabled us to stay relevant and responsive to the ever changing needs of the people and partners of Pennine Lancashire.

All of the examples shown are also examples of our key fundamentals in action (**Design Principles, the Secondment Model and Creative Engagement**). None of them would have been possible in the same way had these fundamentals not been lived, tested out, promoted and embedded.

It is testament to the approach of TaAF, the teams who are driving it and the people willing to be involved, that throughout an extremely difficult and at times frustrating 2020, what we have shared is just some of the progress and impact that we've made and we have learnt so much more that will shape what happens next.



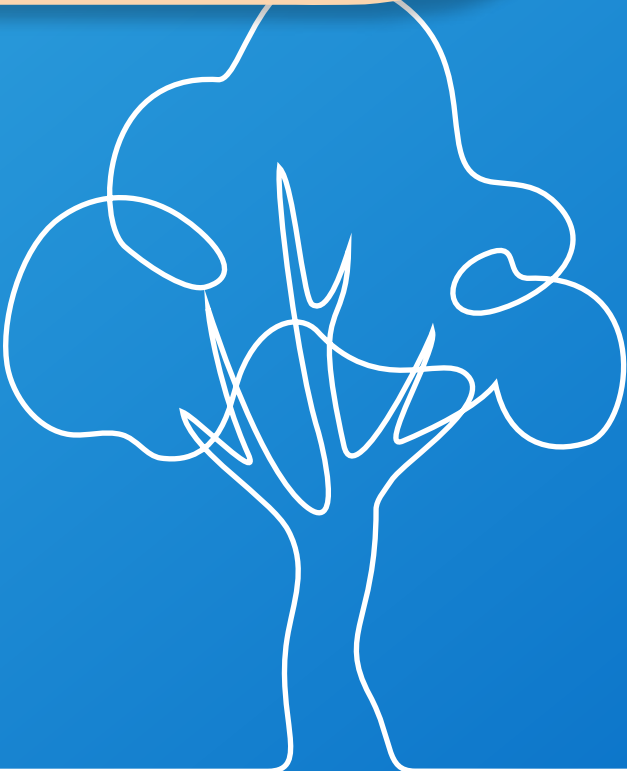
Accelerator intention re: the things we've done

It's not just that we're doing things; it's that we're doing things in a way that creates new connections, ideas and opportunities for people and partners. This has been the key to our success so far and we will continue with this mind-set as it's how we achieve fundamental and sustainable change.

We are committed to building upon the learning and impact of Pathfinder and using the insight and evidence gained to determine what can and should be developed further and grown across Pennine Lancashire.

We will improve our ability and capacity to share more about what TaAF have learnt and continue to learn.

It's time for us to be bold, step forwards and let as many people know as possible that we've done some really great things and we are making a difference in areas that are often resistant to change. This is a great way to influence more people and partners to get involved, get behind the TaAF approach and develop new skills that can help make things better for everyone.



The things we've not done (yet) and the challenges

TaAF have always been very honest and open about everything we do. And whilst it's right to have shared and celebrated all that has been achieved so far through Pathfinder, it's also right that we talk about some of the things that we had planned to do, but haven't yet been able to.

Our Pathfinder was always a 3-year programme which ran into 2022. This gives us the time we need and the confidence that we will achieve the things we set out to do that we haven't quite managed yet; evaluating them and learning along the way, using that to shape what happens in Accelerator.

Targeted Network

Department of Work and Pensions (DWP), East Lancashire Hospitals Trust (ELHT) and Primary Care Network (PCN)
Whilst working with strategic partners in the areas of health and employment is 100% the right approach and presents huge potential for TaAF, it also means we have to accept the reality that at a time of a national pandemic, these are also the partners who more than anyone have to re-prioritise to ensure the people of Pennine Lancashire have the best health and job support possible.

This presented some challenges and meant we didn't achieve everything we'd originally planned to do and had to adapt plans and manage relationships to retain partners' commitment.



	Challenge	How we managed it
DWP – People not in employment	• DWP had to re-prioritise • TaAF unable to engage customers and staff in person • Options for physical activity we could promote significantly reduced	• Stayed well connected, adapted offer of support based on DWP need • Focussed on teams who had capacity • Trialled digital customer messaging, directing to Sport England resources
ELHT – People starting a job	• ELHT stated that plans with TaAF and their Well Team had to be put on hold as team were being diverted to support the emergency response	• Stayed well connected and offered TaAF support at a time that is right for them • Adapted the approach of TaAF to be more in line with how things will likely have changed following COVID-19
ELHT – New parents	• ELHT stated that plans with TaAF and Midwives had to be put on hold as the team were being diverted to support the emergency response	• Stayed connected and offered TaAF support where needed • Connected midwives to the Active Lifestyle Hub • Agreed to revisit all plans as soon as it was possible (see email on page 46)
PCN – People with anxiety/ depression	• PCN had to re-prioritise • TaAF unable to engage customers and staff in person • Options for physical activity we could promote significantly reduced	• Stayed connected and offered TaAF support where needed • Explored alternative ways to connect with PCNs through relationships that have formed with TaAF over time

We wanted to ensure we kept a balance of staying connected and offering support, without becoming the nuisance who keeps trying to push partners who are simply not ready. We want and need these relationships to still be strong in 2021 and beyond and we want people to still associate TaAF with positivity and energy, rather than feeling a little tired of the team who were too persistent.

So far this has been achieved (example email below). It's something we are constantly reviewing to understand if there is something more or different we should do.

“Thanks for the update. Happy to stay in touch, and look forward to any future opportunities to progress this. With best wishes.”

ELHT Research Development

“I agree that this is a shame but is out of anybody’s control. Hopefully this can be picked up again in the future. Many thanks.”

Specialist Perinatal Mental Health Midwife

Local Networks

The reality for the Local Networks is not dissimilar to the reflections shown for targeted, so we won't go into lengthy detail. Rather the below shows some of main challenges highlighted by local networks in their regular breakfast club sessions and also the Pathfinder progress and learning sessions.



Challenges	How we managed it
• The plans for the Creative Engagement and involvement of patients/residents were significantly impacted by COVID-19. • Members of TaAF teams were in some cases redeployed to help the emergency response and in some cases furloughed. • Partners in areas such as healthcare and education have had limited opportunity to be involved. • There has been a significant impact on the physical activity opportunities available to local networks to promote, talk about, encourage people to get involved with.	As demonstrated already and shown through examples, local networks have made fantastic progress and impact in Pathfinder, particularly in relation to the COVID-19 response. Below are a few highlights of some of the other elements of the response that may not have been reflected yet: • Building/strengthening great relationships with partners, developing an understanding of the TaAF approach. • Used alternative ways to keep people connected with TaAF including social media, walkaoke, survey work where possible, one to one discussions, etc. • Encouraged the types of activity that have been possible at various points through 2020 as well as directing people to online resources to find the best information possible on staying active. • Strengthened and promoted the various digital platforms that provide key information and support to people. • Increased the awareness and understanding of the Active Lifestyles Hub for both key partners and people appropriate for the service.

Pennine/Universal Network

The reality for the Pennine/Universal local networks, namely Creative Football and United Together, is a little different. Supported by pathfinder, both had a foundation model on which they were building, developing, and taking things to the next level and were able to continue to help people struggling mental well-being connect through football. The intention for TaAF was to understand whether these offers could be replicated in other areas of Pennine Lancashire or grown to reach a wider audience.

These services have been able to continue to be there for people, as shown in the section 'The Things We've Done'. The exploration of expansion or wider reach of these models has been challenging however and this is something that will form part of the next phase of our work, at a time when we are able to approach it in the right way and involve the right participants and partners.



Challenges	How we managed it
• The various social distancing/ lockdown rules have limited how many people have been able to participate in football sessions and stay connected • The potential learning and expansion of these models into other areas has not been able to progress in the way planned	• Regularly reviewed national and local government guidance to understand what could/couldn't be offered from a football provision perspective and keeping all their participants updated, well informed and safe. • Stayed connected to existing and new partners in readiness for being able to make progress again with regards to expansion. • Stayed connected to participants through alternative ways including Zoom quizzes, social media, online challenges, newsletters, one to one discussions; reducing the risk of further isolation in groups who are often socially isolated regardless of social restrictions.



Other areas of learning

Evaluation

Some of these challenges have had a knock on impact for our evaluation, as a number of the areas where plans were changed or paused were areas that our evaluation partner Lancaster University (LU) had planned to evaluate.

This has led to some changes in what we would have liked to evaluate within the time period that LU are with TaAF for and has also meant lots of conversation about what is/isn't possible.

As Lancaster University are very much a part of TaAF and are included in our team sessions, we have been able to work together to constantly review the situation and adapt accordingly.

We asked LU to develop a local evaluation toolkit that will help develop the skills and confidence of partners to carry out their own evaluation, again in line with our Design Principle of sustainability. This will be delivered as part of our Pathfinder and in 2021.

We are in a position where there is confidence in the strength of the evaluation programme we have in place and firm belief that is targeted in the right areas to provide the insight and evidence needed to shape what needs to happen in Accelerator.

Active Partnership

In the very early days as discussions were taking place about submissions to Sport England to become a Local Delivery Pilot, there were some challenges between various partners about the best way to approach this. Once TaAF and Pennine Lancashire had been selected, there was work to be done to ensure relationships stayed strong between TaAF and the Active Partnership. Over time, as we've each recognised the value and strength we can bring to each other, we have explored ways of staying better connected. Regular discussions between TaAF and the Active Partnership has helped a lot as has the decision to ask the Active Partnership to provide a member of staff to become a member of the TaAF team on a secondment basis. The latter has made a real impact and strengthened the relationship.

Sharing the learning

It's taken quite a while for TaAF to become confident and bold enough to really share what we're doing as an approach and a model we think others could learn from and adopt. Perhaps this is because what we've been doing was a new and fresh approach that we had to really test before we knew it could make a difference.

Whilst we have shared our learning through attendance (physical/virtual) at sharing events, our Sharing the Learning submissions, YouTube videos and podcasts, it's fair to say we have not focused the same time and attention on this area as we have in others.

We are now in a place where we are now confident and bold enough to really shout about what we are doing, which is why you will see a commitment from us going forwards to share more, involve more people and influence others to develop and grow.



Accelerator intention re: the challenges and the things we haven't done yet

TaAF has worked hard to respond to the challenges faced and adapt as much as possible, whilst staying true to our principles, our approach and what we want to achieve.

For those things we haven't achieved as stated in Pathfinder, our ambitions are unchanged and we will use the rest of our Pathfinder phase and beyond to achieve these, as we believe they are still the right ambitions for the people and partners of Pennine Lancashire.

For those things we haven't got right or could have done better, we will look to evaluation and feedback from others outside of TaAF to help us identify how we can improve and build that into our plans for progression.

The things we want to do next

We've demonstrated that we have made a significant impact to people, partners and place; there is much more that we can and want to do in the coming years.

As you've seen so far, TaAF has been evolving and growing through Pathfinder and doing things at a pace that is right for Pennine Lancashire. We now have a culture, an approach, a credibility and the right relationships in place that give us confidence that, with Sport England's support, we can continue the evolution and growth of TaAF; learning and sharing more, reaching more people and partners from more places and influencing change in areas that can make a massive difference to the lives of people in Pennine Lancashire.

In our introduction to this submission, we said we wanted to show the ongoing commitment in areas that we feel are fundamental to what we do and show the many threads that connect where we've been to where we go next, based on what we're learning. Sport England can feel confident and assured our plans and ambition for Accelerator is based on what has been and will continue to be achieved and learnt from Pathfinder, what we believe can be developed and grown further and what we will continue to learn, not only from formal evaluation, but from the people, partners and places involved.

Based on this, these are some of the key areas of focus for our Accelerator phase, which includes:

Accelerate the things proven to be successful in each of our networks and learn from the things that didn't work

Position TaAF at the forefront of the COVID-19 recovery plans, with a particular focus on physical activity and well-being

Invest in the skills development, leadership, and capacity of key people and partners

Ensure evaluation and learning continue to shape what happens

Look for new opportunities where TaAF could strengthen approaches to physical activity and mental well-being

Continue to develop/grow TaAF's influential networks within a place

An exciting element of the key areas of focus stated on page 50 is the level and scale at which things can happen. TaAF's Differentiated Approach means that the development and growth could be from a really local level, i.e. individual, street, community, to a borough level; from a borough level to a Pennine wide level, i.e. Creative Engagement skills development; from a Pennine wide level into other parts of Lancashire or across the Integrated Care System footprint, i.e. the ICS Well-being Campaign. And there could be variations in all of these; learning or an idea from something on a Lancashire wide footprint could add value into a community approach; learning from something with a strategic organisation or partnership could affect how

something is done on a national scale. The beauty of the Differentiated Approach is the ability to learn from and share what's happening at all the various levels to continuously improve.

For us to be able to achieve the key areas of focus, we need the backing and support from Sport England to give us vital capacity, time and resources. Below we have shown a summary of the resources needed as well as the basis for allocation that reflects what we've done, what we've learnt and what we want to do next. We have then expanded on this to explain in more detail our intentions and plans.

Resource allocation summary

In our Pathfinder submission, we outlined the Differentiated Approach and how we were aligning the funding against the different levels based on need. This was in line with Marmot's Principle of Proportionate Universalism which talks about the resourcing and delivering of universal services at a scale and intensity proportionate to the degree of need. The Pathfinder phase and the pandemic have further strengthened our belief and commitment in this approach to allocating resources and so we intend to take the same approach with Accelerator. This is very much in line with one of Sport England's Guiding Principles 'Investing most in those that need it the most' – balancing targeted and universal provision in a way that's proportionate to the level of need.

TaAF has talked about the need to take our time, to do things at a pace that is right for the people, partners and places in Pennine Lancashire and to really understand how we can ensure this opportunity makes long lasting and sustainable change. To help this, our intention is to utilise the investment from Sport England from 2021 right through to 2025, giving things the proper time to be tried, leaned from and embedded. We believe this **maximises the chance of Pennine Lancashire enjoying the benefits and value of being a Local Delivery Pilot for years to come.**

We've demonstrated that careful and measured investment gives people and partners the time and skills to build understanding of how a change in mind-set and approach can lead to new understanding, stronger relationships and ideas for sustainable change. It is this ambition to build upon this and expand into new areas that has shaped our resource allocation plan.

Network	Targeted	Local Networks	Pennine Approach	Total
Accelerator resource	£1.75m – 25%	£2.25m – 32%	£3.0m – 43%	£7.0m
Summary	Strategic partnerships development and focused life course developments	Local developments right for the people who live and work in that place	Developments that make a difference across Pennine Lancashire and beyond	

Allocation breakdown

Targeted – £1.75m over 4 years – During Pathfinder the Targeted Network has gained amazing insight, tested out new approaches, learnt a lot as well and developed trusted relationships, both with key strategic partners and people from areas of our life course approach. We now have an understanding of how to accelerate this to build upon the foundations we have put in place. This includes (but is not limited to):

Targeted

Accelerator intention (includes but not limited to)	Resource needed for:
Life Course – Dedicate resources and capacity to act on the learning and insight from the Life Course evaluation conducted by Lancaster University (detailed in section 3).	• Expansion of the Secondment Model into strategic partners such as DWP, NHS organisations and others, • Costs associated with providing the capacity and time for others – events, interactions, expenses of residents involved. • Providing capacity for other key local partners to be involved, identified through the life course insight. • Engagement materials.
Life Course – Expand the life course approach into other life course events: This includes research on the impact of physical activity interventions on bereaved older people (carers and non-carers) as well as potentially exploring the impact of COVID-19/long COVID-19 on physical activity and well-being.	
Strategic Partnerships linked to Life Course – Building upon the fantastic partnership with DWP, take what has been achieved so far with customers, frontline staff and management and evolve further, including widening to others DWP localities (already involved North and South Lancs).	
Strategic Partnerships linked to Life Course – Explore other significant DWP initiatives where TaAF can support and influence; e.g. the development of Youth Employment Hubs.	
Strategic Partnerships linked to Life Course – Expand the TaAF Secondment Model to have dual roles with strategic partners including DWP, East Lancs Hospitals Trust, an agreed Primary Care Network and other strategic partners as opportunity arises.	
Strategic Partnerships linked to Life Course – Reinvigorate pre-COVID-19 plans with strategic partners to involve leaders, staff and customers/patients in TaAF to ensure that TaAF stay well placed to influence change in practice, process and policy.	

Value of this investment for:



People

The targeted workstream has directly, and through strategic partners, built an understanding of what people need to happen to make it easier for them to be active and in how to involve them in shaping the solution. We've also gained rich insight of the impact of life course events on people's physical activity and well-being.

Dedicating capacity and resources in this area means we are able to act upon the very personal insight from the life course evaluations and involve these people, and others experiencing these same events, in finding ways for positive change to happen, both in themselves and in the system there to support them. We will also be able to expand on our approach so that more people (residents, customers, patients etc) have the chance to share their experiences and ideas which, with TaAF support and influence, can give them the confidence and skills to make a change for themselves and/or leads to change in practice, process and policy of the organisations and partners who support them.



Partners

We've demonstrated that partners, with the right support and opportunity, want to improve their approach to involving people, really understanding what people need and then working out what needs to change to deliver it. Dedicating TaAF capacity and resources to this means that we are able to build upon the great foundations and trusted relationships we have with strategic partners such as DWP as well as involve more partners. Partners who can play a key role in helping people to be more active, giving them the chance to get involved, connect with others and develop skills and confidence in how to involve people in a way that builds understanding and ideas that can lead to change in practice, process and policy.



Sport England

There is great synergy between the TaAF Targeted workstream and the Big Issues identified in 'Uniting the Movement' (Sport England's 10 year vision), specifically in being able to strengthen the connections between sport, physical activity, health and well-being. We have demonstrated a model and approach that has made a difference to people's and partners' motivation to want to be involved, talk about physical activity and well-being and accept that change can and should happen. We have been able to do this with people and partners that have in the past, perhaps not always wanted to be involved, but who are vital in addressing the challenge of helping people move from nothing and something and something to more and beyond. Being able to build upon this will give TaAF the ability to widen the reach and influence of TaAF and Sport England, cementing existing as well as creating new relationships with strategic partners that give a fantastic basis for future developments and continuing to raise the profile and understanding of the importance of physical activity as a key part of well-being.

Allocation breakdown

Local Networks – £2.25m over 4 years

Allocation basis – In Pathfinder, the allocation of resources to each of the six local networks was based on adult inactivity levels utilising the data from the Sport England Actives Lives survey. This was seen as a fair and unbiased way to provide significant investment into each of the local authority boroughs in Pennine Lancashire and allow them to develop their own plans, right for their people and place at a right pace that was right for them.

Based on how each Local Network has approached their own Pathfinder test and learns and with agreement that the previous allocation was a good way to allocate resources, we are allocating the resources from Accelerator in the same way; with each local network receiving the same amount and proportion of resources as they did in Pathfinder. This gives them each the opportunity to build upon what they have achieved and learnt and accelerate this at the right time for them.

Local Networks

Burnley	£357,053
Blackburn with Darwen	£612,091
Hyndburn	£358,942
Pendle	£360,831
Ribble Valley	£222,922
Rossendale	£338,161
Total	£2,250,000

During Pathfinder the Local Networks have been at the heart of the pandemic response and recovery and being able to raise the prominence and importance that physical activity can and should play. Not only this, they have been able to build a strong network of people and partners in their place, embracing the TaAF approach and connecting ideas, opportunities and resources in new and exciting ways.

Each Local Network knows the importance of doing things at a pace that is right for their place and in recognition of this, each Local Network wants to continue with their Pathfinder approach into 2021 to ensure they have had the time they need to test out new approaches and ideas, learnt from what has worked and what hasn't and built up an understanding of how to shape their Accelerator plans to deliver on their aims and ambitions for their place.

Accelerator intention (includes but not limited to)

Acceleration of Pathfinder evidence based impact and success – Dedicate resource for each Local Network to be able to accelerate the approaches, ideas and initiatives based insight and learning from evaluation and their places experiences from Pathfinder.*

Local Network TaAF Leads – Ensure Local Network TaAF Leads can continue in their seconded leadership role for TaAF. This enables them to continue their leadership of Pathfinder and retain the ability to play a lead role in the COVID-19 response and recovery as well as giving TaAF reach and influence into key strategic partners (e.g. local authorities and leisure trusts).

Expansion of the Secondment Model approach – Expansion of the TaAF secondment model to have dual roles with strategic partners in Local Networks based on learning from Pathfinder and increasing the reach and influence into key strategic partners.

Resource needed for:

- Funding the continuation of the Local Network Lead roles
- Expansion of the Secondment Model into strategic partners within Local Networks
- Costs associated with providing the capacity and time for others - events, interactions, expenses of residents involved
- Providing capacity for other key local partners to be involved, identified through the life course insight
- Engagement materials
- Other costs are unknown at this time but will form part of each Local Networks individual Accelerator submission

*As stated, Local Networks are committed to doing things at the right pace for their place and therefore would like more time to deliver on their Pathfinder. This means that **this element of the TaAF resource requirements would be in principle at this moment of time, with each Local Network to submit their Accelerator proposal at the right time for them.**



Value of this investment for:



People and Places

Local Networks were set up to enable local people to work with local partners and create solutions for them and their place in helping more people to be more active. Dedicating the time and resources to enable this to continue means that people in new areas in a place can benefit from the learning from elsewhere and have the chance for their place to benefit from new ideas, initiatives and relationships.

It also means that more people get the chance to shape what happens in their place, using their knowledge and passion for the place they love and work to help identify what needs to change to improve the ability and opportunity for people like them, their friends, family and colleagues to be more active.



Partners

A number of partners in each of the Local Networks have been able to gain the value of the Sport England investment so far. And in most cases, this has not been about awarding funding to them. Rather they've been able to gain the value of being better connected to key partners in their place, the chance to develop their skills and confidence in doing things differently and by having the chance to influence what TaAF do. Continuing this means that key partners who so far have not had the chance to be involved, get their opportunity to benefit from Sport England's commitment to Pennine Lancashire, building new connections and sharing ideas, expertise and resources with others. It also means that those who are currently involved and are being changed by it, can continue to develop and grow as local leaders in Pennine Lancashire.



Sport England

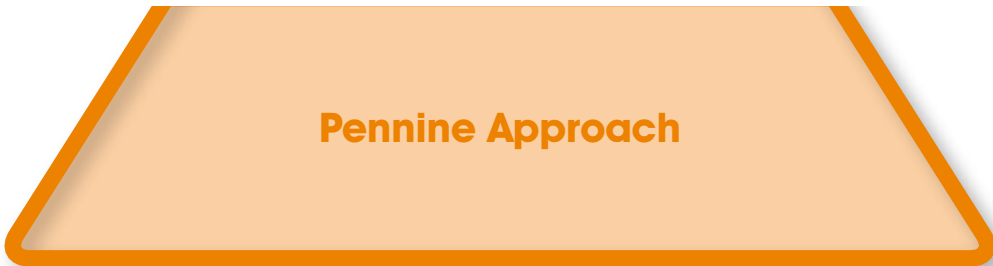
With the Differentiated Approach and the Secondment Model, TaAF have demonstrated an effective way for Sport England and others, to really connect with local people and partners in a place. Being able to continue and grow this approach enables us to further refine and learn from this and share the learning with Sport England, other Local Delivery Pilots and anyone else who could benefit. As well as tackling deep rooted inequalities (as outlined in the Pathfinder submission), TaAF Local Networks are fundamental to supporting the delivery of Sport England Strategic focus of 'Connecting Communities', focusing on sport and physical activity's ability to make better places to live and bring people together.

We have built really great networks of key people and partners who have an enthusiasm for doing things differently and understand the importance of physical activity. The strengthening of these networks, and where necessary the development of new ones, gives TaAF and Sport England a great platform for future locally led developments.

Allocation breakdown

Pennine approach – £3m over 4 years – The Pennine approach (sometimes known as the Universal network) has enabled TaAF to build upon models and ways of working that had proven to be successful in a particular area or place in Pennine Lancashire and test out if and how these could be improved upon and expanded on in different ways and places. The things we have done and learnt in Pathfinder have given us the confidence that we can use this network to really build upon learning and success in a lot of different ways, reaching out into new places across Pennine Lancashire and beyond and using the evaluation and learning to really shape what can and should happen in Accelerator on a bigger scale.

Our intention is to build on this network further so that as well as building up key initiatives or services such as the Active Lifestyles Hub, it can also become the vehicle that allows TaAF to seize opportunities that can make a difference to the people and partners of Pennine Lancashire as a whole, in potential areas such as COVID-19 recovery.



Accelerator intention (includes but not limited to)	Resource needed for:
Active Lifestyles Hub – Progression and controlled development of the Active Lifestyles Hub, based on evidence of impact so far, which enables a more consistent offer. Add leadership capacity to improve the strategic positioning of the Active Lifestyles Hub, create stronger links between physical activity/health behaviour offer and influence the roles of social prescribing link workers, Health Coaches, PCN based roles. Develop other opportunities for systemic change and closer collaborative work within the leisure provider network across Pennine.	• Funding the continuation of the people and systems needed to deliver the ALH • Providing capacity to expansion of the football models into new areas • Costs associated with providing the capacity and time for others – events, interactions, expenses of residents involved • Providing capacity for other key local partners to be involved as identified • Engagement materials • Providing TaAF with resources that enables us to act on opportunities – types of costs would be as above
Acceleration of Pathfinder evidence based impact and success – The acceleration of specific Pathfinder 'test and learns' in different networks/across Pennine Lancashire, based on evidence of impact and what could feasibly be applied in other areas.	
Expansion of the Universal football models – Expansion of the model and approach of Creative Football and United Together into other areas/sports; whilst retaining the key aspects of being sustainably delivered and led by participants.	
Resources to act on opportunities – Resources that enable TaAF to act quickly and flexibly as opportunities arise; e.g. increased involvement in areas such as COVID-19 recovery	

Value of this investment for:



People and Places

The main areas of the Pennine approach have, through Pathfinder, been able to provide a valuable service and lifeline to a lot of people in Pennine Lancashire during the pandemic. This is in part due to the fact that people have played a key role in shaping what the offer needs to be to best support them. These offers are designed for people who are generally not active and who are also struggling with their mental well-being. Being able to dedicate time and resources to these areas ensures we can continue to target those people that TaAF had identified from the start, learn from them what type of offers and services work best for their needs and build upon this to grow and expand this in to more areas and in to different types of activities. It also means we can continue to provide an important bridge between healthcare professionals and physical activity opportunities, using our skills and expertise to ensure people understand what is possible, what is available and what is right for them.



Partners

The Active Lifestyle Hub in particular has proven itself it to be a valuable and much needed point of contact and referral for healthcare partners, in particular GP Practices. At a time when the capacity of the healthcare system is pushed to its limit, it's vital for relationships and long term trust that we can dedicate resources to ensuring the continuation of this much needed support to healthcare professionals, as well as continue to test out the offer and refine and improve upon it. This also enables us to stay well positioned with primary care and other partners to influence and coordinate a more effective and joined up community alliance offer with roles such as social prescribers, community connectors and link workers, giving better value to people and partners as a whole.



Sport England

There is a lot to be learnt from models such as Creative Football and the Active Lifestyles Hub (ALH), both for TaAF and Sport England. The Creative Football model is one that is developed and owned by people who have at some point in time, needed the type of support they provide. They involve local people and businesses to create something that belongs to the people of that place and isn't reliant on long term funding from external partners.

The ALH model and approach is building on something that existed disparately, and by bringing it together and improving consistency it can be positioned to be a key element of the long term conditions and COVID-19 recovery pathways. Not only does this workstream evidence TaAF's commitment and ability to connect with health and well-being, it provides a rich source of learning, both about sustainable, locally owned and led approaches and also about a model that can be a vital hub to access health related physical activity for Pennine Lancashire.

Cross cutting themes across all networks that increase the value and impact of the Sport England investment

Our approach to the allocation is shown against the Differentiated Approach as we believe this builds upon what we know has proven to be effective as well as fair for the people and partners across Pennine Lancashire.

There are a number of key areas that can't be easily split into networks, as they are cross cutting and something that will be embedded in each network approach. We want to highlight these as they deliver on a number of our Design Principles, help us deliver our aims and ambitions and increase the value Sport England's investment.

1. TaAF at the forefront of the COVID-19 recovery plans

As we have demonstrated, we have been able to play a vital role in the COVID-19 response and recovery so far. We have members of TaAF teams in lead roles across Pennine Lancashire and examples such as TaAF leading the development of the Communications Campaign for the Lancashire and South Cumbria Integrated Care System show our ability and credibility to be at the forefront of the COVID-19 response. It also demonstrates how TaAF is well positioned to deliver against Sport England's strategic priority of Recover and Reinvent.



Areas of development and growth include:

- Ensuring the TaAF networks stay well positioned and proactively offer to lead on elements of the recovery plans that are related to well-being
- Further develop relationships with key system leads, including elected members, to influence and encourage a stronger focus on physical activity in relation to the COVID-19 recovery and also in relation to decisions about future investment
- Get behind the key messages from the emerging Sport England strategy as a way in increasing the messaging and presence of physical activity as a key part of COVID-19 recovery

2. Continuing to develop/grow TaAF's influential networks within a place

The TaAF Secondment Model supported by our approach has given us the ability to shape and influence what happens in our place in a number of different parts of the 'system'. We have grown this model of distributed leadership slowly and organically over time and learnt a lot about the value it gives when done right.



Areas of development and growth include:

- Share more about what we're doing and the impact it's having, to encourage others to want to be involved
- Continue to promote alternative approaches to direct recruitment within TaAF networks. This could include exploring the idea of part-time secondments where the person retains part of their existing role, asking local TaAF partners for different solutions that may fit better for their place, exploring opportunities for localised volunteers and apprentices
- As mentioned, strengthening the relationships with key system leads, including elected members, in each Local Network as well as at Pennine wide level
- Expand the distributed leadership model across TaAF even further, exploring more opportunities to harness the skills and experiences of local leaders as well as provide them with the opportunity to strengthen existing skills and perhaps learn new ones.

3. Further and wider investment in the capacity and skills development of local leadership

One area in which we have been able to really maximise the value of the support received so far from Sport England is by offering opportunities for skills development in a number of key areas to partners across Lancashire who play a role in helping people to be active. Skills development in areas such as Creative Engagement, smartphone video training and harnessing the strength in people/communities have been very well received and as already shown feedback suggests it has had an impact on how participants approach what they do in their roles.

There are many more key people and partners who play a role in helping people to be active who, with the support provided by Sport England and TaAF, will have the opportunity and time to enhance their skills, think a little differently and become stronger local leaders.



Areas of development and growth include:

- Expanding the skills and capacity of the TaAF team to be able to provide skills development to more local people and partners in areas we have not yet had the chance to involve (e.g. community leads, local authorities, NHS teams, CVS, charitable organisations, localised community groups).
- Encourage TaAF Teams and partners to find ways that they can continue their own skills development in areas that can help them have success in their place.
- Invest in targeted skills development and sharing programmes for local community leads and teams.
- Become more prominent at events, conferences etc to share our learning, approach and ideas.
- Bring in external expertise in areas where evaluation and evidence suggests improvements could be made.
- Invest more time in creating guides, tools and other helpful materials, based on what works, that can be shared with anyone.

Our commitment to the development of capacity and leadership was also reflected in our Core Capacity and Evaluation submission to Sport England, where it was identified as a key focus for TaAF.

5. Evaluation and Learning

Our own learning and experiences as well as formal evaluation are playing a key role in shaping what we do next and we intend to keep it this way. As we continue to learn from and evaluate Pathfinder, against the 4 key strands of Process, People, Projects, Population, there are further developments that will be an important part in helping us achieve our aims. We have learnt a lot from working with our Evaluation partner through Pathfinder and this has helped us to understand the value of objective evaluation and the type of evaluation approach that can fit with how TaAF do things. We have also learnt and felt the value of sharing our own learning experiences inside and outside of TaAF and looking to others to learn from them too.



Areas of development and growth include:

- Evaluation of contract processes. We have learnt this is currently slow, complex and not at all suited to the TaAF approach. We intend to evaluate how this has operated in TaAF so far and understand what needs to change and how it can be done, if we want to make the transfer of resources less bureaucratic and more timely. We know this is something Sport England would gain a great deal of value from as we both look to explore how resources can travel more effectively to those who really need it.
- Lancaster University are developing a local evaluation toolkit that will support local partners and groups to be better able to evaluate what they're doing in a simple and effective way, helping them understand what is and what isn't working and act upon it quickly.
- Continuing to embrace the ongoing journey of learning that started when we first became a Local Delivery Pilot and has continued every day since then. As mentioned already, we will improve our ability and capacity to share more with others as well as look to others to help us grow and improve.

4. Strengthen strategic partnerships, as well as develop new ones

The Secondment Model approach means that TaAF is already well positioned with a number of strategic partners to be able to influence how they approach their role in helping people to be active. We have great relationships with local authorities, Public Health teams, Leisure Trusts, CVS, Department of Work and Pensions, Clinical Commissioning Groups; the list goes on. All of these have been partners and friends to TaAF through Pathfinder. This provides us with the opportunity to share and influence even more, as we build upon the impact and evidence from Pathfinder and use this to demonstrate to others that we can collectively be better and do more to help people's well-being.



Areas of development and growth include:

- Strengthening the connection to Primary Care, the Clinical Commissioning Groups and the Integrated Care Partnership and System, to promote TaAF as the team who can support their ambitions with regards to people's well-being as part of the COVID-19 response and recovery pathways.
- Work more closely with Elected Members, sharing with them the impact of TaAF during the Pathfinder phase on their wards and encouraging them to be advocates with more focus on physical activity.
- Broaden the reach of TaAF beyond Pennine Lancashire; strengthening connections with and influencing organisations such as Active Lancashire, West Lancashire Borough Council and DWP.



6. Looking for new opportunities where TaAF could make a difference

The fact that TaAF (due to the flexibility provided by Sport England) has been able to respond to opportunities that have presented themselves, that have been in line with our aims and ambitions, means we have found ourselves in positions where we've able to offer our ideas and thoughts in areas we may not otherwise have been.

Recent examples of this include the DWP Youth Employment Hubs and the Creating Active Schools Framework, both of which are really exciting opportunities in two key areas, employment and education, where TaAF are now able to help our partners think about their approaches to these programmes and suggest ways in which physical activity can play a big part.

We have also been involved in some interesting conversations with the local Clinical Commissioning Group (CCG) in relation to how they currently commission Community Connectors/Social Prescribers and whether going forwards, there could be more emphasis on physical activity

Long COVID-19 opportunity:

Another emerging opportunity that should be highlighted is the conversation that is happening within the NHS about the provision of longer term well-being support services for people who have had COVID-19.

A review titled “Post-acute COVID-19: the physical and mental health impacts of COVID-19 on the population in South Cumbria and Lancashire” has been conducted by the Lancashire and Cumbria Public Health Collaborative, including the Health Education England Fellow who's working with TaAF. This review is focussed on the impact that 'Long COVID-19' will have on the physical and mental health of people in the region who contracted the disease and the potential of the pandemic to widen existing health and social inequalities. It, along with papers by Philips et al and Greenhalgh et al, are shaping Healthier Pennine Lancashire's response.

With the strengthening evidence of the pandemic's longer term impact the provision of well-being support for people and their communities who have had or been affected by COVID-19 is critical for recovery and resilience. This will need to be acted on quickly knowing that early intervention in physical and mental health improvement (cardiovascular, respiratory and cognitive health) significantly reduces the risk of longer term, post COVID-19 morbidity.

This evidence and the emerging conversations provides an opportunity for TaAF, through Pennine Lancashire's leisure and well-being services and local people with lived COVID-19 experiences, to develop a pro-active offer that responds to the challenges highlighted and the recommendations made in the review paper. With early engagement and dialogue we are well placed to play a lead role in this development, building on TaAF's Pathfinder foundations, links to community groups and alignment with the Integrated Care Partnership (ICP) (Healthier Pennine Lancashire). This is welcomed by the ICP and Lancashire and South Cumbria Integrated Care System and could have national implications, highlighting Pennine Lancashire as a trail blazer.

Please visit the link below to watch a video from Professor Dominic Harrison, Director of Public Health and Well-being at Blackburn with Darwen Council and Senior Responsible Officer for Prevention for Healthier Pennine Lancashire, as he talks about the impact of COVID-19/long COVID-19 on the people of Pennine Lancashire and how early intervention through physical activity and well-being services is vital to reduce their risk of having long-term health conditions and exiting employment.



https://www.youtube.com/watch?v=Zcn66O_PF2o

These types of opportunities can only be seized fully by having the continued capacity and flexibility that we have benefitted from so far, provided to us by Sport England. It's vital we have the ability to act when needed to benefit the people and partners of Pennine Lancashire, being able to offer TaAF leadership and support, utilise the great networks and relationships we have, call upon the skills and experience of the people in and around TaAF and use our ability to think differently about how things can be done.

Resource breakdown and 'in principle'

As highlighted earlier in the Local Networks finance allocation table, there are elements of the TaAF resource requirements which are 'in principle', meaning that these need a little more time to be able to fully deliver on the Pathfinder plans, assess the evidence and learning from evaluation and then use this to inform the Accelerator proposal.

This means that any areas highlighted below as 'in principle', will submit a proposal to Sport England for their element of the allocated Accelerator resources separately, at a time that is right for their place.

Resource Allocation Summary

Network	Targeted	Local Networks	Pennine Approach	Total
Accelerator	£1.75m – 25%	£2.25m – 32%	£3.0m – 43%	£7.0m

Area identified as 'in principle'

Network	Resource needed for:	Value of 'in principle'
Local Network	Acceleration of Pathfinder evidence based impact and success. This is the resource for each Local Network to be able to accelerate the approaches, ideas and initiatives based insight and learning from evaluation and their places experiences from Pathfinder. As stated, Local Networks are committed to doing things at the right pace for their place. The challenges in 2020 have meant that Local Networks need more time to fully deliver on their Pathfinder plans to shape their Accelerator plans. This means that this element of the TaAF resource requirements would be in principle at this moment of time, with each Local Network to submit their Accelerator proposal at the right time for them.	£1,776,700

Approach to Accelerator Assurance

As we've reflected throughout this submission, there are a number of key fundamentals that underpin everything that TaAF do; **the Differentiated Approach, the Design Principles, the Secondment Model and Creative Engagement (inc The Look, The Sound, The Feel)**. To help embed these in what we do, we base our TaAF collective team sharing and reflections on them, use them as a way of helping others test out their approach and they form a big part of the assurance process for the TaAF Networks (or workstreams within the Networks), moving forwards into the Accelerator phase.

This, supported by gaining assurance and guidance through key parts of our Governance such as Solution Finders or the Pennine Lancashire Partnership Leaders Forum, gives us the confidence that the things that been tested, evaluated and learnt from in Pathfinder, are the things that will take us forward through Accelerator and beyond.

As we have demonstrated in this submission, the TaAF approach to Accelerator is very much a continuation of our Pathfinder phase, shown here in **Nothing to Something and Something to More**.

It is this approach, developed and improved over the past few years, which Sport England has invested in and backed. This is why for us it's critical that we've been able to demonstrate the below for a lot of the TaAF Networks and workstreams so far and that we have a strong and well understood assurance process in place for the other areas that are not quite there yet. This provides us and Sport England the confidence and assurance that progression into the Accelerator phase will happen when the learning, evidence and experience say it's the right time.

Accelerator Assurance criteria:



Assurance and evidence that the Design Principles have been embedded within the approach and design of any initiatives and interventions and this can be clearly demonstrated.



Assurance and evidence that The Look, The Sound, The Feel has been embedded within the approach and design of any initiatives and interventions and this can be clearly demonstrated.



Clear evidence that evaluation has taken place for the element that is being proposed for Accelerator which shows this element should be maintained/developed/grown.



Throughout Pathfinder there has been a clear commitment to capturing and sharing the approach, initiatives and learning and there is a body of evidence that reflects this.

The TaAF Core Team, drawing upon support of others such as Solution Finders and Lancaster University, are dedicated to providing support, guidance and direction to ensure that TaAF and each area that has been making a difference in Pennine Lancashire can meet the criteria and provide the assurance and evidence required.

We know that one of the ways in which Together an Active Future will be judged to have been successful is the sustainable and lasting difference that is made in Pennine Lancashire. This is why we have invested so much time and effort in helping people understand and embrace the Design Principles (one of which is focused on demonstrating sustainability), it's why we have made this part of the Accelerator assurance process and it's why we are going to use the capacity and resources that Accelerator provides to involve more people, provide more opportunities for skills development and growth and strengthen the collaboration and networks between people, partners and places.

Conclusion

To summarise what this investment from Sport England will fund:

- » The further development and expansion of the TaAF approach and model into areas of strategic importance for Sport England and physical activity on the whole.
- » The further development and expansion of the Secondment Model, growing the reach and influence with key partners and bringing their valuable skills and expertise into TaAF.
- » A team and an approach that is making a difference in areas where it hasn't happened before.
- » The people and the approach that will ultimately improve the systems awareness, understanding and prioritisation of physical activity.
- » The leadership skills development and growth of people and partners from across Pennine Lancashire and beyond.
- » People, approaches, not one-off projects.



Accelerator intention re: the things we want to do next

This isn't about funding TaAF to deliver things; it's more about funding a change in how things are done in Pennine Lancashire, using a model and approach that can change the landscape of how people and partners approach the collective challenge of being more active as a society. This is how we will maximise the value of this investment and deliver change that not only improves things for people and partners now, but through Accelerator and beyond.

Thank you!

We really hope you've enjoyed learning more about the things that Pennine Lancashire has done, the things we've learnt and how this has informed where we go next.

The Accelerator phase is not about funding TaAF to deliver things; it's about funding a change in **how** things are done in Pennine Lancashire, using a model and approach that can change the landscape of physical activity. This is how we will maximise the value of this investment and deliver change that not only improves things for people and partners now, but through Accelerator and beyond.

Telling this story has been challenging in a truly inspiring way. We could have shared many more stories of people embracing change, of the positive impact that TaAF and those connected with us have had on people, partners and places and about how much we've all learnt.

We want to say thank you to everyone involved with TaAF so far. Thank you for your energy, ideas and passion to improve things. And here's to continuing to make a difference together.

The journey and experience of Nothing to Something and Something to More has been transformative for many people in many ways. None of this would have been possible without the continued support and desire of Sport England to have faith that the best way to approach the collective challenge of being more active as a society is to trust the people who live and work in Pennine Lancashire to work it out for themselves. It's the ongoing support and commitment from Sport England, along with our experience and learning from what has been achieved so far, that gives us the confidence that we will continue to make a long-lasting difference and move from Something to More and Beyond.

Thank you,

**Together
an Active
Future**



**Together
an Active
Future**



