

## BRIEFING #2

# What makes an effective multiple disadvantage navigator?

## 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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This briefing explores the role of the multiple disadvantage navigator, including the skills and competencies required for the role and the support they need to be effective, drawing on evidence and learning from the Fulfilling Lives programme.

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 interviewees and focus group participants who helped us to understand the role of the navigator and described how Fulfilling Lives partnerships support them. Our thanks also 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

A **navigator is a service-neutral staff member** who works with people affected by multiple disadvantage and supports them to **secure and coordinate a range of support** and services as needed. Some navigators have lived experience of multiple disadvantage. Navigators are used in different forms across the health and social care sector; this briefing focuses on the role of navigators in supporting people facing multiple disadvantage.

Navigators work with people over an **extended period** (it can be several years) to develop **trusting relationships**. They navigate systems on behalf of beneficiaries and support them to achieve their own goals. Their work is focused on the needs of the individual and not led by service targets. Navigators are tenacious and persistent and have **small caseloads**, ideally between six and ten people.

Excellent **interpersonal and communication skills**, including the **ability to show empathy**, are essential for effective navigators. They need to be able to build relationships, not just with beneficiaries, but with professionals too. **Advocacy skills** are required in order to ensure the beneficiary's voice is heard. Navigating a complex and often fragmented system requires resilience and a **positive attitude** to support beneficiaries through challenges and set-backs. In supporting individual needs, navigators need to be **flexible, spontaneous and resourceful** and may find themselves doing things other support workers would consider unorthodox.

**Navigators require knowledge of local services, referral pathways and legal entitlements**, as well as a network of contacts, to help secure the services and support people need. However, not all navigators will have a detailed knowledge of all aspects of the system so the **ability to collaborate and share learning** with colleagues is also important. Knowledge of **trauma-informed approaches** is also important for navigators as there is a strong association between trauma and multiple disadvantage.

**Lived experience** can help navigators to connect with beneficiaries and act as powerful role models. Navigator teams should include a diverse range of work experience, skills, knowledge and lived experience.

The navigator role is intensive and demanding. They need a **supportive environment** in order to protect their wellbeing and avoid burnout. This includes providing a clear job specification, creating a culture of self-care and ensuring there are opportunities for sharing experiences with colleagues.

Comprehensive **training and development programmes** are also needed to help ensure navigators feel supported. **Regular reflective practice** helps to build resilience, allows staff time to work through challenges and avoid depersonalising beneficiaries.

It is important to note that navigators are not a panacea and do not work in a vacuum; merely employing navigators will not resolve all the challenges of an often fragmented system of support. Navigators have a key role to play in highlighting the systemic barriers that can prevent people from getting the support they need, and working with local partners to develop long-term sustainable changes to local systems. In order to be successful, navigators need the support of a system where individual services collaborate and where senior partners are committed to driving systemic change.

## 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.

- **Local areas that adopt the navigator model should draw on learning from the experience of Fulfilling Lives and other multiple disadvantage programmes, noting how the navigator role differs from a traditional support worker.**

These differences must be acknowledged within commissioning requirements, recruitment practices of providers and the system-wide support required to enable navigators to be effective.

- **The benefits of lived experience contained within this report should be considered in the recruitment of navigator roles and made explicit within recruitment processes.**

Multi-skilled teams with the capacity to support people experiencing multiple disadvantage will have a mixture of people with and without lived experience.

- **The navigator role is intensive and demanding and there should be adequate time and resource for wellbeing, reflective practice, training and career progression.**

This should be considered both within commissioning decisions and how providers design and deliver their service.

- **Investment should be made in the time and ability of navigators to support wider system change.**

Navigators cannot work in a vacuum. They have a key role to play in highlighting barriers and working with local partners to develop long-term sustainable changes to local systems. Local partnerships, including commissioners, should create a connected and collaborative system in which navigators are supported to play an active role in identifying and addressing “system blocks”.

## Introduction

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. System-wide workforce development is one of five collective strategic priorities identified by Fulfilling Lives partnerships and intended to create sustainable change.<sup>1</sup>

The navigator approach is used in different forms throughout the health and social care sector. The aim of this briefing is to help organisations understand the role of the navigator in supporting people with multiple disadvantage, and to illustrate how Fulfilling Lives partnerships have supported the development of the role.

This briefing answers three key questions:

- What are the key characteristics of the multiple disadvantage navigator role that differentiate it from other support worker roles or navigators working in a single sector or service?
- What skills, knowledge, attitudes and behaviours does an effective multiple disadvantage navigator need?
- What needs to be in place for multiple disadvantage navigators to be effective in their role?

The briefing also includes a range of resources from Fulfilling Lives partnerships to help recruit and support effective navigators (links can be found at the end).

The wealth of evidence relating to the role and impact of navigators indicates such roles are not new. However, the literature often relates to health and social care or roles in other specific sectors, such as substance misuse, rather than the more holistic and cross-sector role of a multiple disadvantage navigator.<sup>2</sup> Expert navigators form part of the government's Rapid Rehousing Pathway as part of their Rough Sleeping Strategy.<sup>3</sup> While recognition of the navigator model within this strategy is promising, the prospectus is vague in places about the role (for example, stating navigators require "a variety of skills"<sup>4</sup>). This briefing is designed to go some way to addressing this gap and help signpost to additional, more detailed resources developed by Fulfilling Lives partnerships.

The briefing will be of interest to organisations that provide direct support to people affected by multiple disadvantage, particularly those aiming to implement the navigator approach. It is also relevant to funders and commissioners of services supporting people affected by multiple disadvantage.

This briefing is number 2 in a series of 4 exploring different aspects of workforce development. Briefing 1 looks at the ways people with lived experience of multiple disadvantage can be supported into the workforce. Briefing 3 covers upskilling those whose work affects people experiencing multiple disadvantage but who are not specialists. Briefing 4 considers the needs of commissioners and policy-makers.

## What is a navigator?

In the Fulfilling Lives programme, a navigator is a service-neutral staff member who works with people affected by multiple disadvantage and supports them to secure and coordinate a range of support and services as needed. Most Fulfilling Lives partnerships have used the navigator model in their work with beneficiaries, although different job titles are used, such as personal development coordinator and service-coordinator. This section draws on competency frameworks and evaluation reports from the partnerships alongside group discussions with frontline staff and their managers.

The role of a navigator differs from a traditional support worker role in a number of ways. Typically navigators:

- **Work with people over an extended period to develop trusting relationships.** This can be several years. As a result, navigators are better able to understand beneficiaries' needs and the challenges they face and provide an important source of stability in their lives. As highlighted elsewhere in our evaluation of Fulfilling Lives,<sup>5</sup> people facing multiple disadvantage require longer-term support to sustain progress.



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**Longer term support is important for building trust**



- **Act as a single point of contact for beneficiaries and support services.** This overcomes the challenges that can arise because of people interacting with a range of different services. Multiple support workers can make it harder to develop the necessary relationships and understanding.
- **Navigate systems on behalf of the beneficiaries and are service-neutral.** By developing an understanding of an individual's needs and circumstances, navigators help to connect them with appropriate services. People facing multiple disadvantage need holistic support from a range of sources – a service-neutral navigator is better able to work across sectors to secure the necessary services than a support worker tied to a specific agency.
- **Support beneficiaries to achieve their own goals.** Navigators develop an understanding of their client's personal goals and help beneficiaries to access the support they need to achieve them. By taking a person-centred approach, rather than a service-led one focusing on external targets, the beneficiary feels more involved in decisions and is more likely to actively engage with services as a result. While the navigator has a role in encouraging beneficiaries to make positive lifestyle choices, such as reducing drug dependency, they do not insist that beneficiaries address issues before they can get support.
- **Are tenacious and persistent.** The navigator needs to be tenacious in their approach to working with clients, achieving the best outcomes for them. They will continue to work with a beneficiary even when they display problematic behaviours; this will not hinder access to support. The navigator does not give up on beneficiaries. There is a need to keep motivation high and to build 'hope when others may give up.'
- **Have small caseloads.** A small caseload is important to ensure the navigator can provide a personalised and holistic service. The Rapid Rehousing Pathway prospectus suggests a maximum caseload of 20.<sup>6</sup> However, evidence from the Fulfilling Lives programme suggests a maximum caseload of between six and ten is more appropriate when working with people who are facing particularly severe and multiple forms of disadvantage.<sup>7</sup>



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**Caseloads of between 6 and 10 ensure navigators can offer a personalised service**

## What makes an effective navigator?

Fulfilling Lives partnerships have developed a range of resources to help recruit and support effective navigators. These include competency frameworks, workforce development plans and evaluations of navigator support (links are at the end of this briefing). Across these resources, we repeatedly identified a number of key skills and competencies required by navigators. Many of these are echoed in the wider literature on navigator roles.<sup>8</sup> We summarise the key requirements for multiple disadvantage navigation in this section.

### Interpersonal and communication skills

A key part of the navigator role is the ability to develop collaborative, consistent and trusting relationships with both beneficiaries and other professionals. Beneficiaries highlight the importance of the relationship with their navigator and having someone who “talks to me like a human being”.<sup>9</sup> Effective communication and interpersonal skills, and the ability to show empathy, are therefore essential, and underpin many of the other key competencies of the navigator.

### Advocacy skills

An effective navigator is able to advocate for beneficiaries. Advocacy involves helping someone to express their views and wishes.<sup>10</sup> The navigator stands up for the beneficiary while helping them to acquire the tools they need to make their own decisions and take ownership of their recovery. To be effective, the navigator will see engagement as a joint effort and will not try to impose their own values or make decisions for the beneficiary.

**“ The Navigator’s perspective of this is that it can be hard to be in charge of your own life but that it is important to allow clients to make their own decisions, even if they are the ‘wrong’ decisions.**

Fulfilling Lives Partnership Newcastle and Gateshead Workforce Development insight Report: What makes an effective multiple and complex needs worker?

The navigator acts as a bridge between services and the beneficiary so the navigator needs to know how to engage professionals in an appropriate way. When advocating on behalf of a beneficiary with service providers, it is important to be flexible and not confrontational. Gentle enquiry can often be more effective; it avoids defensiveness from services and allows for open communication.

## A positive attitude

Maintaining a positive attitude is an essential skill for an effective navigator. This includes being able to engage, motivate and accept people as they are. People affected by multiple disadvantage often find it difficult to escape labels relating to past behaviour. An effective navigator tries to find ways for both beneficiaries and services to leave the past behind and focus on the beneficiary’s future goals. By being positive and realistic in their approach, the navigator can help the beneficiary to move forward with purpose.

**“ [It is important for navigators to] build a relationship [with beneficiaries] based on trust, be understanding, find ways to leave the beneficiary’s past behind, focus on their priorities and provide purpose.**

Fulfilling Lives Navigator

The process of accessing some services can be lengthy, complicated and frustrating and bewildering for some. The time it takes to negotiate the system can often demotivate beneficiaries. An effective navigator will support and coach the beneficiary through these challenges.

**“ It’s really hard to navigate flex within the Universal Credit system ... So it’s navigating that, being able to translate what’s happening to the client so that they understand and can appreciate why things are taking so long.**

Fulfilling Lives Navigator

## **Knowledge of local services, referral pathways and entitlements**

In order to effectively help people get the support they need and to advocate on their behalf, navigators need good knowledge of local services and how to access them. Local knowledge of services, structures and key contacts helps navigators to identify and work with ‘gatekeepers’ more easily and enables them to find their way through the complexities of the system.

**“ Knowing people who work in different services and particularly knowing who people’s managers are ... that’s something that I think is really important. Somebody coming in from outside of the area would have to learn all of that really quickly. I’m not saying it’s not possible to do it but it would give you an uphill struggle.**

Fulfilling Lives Navigator

Knowledge or experience of housing, substance misuse treatment, criminal justice and/or welfare systems is beneficial in being able to guide people through the system. Navigators need knowledge of referral pathways and legal entitlements in order to advocate effectively and make good decisions about the best route to take to get support. See our case study of [VOICES’ Care Act Toolkit](#) for an example of how a Fulfilling Lives partnership has supported navigators and other support staff to acquire this knowledge.

## Ability to connect and collaborate to share and pool resources

Fulfilling Lives partnerships recognise that often navigators have in-depth knowledge about a particular sector but are unlikely to have expertise in all aspects of multiple disadvantage. An effective navigator is therefore someone who is able to communicate with partner organisations and other navigators in order to source the help a beneficiary requires.

**“ You don’t have to be an expert in everything. You just have to be... a super-connector, so somebody who’s connected to lots of other people. I think that’s actually the key: who to ask, not what do you know.**

Fulfilling Lives Navigator

Over time, navigators develop a wealth of knowledge about the local support landscape. Effective teams pool their expertise and knowledge and work together to help overcome problems beneficiaries may be experiencing in accessing support and services.

**“ If you know somebody you can go, ‘Will this person get through the door? If not, let’s go. Do you know somewhere where they will?’ Navigators are able to map that out and between them they can see the landscape a lot clearer.**

Fulfilling Lives Navigator



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**Trauma-informed practice is a key skill for navigators**

## An understanding of trauma

There is a strong association between multiple disadvantage and experience of trauma, including adverse childhood experiences<sup>11</sup> and, particularly in the case of women, being a victim of interpersonal violence and abuse.<sup>12</sup> Trauma and trauma-informed practice is, therefore, an important area of knowledge required by navigators and other staff who work with people experiencing multiple disadvantage. A trauma-informed approach may help staff to understand and be more empathetic about challenging behaviours that people may exhibit.



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#### Further reading

Fulfilling Lives Lambeth, Lewisham and Southwark have developed [a guide to trauma-informed approaches](#) aimed at charity leaders, as well as a short, accessible [guide to trauma](#). More detail can be found in their literature review [Understanding Models of Support for People Facing Multiple Disadvantage](#).

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## Flexibility, spontaneity and resourcefulness

Although the navigator role should be clearly defined, it is equally important that navigators remain flexible and responsive to situations as they arise. The job is diverse and navigators may have to adapt and come up with new solutions spontaneously. A particular frustration of people experiencing multiple disadvantage is that services are often inflexible and impersonal.<sup>13</sup> A key role of the navigator is, therefore, to focus on the individual beneficiary's needs. As a result, the navigator may find themselves in situations or adopting approaches that other support workers may consider unorthodox. Fulfilling Lives Newcastle and Gateshead's report on what makes an effective multiple and complex needs worker<sup>14</sup> highlights a number of examples of this, ranging from collecting a relative's ashes on behalf of a beneficiary who could not face doing this, to just giving someone a hug when they need it.

## Does an effective navigator need lived experience?

There are strong but varying opinions on this question. People with lived experience perceive navigators with lived experience to be more authentic than those without, and have greater commitment to generating positive change.



**I do it because I lived it and I want it to change, and I'm doing everything I can to make sure people don't have the same experiences I did.**

Fulfilling Lives Navigator



**Navigator teams  
should include  
a diverse range  
of experience**

Lived experience is particularly valuable in helping navigators to develop relationships with beneficiaries through shared experience and understanding. Navigators with lived experience also provide role models for beneficiaries, showing that recovery from addiction and mental ill-health is possible. See briefing 1 in this series for more information on the benefits of engaging people with lived experience in the workforce.

However, navigators without lived experience also emphasised the particular skills they have to offer. Other sources of evidence emphasise the importance of staff having extensive experience of supporting people facing multiple disadvantage.<sup>15</sup> Work experience in particular sectors, such as healthcare or the criminal justice system, can mean navigators understand better how these parts of the system work, have a network of professional contacts and are able to use the appropriate terminology.<sup>16</sup>

Birmingham's Changing Futures Lead Worker Peer Mentor (LWPM) model ensures the best of both worlds by pairing navigators (Lead Workers) with peer mentors with first-hand experience of using services. Evaluations of the programme highlight the benefits of staff teams that can draw on a range of experiences, including professional expertise and lived experience.<sup>17</sup>

Overall, we conclude it is valuable for navigator teams to include a diverse range of experience, skills and knowledge, including lived experience. Ensuring recruitment panels include people with lived experience is also important in ensuring staff are hired who are able to connect with beneficiaries.

## How can we ensure navigators can be successful?

From our review of partnership evidence and discussions with frontline staff members, we have identified three main areas to focus on in order to support navigators to be successful in their role.

### Protect wellbeing and prevent burnout

The navigator role is intensive and demanding and can have a negative impact on wellbeing. Supporting those experiencing multiple disadvantage can be distressing, and these feelings may be amplified for staff with lived experience.<sup>18</sup> Navigators can feel responsibility for beneficiaries, particularly if beneficiaries have no-one else in their lives. Working to engage people and secure appropriate support can be frustrating and positive outcomes are not always achieved.<sup>19</sup> All these factors, along with a lack of employer support, are risk factors for burnout. Burnout can lead to absenteeism, staff turnover, low morale, inefficiency and increase sick days.<sup>20</sup>



**No matter how good your boundaries are, you do put a lot of yourself into it and there's no way around that. You can put everything you can in place but there's still an emotional element to the work.**

Fulfilling Lives Navigator

Recommendations for supporting wellbeing made by Fulfilling Lives partnerships and navigators include:

- **Foster a supportive environment.** Have an open-door policy with open communication and dialogue.
- **Create a culture of self-care.** Give navigators and the wider team opportunities to reflect and look after themselves (see the following section on reflective practice). Access to a counselling service can also be beneficial.



- **Show sensitivity to requests for flexible working.** Allowing for different start and finish times and working from home can support people suffering from anxiety and give them the time they need to reflect.
- **Advocate flexible management expectations.** Leave the team free to experiment when seeking out what is best for beneficiaries. This also helps to foster trust.
- **Establish a degree of standardisation.** Due to the wide-ranging nature of the navigator role and the need to be flexible within it, a standardised job specification can help to establish some overall parameters within which to operate. This can also support recruitment as people have a clearer picture of what the job role involves before applying.
- **Provide collaborative shared spaces.** Allow time for the team to see each other and share ideas and learning.
- **Work with small caseloads.** Small caseloads (between six and ten people per navigator) will help to mitigate the levels of stress and emotional burnout that navigators experience.



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#### Further reading

Blackpool Fulfilling Lives [year four evaluation report](#) includes a 'deep dive' on the topic of supporting staff resilience, including detailed information on risk factors for staff stress and burnout and evidence-based approaches for managing stress.

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## Establish reflective practice

Resilience is important to the success of navigators. They constantly face complex situations that can impact on emotional wellbeing. Several partnerships highlight the value of regular reflective practice as a way to help build resilience amongst navigators. Reflective practice provides an opportunity for navigators to share concerns relating to the role and importantly to resolve issues and move on.

Reflective practice can be undertaken by setting aside focused time for discussion with other team members, for example regular reflective meetings between navigators, or independently, for example, through personal journal writing.

**“ Everybody gets together every single morning too. It keeps that coherence going and I think that whether it supports resilience or not, I’d like to think it does, but being together for me is a much better model than being dispersed.**

Fulfilling Lives Navigator

As well as supporting staff wellbeing and resilience, reflection can help to embed psychologically informed environments,<sup>21</sup> new approaches and learning from training. The experience of the Fulfilling Lives South East Partnership below illustrates the benefits of adopting a reflective approach.

### Adopting a reflective approach

The Fulfilling Lives South East Partnership worked with a local women’s housing service to find new ways to help staff feel supported in their day-to-day work. This included regular reflective practice sessions facilitated by a trained psychologist. Their evaluation of the initiative reports that all workers and managers agreed that having dedicated facilitated space to discuss cases was of great benefit. Staff felt that their skills were improving and reflective practice was changing how the team work with and think about clients, helping them to be more empathetic and guarding against depersonalisation of clients.

Read the full report [here](#).



#### Further reading

Staff at Fulfilling Lives Newcastle and Gateshead and West Yorkshire Finding Independence (WY-FI) have created resources to support organisations to implement reflective practice, including [short films](#) and [guidance on independent reflection](#) for use when group reflection is not possible due to social distancing.



**Sharing learning helps navigators feel supported and develop in their role**

## Develop training plans and routes to progression

Access to training and opportunities to share learning is key to ensuring navigators feel supported and can develop in their role.<sup>22</sup> Organisations employing navigator teams should consider creating a team recruitment, training and development plan. This should support navigators to develop a clear understanding of their role and key responsibilities as well as the necessary skills and knowledge. Some navigators feel they have more to offer and so it is important that training and development plans include routes for progression, outlining the competencies needed to fulfil other, more senior roles.

Training for navigators recommended by Fulfilling Lives partnerships and other evidence sources<sup>23</sup> includes:

- Emotional resilience
- Understanding grief and loss
- Trauma-informed approaches
- Understanding different forms of disadvantage including domestic abuse, learning disability and brain injury
- Understanding and working within professional boundaries
- Health and safety
- Reflective practice

While education and training must be readily available for navigators, it is also important to be mindful of staff capacity and time to engage in such activities and ensure resource for learning and development is protected. Modes of delivering training can be adapted to the needs of the navigator and Health Education England<sup>24</sup> recommend e-training, online forums, blended learning or communities of practice as potential options.

The example from VOICES (Voices of Independence Change & Empowerment in Stoke-on-Trent) below illustrates how a range of activities can be combined to support staff.

### Activities to support staff

Service Coordinators at VOICES have access to the partnership's comprehensive learning programme. This includes courses on grief and loss, trauma-informed care, mental health first aid and the implications of legislation and government policy. Regular reflective practice sessions are held and formal clinical supervision is provided. Two different options are available – solution-focused sessions or counselling incorporating mindfulness. This allows staff to choose the style of supervision that works best for them.

In response to the COVID-19 pandemic and associated stresses, VOICES have also instigated regular online relaxation and mindfulness sessions. These are open to all staff and volunteers and take place at the end of the week as a 'Friday wind-down'. Informal feedback from staff suggests these are much appreciated. The partnership highlights the importance of setting aside dedicated time and ring-fencing budget for staff wellbeing to ensure it remains a priority.

## Concluding remarks

Effective and empathetic navigators are frequently mentioned by Fulfilling Lives partnerships and their beneficiaries as a key element of a successful system of support for people facing multiple disadvantage. As interest in the navigator model grows, often as a result of work by Fulfilling Lives partnerships, it is important that those adopting the model understand what is involved. The skills, time, resources and support outlined in this briefing are needed to ensure navigators can be successful and are not merely traditional support workers with a new name. We hope that the insights in this report and the linked resources contribute to understanding the role.

Navigators are not a panacea and do not work in a vacuum; merely employing navigators will not resolve all the challenges of an often fragmented system of support. As we have highlighted elsewhere,<sup>25</sup> a navigator can only do so much. Without an effective system of services and support agencies to connect people with, navigators are left with the problem of “navigation to nowhere”.<sup>26</sup> In order to be successful, navigators need the support of a system where individual services collaborate and are effectively coordinated. In briefing 3 in this series, we look at the workforce development needs of the wider workforce who come into contact with people experiencing multiple disadvantage. In briefing 4, we focus on the needs of funders, commissioners and policy-makers.

## About this research

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

- Review of academic and other online evidence on the topic.
- Review of evaluation reports and other evidence produced by Fulfilling Lives partnerships.
- Two focus group discussions with 14 staff, volunteers and people with lived experience from nine Fulfilling Lives partnerships.

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 facing 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 coproduction 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](mailto:rachel.moreton@cfef.org.uk)

For more information about the Fulfilling Lives programme visit [www.tnlcommunityfund.org.uk/funding/strategic-investments/multiple-needs](http://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](http://www.fulfillinglivesevaluation.org)

## Useful resources and further information

### Skills and competencies needed by navigators

**Workforce Development insight report: What makes an effective multiple and complex needs worker?** Fulfilling Lives Newcastle and Gateshead [www.fulfillinglives-ng.org.uk/wp-content/uploads/2018/08/What-Makes-A-Good-MCN-WorkerFINAL.pdf](http://www.fulfillinglives-ng.org.uk/wp-content/uploads/2018/08/What-Makes-A-Good-MCN-WorkerFINAL.pdf)

**Core Competency Framework for Multiple Needs Workers** West Yorkshire Finding Independence <https://wy-fi.org.uk/wp-content/uploads/2020/03/Core-Competency-Framework-DIGITAL.pdf>

### Reflective practice

**Online Group Reflective Practice During COVID-19 (Blog) (2020)** Fulfilling Lives Newcastle and Gateshead [www.fulfillinglives-ng.org.uk/blog/online-group-reflective-practice-covid-19/](http://www.fulfillinglives-ng.org.uk/blog/online-group-reflective-practice-covid-19/)

**What is Reflective Practice? (Video) (2019)** Fulfilling Lives Newcastle and Gateshead [www.youtube.com/watch?v=FfEst1NZoCk](http://www.youtube.com/watch?v=FfEst1NZoCk)

**Guide to Independent Reflective Practice (2020)** West Yorkshire Finding Independence [https://wy-fi.org.uk/wp-content/uploads/2020/03/A-Guide-to-Independent-Reflective-Practice\\_WYFI\\_March-2020.pdf](https://wy-fi.org.uk/wp-content/uploads/2020/03/A-Guide-to-Independent-Reflective-Practice_WYFI_March-2020.pdf)

## Trauma-informed practice

**Dealing with trauma and trauma-informed care (2020)** Fulfilling Lives Lambeth, Southwark and Lewisham <https://fulfillingliveslslondon/dealing-with-trauma-and-trauma-informed-care>

**Trauma-informed approaches Fulfilling Lives (2020)** Fulfilling Lives Lambeth, Southwark and Lewisham <https://fulfillingliveslslondon/trauma-informed-approaches>

**Trauma-informed practice during coronavirus (Webinar) (2020)** Fulfilling Lives Newcastle and Gateshead [www.feantsa.org/en/event/2020/03/18/breakfast-bites-webinar-series](http://www.feantsa.org/en/event/2020/03/18/breakfast-bites-webinar-series)

## Evaluations of navigator roles

**Lead Workers and Peer Mentors: Fieldwork Evaluation (2016)** Birmingham Changing Futures Together [www.fulfillinglivesevaluation.org/wp-admin/admin-ajax.php?juwpcfisadmin=false&action=wpfd&task=file.download&wpfd\\_category\\_id=327&wpfd\\_file\\_id=5695&token=334add002f28dfa2ed187eaa0f91dcd3&preview=1](http://www.fulfillinglivesevaluation.org/wp-admin/admin-ajax.php?juwpcfisadmin=false&action=wpfd&task=file.download&wpfd_category_id=327&wpfd_file_id=5695&token=334add002f28dfa2ed187eaa0f91dcd3&preview=1)

**Lead Workers and Peer Mentors: Fieldwork Evaluation (2017)** Birmingham Changing Futures Together [https://www.fulfillinglivesevaluation.org/wp-admin/admin-ajax.php?juwpcfisadmin=false&action=wpfd&task=file.download&wpfd\\_category\\_id=327&wpfd\\_file\\_id=5698&token=ae09dcc2c1792b9e686c8e42b8feba99&preview=1](https://www.fulfillinglivesevaluation.org/wp-admin/admin-ajax.php?juwpcfisadmin=false&action=wpfd&task=file.download&wpfd_category_id=327&wpfd_file_id=5698&token=ae09dcc2c1792b9e686c8e42b8feba99&preview=1)

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