

BRIEFING #4

Working with commissioners and policy-makers

Workforce development and multiple disadvantage

Evaluation of Fulfilling Lives:
Supporting people experiencing
multiple disadvantage

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**CFE Research and
The University of Sheffield,
with the Systems Change
Action Network**



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Commissioners and policy-makers are a key part of the workforce whose work affects people facing multiple disadvantage. This briefing explores what commissioners and policy-makers need in order to contribute to a more effective system of support for people facing multiple disadvantage and how Fulfilling Lives partnerships have worked with commissioners and policy-makers.

Since 2014, the Fulfilling Lives programme has supported nearly 4,000 people with experience of multiple forms of disadvantage, including homelessness, alcohol and substance misuse, reoffending, mental ill-health, domestic violence and physical and learning disabilities.

Acknowledgements

We would like to thank the policy staff, commissioners and senior managers who made this briefing possible by giving up their time to share their experiences with our researchers. Thanks are also due to staff at The National Lottery Community Fund, members of the Systems Change Action Network, the Making Every Adult Matter (MEAM) coalition and the Evaluation Steering Group for reviewing and commenting on drafts of this briefing.

Key messages

Policy-makers and service commissioners are a crucial part of the workforce, as they play a key role in shaping support for people affected by multiple disadvantage. They require **good knowledge of the range and complexity of issues** that people face, including the role of trauma. This is important in ensuring commissioned services and support are appropriate and sufficiently flexible, and that key performance indicators are realistic.

Commissioners also need **access to high-quality evidence** about effective practice in order to inform their decision-making. Commissioners and policy-makers are often time poor, so evidence must be presented in succinct and accessible ways and tailored to the target audience.

Opportunities to **engage with people with lived experience** of multiple disadvantage is a powerful way to raise awareness of the issues people face. Co-production is a vital element in ensuring services are responsive to people's needs. It is therefore essential that commissioners and policy-makers **understand the value of co-production** and have the skills and resource to undertake it.

The nature of multiple disadvantage means those affected need to engage with a wide range of services and Fulfilling Lives has highlighted the need for services to address needs holistically. This requires commissioners to understand how different parts of the system interact and to take a system-wide approach to commissioning decisions. A **focus on the interfaces between services** is important, as this is often where people experiencing multiple disadvantage are failed.

Fulfilling Lives partnerships and stakeholders have found **multi-agency meetings, programme boards and cross-sector strategic committees** useful mechanisms to develop and strengthen relationships between delivery organisations, commissioners, policy-makers and other agencies.

Local learning and training events organised by Fulfilling Lives partnerships also play an important role in raising awareness of the issues faced by people experiencing multiple disadvantage and connecting commissioners and policy-makers with different types of expert.

All approaches outlined in this report are underpinned by the need for good communication, the development of a **shared vision** for cross-sector programmes in a local area and agreement amongst stakeholders on what success looks like. These are important aspects of ensuring 'buy-in' from all interested parties and that **risk and responsibility are shared** across different sectors.

Recommendations

Based on the findings of this briefing, the Systems Change Action Network (a group representing the programme leads from each of the Fulfilling Lives partnerships) offer the following recommendations. These recommendations are the collective view of the SCAN members and not of CFE Research, University of Sheffield or The National Lottery Community Fund.

- **Commissioners and providers need sufficient knowledge of the range and complexity of issues faced by people experiencing multiple disadvantage, and the level and extent of need, in order to commission a system that delivers the right kind of support in the right way.**

Commissioners are in a position to build local systems that can operate with the culture, attitudes and flexibility required to effectively support people experiencing multiple disadvantage.

Working within local partnerships, they can commission a system that supports multi-agency collaboration and learning with a shared understanding of risk and responsibility.

In order to offer more personalised and flexible support, focus should shift from traditional forms of performance measurement to one which considers the health of the system as a whole.

- **Commissioners and policy makers should co-design effective systems with people with lived experience of multiple disadvantage.**

This will encompass lived experience involvement in both the commissioning process and the subsequent design and delivery decisions

made by providers; as well as the review and monitoring of services once contracts have been awarded.

Individuals with lived experience may wish to engage with decision-makers in a number of ways and in whatever ways feel accessible to them. Offering a range of ways in which to develop relationships and share evidence and good practice will ensure ongoing collaboration and learning.

A clear communication loop should be developed so that people with lived experience know what has happened with the input they have made and are informed why some suggestions are not possible to deliver. This will ensure an ongoing collaborative relationship based on mutual trust and learning.

— **Commissioners and policy-makers need access to evidence of what works and why people experiencing multiple disadvantage are in need of a different approach to support.**

Commissioners can work with local partners to model the benefits of longer commissioning cycles and contracts that can be renegotiated periodically without the need for tender.

They can see first-hand why contracts and funding must make provision for smaller caseloads, that give the time and resource for ongoing support both for people experiencing multiple disadvantage and the people supporting them.

— **Commissioners and policy-makers must take a system-wide approach if they are to improve outcomes for people experiencing multiple disadvantage.**

To do this, commissioners and policy-makers will benefit from an understanding of the principles of systems thinking.

People experiencing multiple disadvantage require holistic support based on a whole system approach. This ensures collaboration and coordination during a number of crucial transition points where individuals currently fall between gaps in services (for example, between hospital discharge and housing, between prison release and drug and alcohol services, etc.).

Introduction

The aim of this briefing is to help organisations understand what commissioners and policy-makers need to know in order to contribute to more effective support for people affected by multiple disadvantage.

Ensuring the workforce is equipped with the necessary skills, knowledge and attitudes is an essential part of providing effective services and support for people experiencing multiple disadvantage. Along with frontline staff members delivering services, commissioners and policy-makers are influential members of the workforce too, as their decisions and ways of working shape the system. System-wide workforce development is one of five collective strategic priorities identified by Fulfilling Lives partnerships and intended to create sustainable change.¹

This briefing answers three key questions:

- What information, skills and knowledge do commissioners and policy-makers need in order to ensure effective support and services for people experiencing multiple disadvantage?
- What challenges do commissioners and policy-makers face that may act as barriers to ensuring effective support for people facing multiple disadvantage?
- Based on learning from Fulfilling Lives partnerships, what are effective ways to support and engage commissioners and policy-makers, and what has been the impact of partnerships' work?

The briefing draws on the experiences and insights of a small group of commissioners and policy-makers, as well as staff from Fulfilling Lives partnerships (see page 24 for further details of our research method).

The briefing will be of interest to commissioners, funders and policy-makers whose work affects people experiencing multiple disadvantage. It is also of relevance to organisations working to secure better support for people experiencing multiple disadvantage and seeking to work with commissioners and policy-makers in that process. This includes organisations delivering programmes similar to Fulfilling Lives.

This briefing is number 4 in a series of 4 exploring the workforce development needed to ensure effective services and support for people experiencing multiple disadvantage. Briefing 1 looks at the ways people with lived experience of multiple disadvantage can be supported into the workforce. Briefing 2 explores the role of the multiple disadvantage navigator and the skills and support they need to be effective. Briefing 3 covers upskilling those whose work affects people experiencing multiple disadvantage but who are not specialists.

What do commissioners and policy-makers need?

Policy-makers and service commissioners play a key role in shaping support for people affected by multiple disadvantage. It is important that they understand the complexity of people's needs, the context in which service providers operate and the challenges they face. Policy-makers and commissioners need access to good information, including evidence of what works, to inform policy decisions and shape programmes.

Knowledge of multiple disadvantage

Knowledge of multiple disadvantage and the issues individuals face, including trauma, is necessary to enable commissioners to set realistic outcomes and performance indicators for funded programmes and contracts. Having specialised sector knowledge also helps to ensure commissioners build the necessary flexibility into commissioned services to facilitate person-centred services.

“ For people who use drugs and alcohol problematically, quite often there's trauma involved. There's a good chance that people have come from areas of high deprivation, they haven't had the best opportunities, so to then expect them to just turn their life round within 3 to 6 months I just think it's really unrealistic.

Commissioning officer

Commissioners perceive previous relevant work experience to be advantageous, such as working directly with service users. Insights from previous experience support commissioners to understand how their decisions affect people experiencing multiple disadvantage.

“ I did quite a few years of service user involvement facilitation ... My first question is always ‘how is that from a service user or client’s perspective?’, rather than driven by an outcomes, financial perspective.

Commissioning officer

Opportunities to engage with people experiencing multiple disadvantage, for example, through service-user groups, is a powerful way to raise awareness of the issues they face and to identify areas of improvement within services. There is a growing array of online resources that describe the experience of multiple disadvantage and highlight areas where systems change is needed. These include blogs, short films and case studies, such as those collected on the [Multiple Disadvantage Awareness Day website](#).

Understanding of the value of co-production



Co-production is key to responsive services

Co-production is a key element in ensuring services are responsive to the needs of people affected by multiple disadvantage.² It is therefore essential that commissioners and policy-makers understand the value of co-production and have the skills and resource to do it meaningfully. Some of the commissioners we spoke to perceive that the benefits of co-production are not recognised or practised to the extent they should be; one interviewee suggested this may be due to fear.

“ [Some colleagues working in commissioning] are a little bit afraid of co-production. It’s one of the things I was quite surprised at when I started working co-productively with people within the multiple disadvantage community. I just thought naturally people would come along with that because it seemed like a good idea ... Even though it [co-production] was adopted as one of our principles, I see scant evidence of it.

Commissioning officer

One of the benefits of engaging people with lived experience of multiple disadvantage is their ability to pinpoint problems and areas for change.³ One commissioner highlighted that colleagues unused to working with experts by experience can find their straight talking difficult and emphasised the need to prepare colleagues for co-production and to ensure they were ready to be challenged.



Further reading

The National Lottery Community Fund has produced a report on the benefits and practice of co-production based on learning and insights from five of their long-term strategic investments, including Fulfilling Lives. [A Meeting of Minds: How co-production benefits people, professionals and organisations.](#)



High-quality evidence is needed for decision-making

Evidence of what works in addressing multiple disadvantage

Commissioners and policy-makers need access to high-quality evidence about effective practice to inform their decision-making. While some commissioners identified a perception that they are only interested in numbers, they emphasised that they also recognise the value of qualitative insights. While statistical data quantifies *what* has been achieved, (for example, the number of people housed and how long tenancies are maintained for), qualitative information can bring numbers to life and describe *how* and *why* change has occurred. It is important

to understand the differing concerns and priorities of organisations and stakeholders and to tailor information in reports to make it clear how issues of multiple disadvantage and recommended approaches affect these priorities. This helps to ensure cross-sector buy-in.

It is important that commissioners and policy-makers are able to easily access relevant information. Given the importance of evidence-based policy-making, they also need the skills and confidence to be able to assess and understand different types of evidence.

Systems thinking



**Systems thinking
is an important skill
for commissioners**

The nature of multiple disadvantage means that those who are affected need to engage with a wide range of services, including housing, health and criminal justice. Programmes such as Fulfilling Lives have highlighted the need for changes to the system to ensure services look at a person's needs holistically, and not in isolation.⁴ Social consultancy Collaborate's report on commissioning in complexity⁵ highlights that outcomes are created by people's interaction with whole systems and not by particular interventions or organisations. Systems thinking is a way of exploring and developing effective action by looking at connected wholes rather than separate parts.⁶ We suggest systems thinking is an important skill for commissioners to have. This requires an understanding of how different parts of the system interact. A focus on the interfaces between commissioned services is important, as this is often where people experiencing multiple disadvantage are failed (for example, on release from prison or discharge from hospital).⁷ A study from The King's Fund on commissioning within the NHS⁸ shows how a focus on systems (rather than individual organisations) and away from procurement can help to create a more co-operative approach to commissioning with joint ownership of outcomes and risk. This requires a shift in mindset and support for commissioners to think and work differently.

Knowledge of necessary remuneration, training and support for staff

Knowledge of the skills required and appropriate pay levels for support staff working with people experiencing multiple needs is necessary to inform the commissioning of services. Sufficient resources are needed to ensure staff pay, terms and conditions are commensurate with this challenging and demanding role. This is important for both recruiting and retaining skilled staff. Providing continuity of support is crucial for this client group. It is equally important for commissioners to ensure contracts and funding allow for small caseloads and time and resource for ongoing supervision and reflective practice. As we illustrate in briefing 2 in this series, these are all important elements in mitigating risks, such as staff burnout, turnover and sickness. The specifics of pay, as well as caseload, are often at the discretion of the nominated service provider. However, commissioners can help ensure services are appropriately staffed by requesting information about pay scales, workforce development and support provision when commissioning.

“ Some of the programmes pay so little and the staff they get aren't always of the calibre to really understand the importance and the gravity of the work that they're doing, that's impacting on people's lives. So, we've got to be able to overcome that by getting the right people in the right jobs.

Senior manager

Challenges for commissioners and policy-makers

Commissioners, policy-makers and the Fulfilling Lives staff describe a number of challenges that can make effective commissioning of services for people experiencing multiple disadvantage difficult.

Resource and funding constraints

Commissioners, like delivery organisations, operate within budget constraints. Although receptive to evidence of need and models of effective practice, commissioners highlighted they often have limited flexibility to procure new services. At a time when local funding is particularly tight, authorities are prioritising delivery of statutory services over discretionary ones.⁹

Time to engage with programmes such as Fulfilling Lives is also identified as a barrier by some commissioners. Commissioners' and policy-makers' workloads are often such that there is limited time to take stock and consider different approaches. Time pressures underpin several of the other challenges outlined here.



They've got busy complicated jobs at times without much time for reflection.

Commissioning officer

Focus on accountability and inappropriate KPIs

While national guidelines must be adhered to when developing key performance indicators (KPIs), some commissioners and Fulfilling Lives staff members perceive that decisions are too often driven by a narrow focus on targets, financial accountability and saving money. This fails to take account of the complexity of people's needs and the time and support required for progress to be made. As indicated in the section on systems thinking, a more

holistic approach which measures performance at a strategic level across the sector and is attentive to beneficiaries' own priorities is needed.

“ One of the inherent problems with commissioning is that you quite often get commissioning managers who are very focused on making sure that they can demonstrate that the money's been spent well and ... what the outcomes are ... Why don't we work together as a multiple disciplinary team to actually look at whether or not a person feels that their life's improving, rather than saying, 'Well, they're not in employment in 6 months so therefore it's a failure, get rid of them'.

Fulfilling Lives staff member

Entrenched views and ways of working

Some commissioners stated that some colleagues who have been in post for several years can be less open to new ways of working. Such commissioners are perceived to be less likely to consult and engage with programmes such as Fulfilling Lives, or to recognise the value of co-production and other areas of best practice. This can lead to 'tick box' or tokenistic actions, rather than more considered approaches appropriate to the context. Commissioners need to be open to considering new approaches and may need support and encouragement to do this.

“ Some commissioners felt that consultation, like sending letters out or doing surveys, was enough. When they were procuring something that's what they would do ... Often they got a very poor return. They didn't really tell people very much, but that was considered consultation.

Commissioning officer

Silo working

Silo working and a lack of recognition of the interconnected nature of need, service use and outcomes act as barriers to the commissioning of joined-up services.

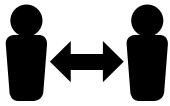
Language can also act as a barrier to cross-sector engagement. The terms 'multiple disadvantage' and 'multiple and complex needs' have different connotations in different contexts and sectors. Careful choice of language and clarity about the terminology used will help to increase stakeholder engagement.

“ If you work in health and OT [occupational therapy], then you think that multiple and complex needs is really related to multiple health conditions. So, I'm glad that we're going to be changing that, to talk about multiple disadvantages, which I think is a better terminology for that.

Senior manager

Working effectively with commissioners and policy-makers

Fulfilling Lives partnerships recognise the importance of working closely with commissioners and policy-makers to improve support for people experiencing multiple disadvantage. This section outlines the main approaches that commissioners say they have found helpful. All approaches are underpinned by good communication, the development of a shared vision for cross-sector programmes and agreement on what success looks like.



Multi-agency meetings are helpful for building relationships

Multi-agency meetings, boards and committee meetings

Fulfilling Lives partnerships and stakeholders have found multi-agency meetings, programme boards and cross-sector strategic committees useful mechanisms to develop and strengthen relationships between delivery organisations, commissioners, policy-makers and other agencies.

“ I also used to sit on the MARB [multi-agency review board], which was my most favourite meeting of all time. I would try and sell the benefits of that, because that has always been the most effective partnership case management group I've ever been on. It was the engagement from the relevant people around the table, and the information sharing, we didn't seem to experience the barriers we do with other groups.

Commissioning manager

In order to maximise the opportunities presented by these forums, it is vital that their purpose and value is clearly articulated and stakeholders from all sectors and of appropriate seniority are motivated and have time to attend.

“ There were other departments [from the same organisation] attending some of those meetings and very quickly [they] saw there was an opportunity not to attend because there was someone from another department there ... If you've got somebody that didn't quite see that they've got as much benefit from that meeting as perhaps we have ... then they quickly backed out of that process.

Commissioning manager

Partnerships tell us that moving forums online as a result of the COVID-19 pandemic has led to better attendance as participants do not need to find time to travel.

Bringing together multiple stakeholders in this way enables knowledge and learning to be shared in a safe and solutions-focused environment. This can help to develop commissioners' and policy-makers' understanding of multiple disadvantage, get their 'buy-in' to systems change, and raise awareness of issues facing delivery organisations, including workforce development needs. For example, Fulfilling Lives Blackpool shared learning from their Year 4 evaluation¹⁰ on the importance of supporting staff to build resilience with the local Health Overview and Scrutiny Committee. Through this mechanism, the partnership was able to engage a diverse range of stakeholders with the findings, including representatives from the local council, adult social care, children's services and public health.

Sharing evidence and good practice

Commissioners value evaluation and research outputs that identify key principles that can be incorporated into commissioning documents. Commissioners commented that case studies or short qualitative accounts are often a good way for them to learn about new approaches and interventions. Examples of approaches that are proven to work with different groups and/or in different organisational contexts are particularly welcomed, along with contact details so staff can follow up and get further information.

If done successfully, the sharing of evidence and good practice can help to encourage and maintain longer-term buy-in from stakeholders and provides important insights to inform commissioning and policy and funding decisions.

Developing relationships with service-user groups

Service-user groups play a vital role in informing commissioners and policy-makers about the experiences of people facing multiple disadvantage. As described in briefing 3 in this series, expert groups can help commissioners to learn more about why some people facing multiple disadvantage can be reluctant to engage with services. The development of relationships between service-user groups and commissioners and policy-makers

can also help to create opportunities for beneficiaries to sit on boards and forums. This provides a mechanism through which beneficiaries can influence commissioning and policy-making on an ongoing basis.



Further reading

Our recent report on [the role of lived experience in creating systems change](#) provides further insight into the impact of involving experts by experience and what needs to be in place to do this effectively.

Attending training sessions

Local learning and training events (see page 25 for examples) organised by Fulfilling Lives partnerships present further opportunities to work with commissioners and policy-makers. Many of those we spoke to had found events they had attended helpful. These events play an important role in raising awareness of the issues faced by people experiencing multiple disadvantage and highlighting some of the failures of the system.



I recently attended one of the workshops in relation to prison release and looking at barriers and blockages to the system ... Based on a case scenario, somebody coming out of prison with 10 appointments on the day of release, how could they make all those appointments and be expected to stay in and maintain living in the community from the point of release?

Commissioning manager

Events also provide opportunities for commissioners and policy-makers to expand their networks by connecting with key contacts and organisations with expertise in multiple disadvantage.

“ She pointed me to ... the PIE [psychologically informed environments] coordinator. I quite quickly realised, not only that Fulfilling Lives was going to be an important partner in the process of the review, but also that I needed to find out a little bit more about PIE because it seems like a very interesting initiative.

Commissioning officer

See briefing 3 in this series for further detail on the impact of Fulfilling Lives learning programmes and training events.

Opportunities to reflect and share learning

Opportunities for commissioners to engage with colleagues working in a similar field in another region can be invaluable. For example, before developing a new recovery hub, one commissioner visited other services across the country to explore potential models of delivery. A forum for commissioners working in the multiple disadvantage field was suggested by one interviewee as a way to facilitate sharing of practice and learning.

More informal learning events also provide a mechanism for sharing learning, reflection and best practice.¹¹ One partnership has set up a co-production group, which involves commissioners, the local workforce and service users. This informal group provides commissioners and staff with the chance to reflect on their own practice and think about new approaches in response to feedback and discussion with beneficiaries.

“ A lot of the people I spoke to about that really enjoyed being part of the discussions. It was an opportunity for some of the members of staff to take a bit of a breather and sit down with some of the service users ... We tried to make them informal and not, ‘I’m a commissioner. I’ve got a suit and tie on. You’re going to do this, that, and the other.’ We had no agendas. We just sat and talked.

Commissioning officer



Informal opportunities to reflect and learn are valuable

The impact of working with commissioners and policy-makers

By engaging and working effectively with commissioners, policy-makers and other decision-makers, Fulfilling Lives has helped to inform the way services affecting those experiencing multiple disadvantage are designed and commissioned. This is often as a result of providing evidence and learning from the programme.

“ What’s the point of commissioning something that doesn’t work and is not tried and tested? ... But being able to do this piece of work through [the Fulfilling Lives partnership] has made a massive difference because we’ve now got that evidence.

Senior manager

In this final section of the briefing, we set out some examples of how Fulfilling Lives has informed the work of commissioners and policy-makers.

Incorporation of psychologically-informed approaches

In one Fulfilling Lives partnership area, the theory and practice associated with psychologically informed environments (PIE) is now being written into the commissioning specifications for several new services. The specialist expertise on PIEs provided by Fulfilling Lives partnership staff appears to have been particularly valuable in contributing to this.

“ I also explained in the spec what PIE was, and what the key five elements were, one of which was reflective practice ... because there'd been a history of the reflective practice through the co-production, I think the providers who were successful in the procurement exercise knew the type of service that we wanted.

Commissioning officer

Embedding of co-production

Similarly, we found examples of co-production being specified in service provider contracts.

“ There was a specification [in contracts] on ... working closely with service users, and making sure that [providers] had regular meeting with service users, and the service users informed the direction of travel for the service whenever possible. It was a real push to get more involvement from service users.

Commissioning officer

Furthermore, there is evidence of co-production being used to design services before they are commissioned and a recognition that there is also a role for people with lived experience in reviewing and monitoring services once contracts have been awarded.

“ We're going out to recommission services for vulnerable and marginalised women at some stage next year, we're doing some peer-led service-user engagement to make sure that we get the voice of the people that we're designing the services with involved right at the very beginning of it, and they will sit right through that as a golden thread of testing and co-design, right through including into commissioning and then the reviewing of the services that we commission.

Senior policy officer

New co-produced/user-led services

Bringing people with lived experience into regular contact with commissioners and policy-makers means they have direct contact with key funders and decision-makers. In one instance, this led to the development of a new service. The idea was generated and developed by someone with lived experience.

“ One of the service-users came to me with an idea for a service to help adult offenders. He wanted this to be a peer-led service ... We looked at the ideas, and progressed them, and ended up with a service in place which ran for a number of years. That came out of Fulfilling Lives, and that particular service user just approached me at one of their conferences.

Commissioning officer

New opportunities for upskilling

Commissioners and policy-makers highlighted how they have worked with Fulfilling Lives partnerships to develop training for the wider workforce on multiple disadvantage and/or have built this into service specifications. Where budgets to deliver services are limited, free training provided by Fulfilling Lives has been particularly helpful.

“ We’re working with [Fulfilling Lives partnership] to develop an e-learning package around multiple disadvantage ... It’s agreed within the county council that all of the social worker staff will take that package ... So, for me, it’s about writing it into all strategy that exists within the county council, so that they can start to think, ‘Whenever we’re thinking about commissioning a service, we must think about the breadth of people that service is going to be working with and we must consider multiple disadvantage.’

Senior manager

Concluding remarks

Commissioners and policy makers are a vital part of the workforce as they influence the design and delivery of support for people experiencing multiple disadvantage. The examples provided in this briefing illustrate the importance of working closely with commissioners and policy-makers to ensure they have the understanding, evidence and relationships to make effective decisions. It is encouraging that many of the ways Fulfilling Lives partnerships have influenced commissioning and policy decisions lay the foundations for sustainable change, such as embedding co-production and training in multiple disadvantage as routine across a range of services.

Partnerships have highlighted the need for new approaches to commissioning, moving away from a narrow focus on service procurement and target-based contract management. These calls for change are reflected in wider literature on health and social care commissioning. Where needs and lives are complex, simple responses are inadequate. However, commissioners will require appropriate resource and support to adopt a different way of working. It is important to remember that commissioners and policy-makers are only one part of the system. To an extent their work is directed and governed by wider factors, including decisions made by others. There is a need to also engage senior leaders and political representatives to ensure that change happens and is sustained.

About this research

This briefing draws on research undertaken between March and October 2020. The research involved the following activities:

- Review of evaluation reports and other evidence produced by Fulfilling Lives partnerships.
- Depth interviews with ten stakeholders, including Fulfilling Lives staff, commissioning officers, policy-makers and senior managers.

We combined and analysed findings from all activities using a framework approach to identify commonalities and key themes. We shared a draft of the briefing with partnership leads and the Evaluation Steering Group, who provided additional insights and interpretation.

About Fulfilling Lives

The National Lottery Community Fund is investing £112 million over 8 years (2014 to 2022) in local partnerships in 12 areas across England, helping people with experience of multiple disadvantage access more joined-up services tailored to their needs. The programme aims to change lives, change systems and involve beneficiaries. The programme is not a preventative programme, but instead aims to better support those with entrenched needs who are not otherwise engaging with services. The programme uses co-production to put people with lived experience in the lead and builds on their assets to end the revolving door of disjointed care for adults. The programme also has a strong focus on systems change, so that these new ways of working can become sustainable.

For more information about this report please contact rachel.moreton@cfef.org.uk

For more information about the Fulfilling Lives programme visit www.tnlcommunityfund.org.uk/funding/strategic-investments/multiple-needs

For more information about the evaluation of Fulfilling Lives, including partnership-level evaluations, please visit www.fulfillinglivesevaluation.org

Useful resources and further information

Learning opportunities

Learning programme, VOICES www.voicesofstoke.org.uk/learning

Practice Development Unit, Opportunity Nottingham
www.pdunottingham.org

Workforce development training, Newcastle and Gateshead Fulfilling Lives
www.fulfillinglives-ng.org.uk/workforce-development

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