



Wales Centre for Public Policy
Canolfan Polisi Cyhoeddus Cymru

Making collaboration work to support community action and improve wellbeing

Wales Centre for Public Policy and the Resourceful
Communities Partnership



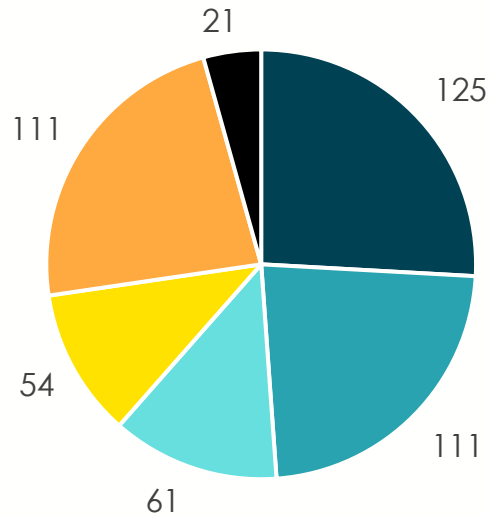
Why we're here

- WCPP and RCP research project to **better understand the role of multisector collaboration in supporting community action to improve wellbeing**
- Why this focus?
- Workshop aims
- Workshop agenda

12:30-12:45	Introduction
12:44-13:00	Opening breakout
13:00-13:15	Project background and overview
13:15-14:00	Key findings and breakout 1: activities for shared purpose
14:00-14:45	Key findings and breakout 2: governance arrangements
14:45-15:00	Break
15:00-15:45	Key findings and breakout 3: financial mechanisms
15:45-16:20	Summary breakout
16:20-16:30	Wrap-up

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Why you're here



- Improving public and/or community service provision
- Citizen Engagement in decision making
- Community ownership of assets
- Volunteering
- Meeting community needs
- Other

*139 responses

Why are you interested in community-public sector collaboration?

Thinking about previous experiences of multisector collaboration, what has worked for you and what has got in the way?

What would you like to take away from this workshop?

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Cynyddu dealltwriaeth,
rhwydweithio ac uwchleuo ein
prosiect.

Case studies and examples of how
groups and councils are working
together effectively and in new
ways.

A better sense of how to
build community
infrastructure models.

A clearer plan of how to
collaborate and be seen as
equal partners

Dysgu gan asiantaethau
eraill am ffyrdd newydd i
gydweithio

What do you want to takeaway from the workshop?

Ideas for longer term, sustainable
action that sees communities fully
engaged.

How to move past the barriers and to
look at ways to enable power sharing

Tools or evidence or experience from
others that support collaboration.

Sut i gynnal yr ymarfer da o'r
gwersi a ddysgwyd

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Opening breakout session



Purpose:

- Meet your breakout group for the afternoon
- Reflect on why we are here today
- Get familiar with the structure

Format:

- 10 minutes; 2 steps
- Thinking, typing, sharing
- Facilitators will explain opening slides and adding post-it notes

Pre-thinking:

- Why are you interested in multisector collaboration?

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Breakout reflection



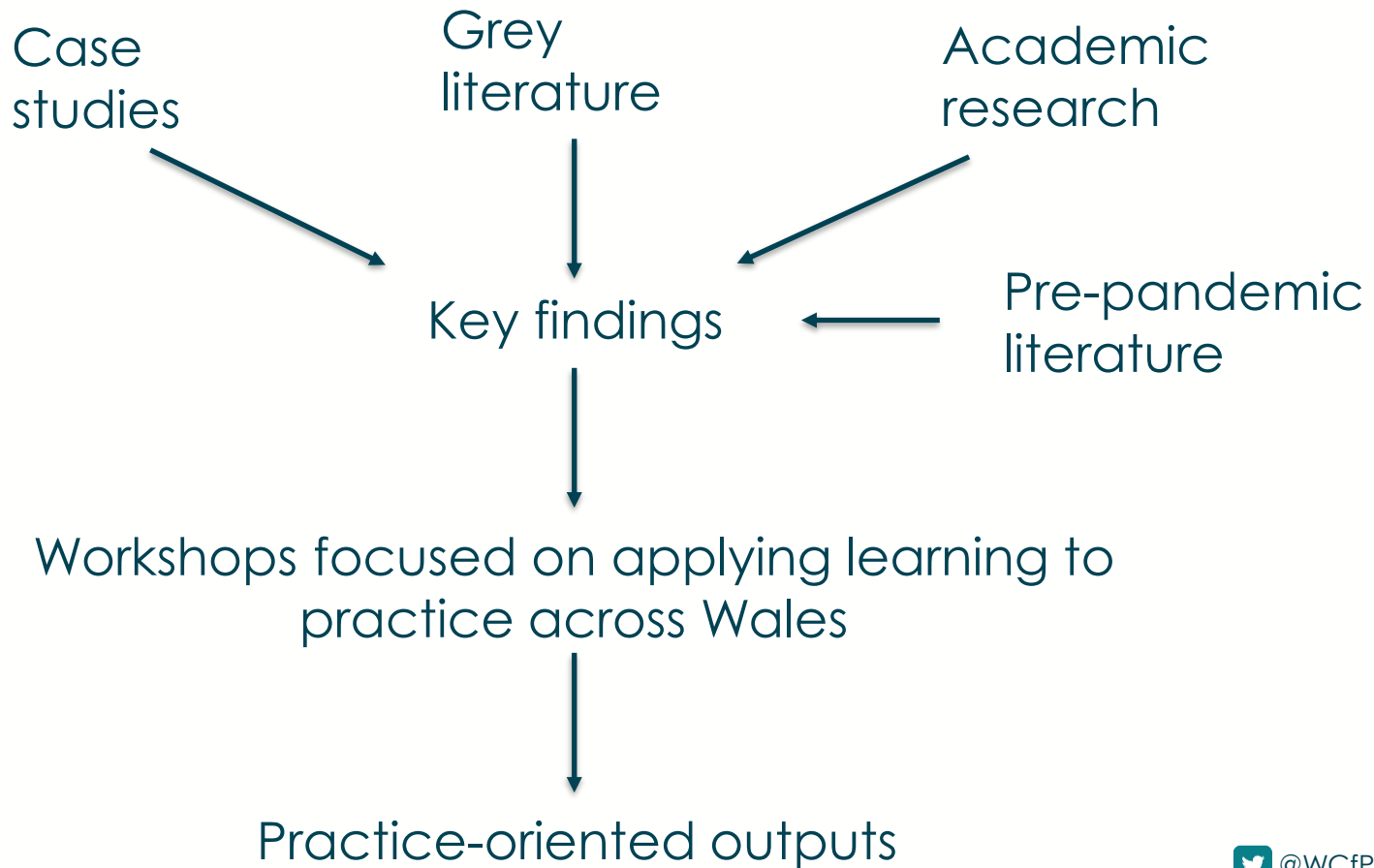
WHAT DID OTHER
GROUPS DISCUSS?



WHY 'THE WHY'?

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Project overview



Co-developed definitions

Understanding the role of multisector collaboration in supporting community action that enhances wellbeing

- ‘Multisector collaboration’: community-public sector
- ‘Community action’: activities (formal and informal) supporting wellbeing undertaken by groups based on shared geography or interest
- ‘Wellbeing’: how people feel emotionally and physically

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Data sources

	Practice-based case studies	Grey literature	Academic research	Pre-pandemic literature
Description/e.g.	Pre-written descriptions of practice	Published reports, blogs, videos	Published, peer reviewed research	Academic reviews and grey literature
Geography	Wales	UK	UK	UK
Timeframe	March 2020-Jul 2023	March 2020-Jul 2023	March 2020-Jul 2023	Jan 2013 - March 2020
Search strategy	'Call out' to RCP members and their wider networks	Sources provided by RCP members + systematic online search	Database search (Scopus + Web of Science), citation searching	Database search (6 databases), citation searching, website searching
Screening	Tells a story about what happened	Relevance to topic	Relevance to topic Journal articles only	Relevance to topic Academic reviews and grey literature only
Sources excluded	None	43 of 101 at full text	Database: 451 of 640 at abstract; 152 of 189 at full text Citation: 9 of 19 at full text	Database: 581 of 641 at abstract; 51 of 60 at full text Citation and web search: 40 of 68 at full text
Sources included	95	58	47 (37 database; 10 other sources)	37 (9 database; 28 other sources)

Analytical approach

What, where, when and who?

How?
(enablers/barriers of effective collaboration)

How?
(characteristics of effective collaboration)

What resulted? (for community action, and wellbeing as a result)

What made this happen?
(approaches to building effective collaboration)

- **Data extraction:** key information
- **Descriptive coding:** common categories
- **Interpretive coding:** grouping into themes
- **Synthesis:** building a narrative

What we looked for and found



What cross-sector collaboration that supports community action and ultimately wellbeing might look like



How effective collaboration might be achieved in different contexts and **why** (with what aims and outcomes)



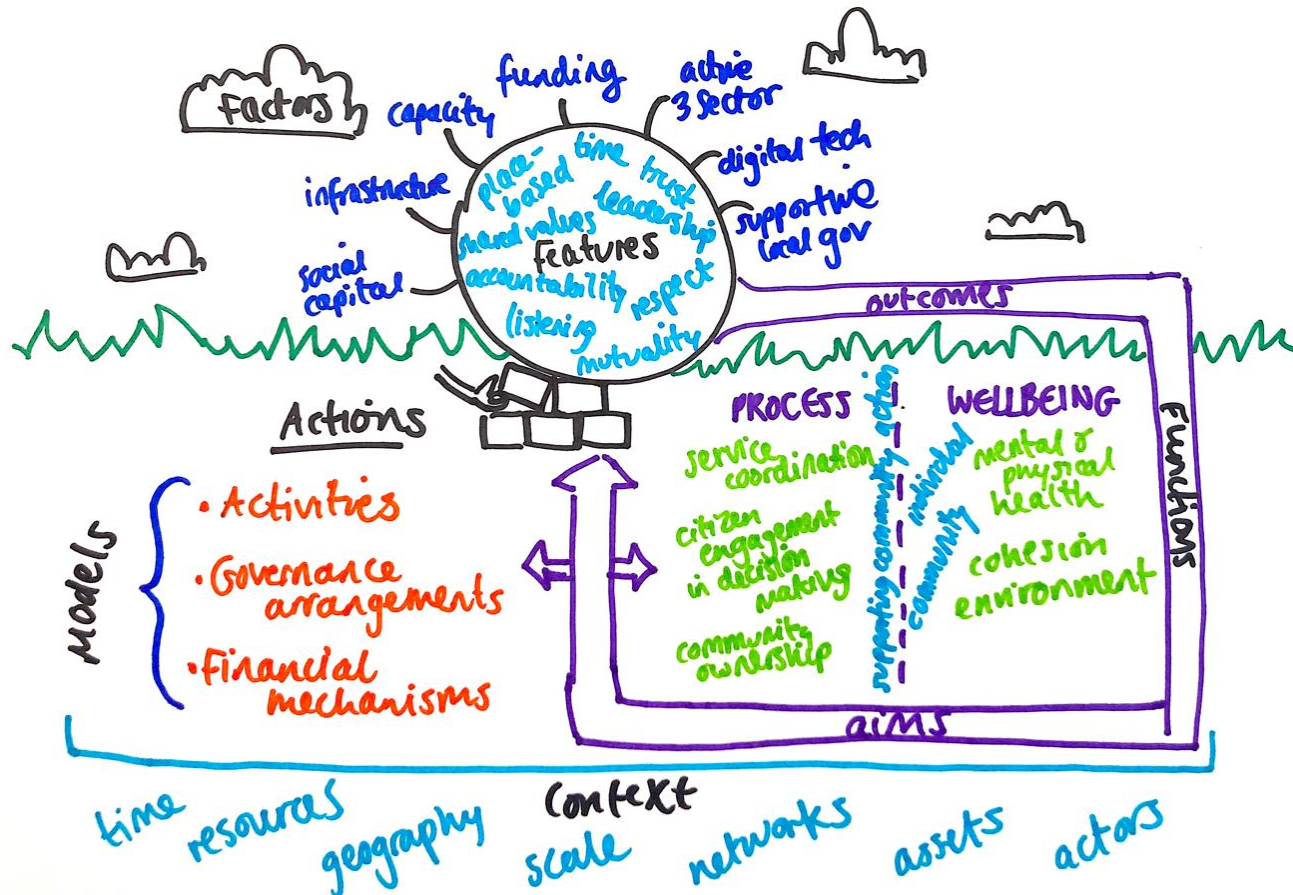
Actions for developing 'the how and why' of collaboration from across the literature and case studies

The 'what'

- **Features** of effective community-public sector collaboration
- **Factors** supporting effective community-public sector collaboration



The 'how' and the 'why'



Key focus: specific **actions** taken to support collaboration and their **functions** (what they aimed to and did achieve)

Pre-pandemic literature summary

- Not just ‘what’ effective collaboration looks like but the ‘how’ and the ‘why’
- More focus on **models** for multisector collaboration

Models

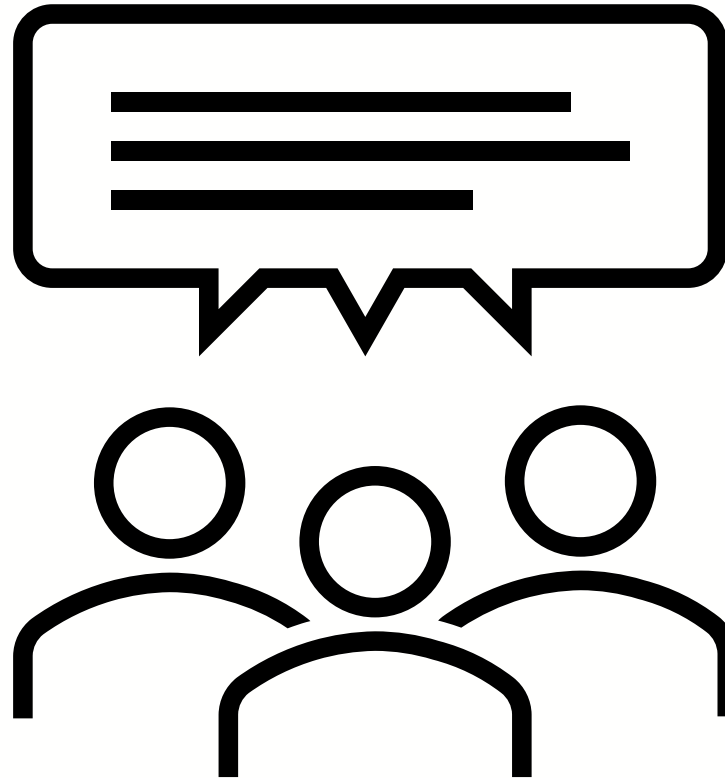
LEADER local action groups and local development strategies; Local area coordination; Social prescribing; Single point of access; Local coalitions; Community planning partnerships; Local Resilience Partnerships and Groups; Community Empowerment + ‘Participation requests’; Citizens Alliance Network; Area Action Partnerships

Asset-based community development; Neighbourhood networks; Health or community champions; Connected Communities; Neighbourhood regeneration

- Lack of detail on models’ efficacy
- More detail on relationships and power dynamics
- Bringing together different evidence bases

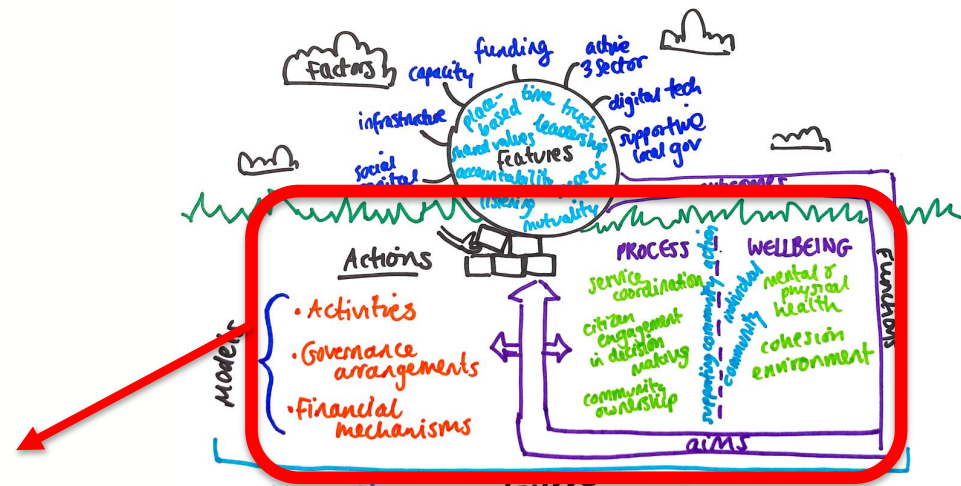
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Questions?



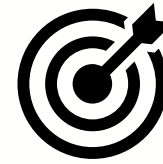
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Key findings and workshop focus: Actions table



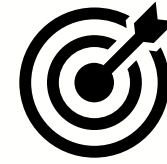
<p>Activities for shared purpose: Activities supporting multisector collaboration by developing shared aims/ understanding</p>	<p>Governance arrangements: Roles, responsibilities, processes and structures developed to support multisector collaboration</p>	<p>Financial mechanisms: Approaches to funding work/ initiatives in ways that support multisector collaboration</p>
<p>Information gathering (research, listening exercises, engagement events)</p>	<p>Liaison/coordination roles and referral pathways (e.g., in/across LAs, 3rd Sector, public services)</p>	<p>Grant funding (flexible, long term, participatory)</p>
<p>Big picture, systems thinking (shared, long-term goals, redefining success)</p>	<p>Responsibilities and boundaries (mutually agreed)</p>	<p>Commissioning (collaborative/strategic/joint/place - based/ partnership/ outcomes-based)</p>
<p>Long term planning and macro-goals (flexible, living documents)</p>	<p>Leadership and shared decision-making (e.g., diverse, evolving, values-based steering groups)</p>	<p>Community wealth building (procurement; investment/wealth funds)</p>
<p>Training/ mutual learning (events, conferences, communities of practice, webinars, 'lunch and learns', training, resources)</p>	<p>Policies and procedures (e.g., formalised processes/ requirements at organisational or wider levels)</p>	<p>Infrastructure/estates (community asset transfers, land trusts, estate rationalisation)</p>
<p>Pooling and sharing information (online platforms, lists/directories, databases, mapping exercises)</p>	<p>Regional/ national bodies or infrastructures (creating or utilising these to coordinate/ support efforts)</p>	<p>Fundraising (Crowdfunding, Local Giving, private donations)</p>

Key findings 1: Activities for shared purpose



Activities for shared purpose: Activities supporting multisector collaboration by developing shared aims/ understanding	Governance arrangements: Roles, responsibilities, processes and structures developed to support multisector collaboration	Financial mechanisms: Approaches to funding work/ initiatives in ways that support multisector collaboration
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Key findings 1: Activities for shared purpose



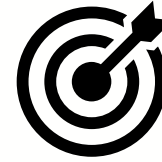
- **Information gathering:** (research, listening exercises, engagement events)
- Systems thinking
- Long-term planning
- Training/ mutual learning
- Pooling and sharing information

- Pre-pandemic evidence trends



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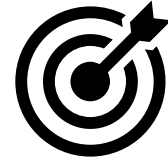
Key findings 1: Activities for shared purpose



- Information gathering
- **Systems thinking** (shared, long-term goals, redefining success)
- Long-term planning
- Training/ mutual learning
- Pooling and sharing information
- Pre-pandemic evidence trends



Key findings 1: Activities for shared purpose



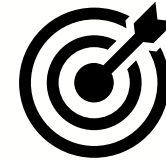
- Information gathering
- Systems thinking
- **Long-term planning**
(flexible, living documents)
- Training/ mutual learning
- Pooling and sharing information

- Pre-pandemic evidence trends



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Key findings 1: Activities for shared purpose

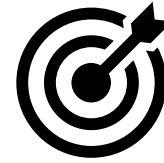


- Information gathering
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Key findings 1: Activities for shared purpose

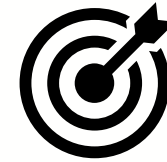


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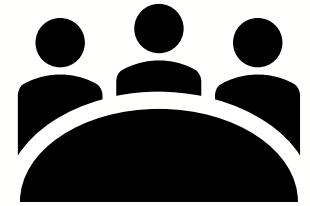
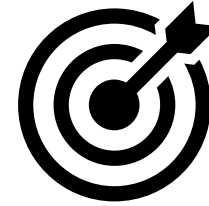


- Information gathering
 - Systems thinking
 - Long-term planning
 - Training/ mutual learning
 - Pooling and sharing information
-
- **Pre-pandemic evidence trends**



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Breakout session 1: Activities for shared purpose



Purpose:

- To reflect on whether or not the actions just discussed resonate with your experience
- To interrogate and add to the existing evidence

Format:

- 30 minutes; 3 steps
- Thinking, typing, sharing
- Facilitators will explain opening slides and adding post-it notes

Pre-thinking:

- In your experience, what 'activities for shared purpose' have supported collaboration (or not)?

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Breakout reflection



PLEASE SHARE ANY ACTIONS
DISCUSSED BY YOUR GROUP THAT ARE
MISSING FROM THE 'ACTIONS TABLE'

Key findings 2: Governance arrangements



Activities for shared purpose: Activities supporting multisector collaboration by developing shared aims/ understanding	Governance arrangements: Roles, responsibilities, processes and structures developed to support multisector collaboration	Financial mechanisms: Approaches to funding work/ initiatives in ways that support multisector collaboration
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Key findings 2: Governance arrangements



- **Liaison roles and referral pathways** (e.g., in/across LAs, 3rd Sector, public services)
- Responsibilities and boundaries
- Leadership and shared decision making
- Policies and procedures
- Regional/ national bodies or infrastructures

- Pre-pandemic evidence trends



Green Squirrel Railway Gardens project

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Key findings 2: Governance arrangements



- Liaison roles and referral pathways
- **Responsibilities and boundaries** (mutually agreed)
- Leadership and shared decision making
- Policies and procedures
- Regional/ national bodies infrastructures

- Pre-pandemic evidence trends



Key findings 2: Governance arrangements



- Liaison roles and referral pathways
- Responsibilities and boundaries
- **Leadership and shared decision making** (e.g., diverse, evolving, values-based steering groups)
- Policies and procedures
- Regional/ national bodies or infrastructures

- Pre-pandemic evidence trends



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Key findings 2: Governance arrangements



- Liaison roles and referral pathways
- Responsibilities and boundaries
- Leadership and shared decision making
- **Policies and procedures** (e.g., formalised processes/ requirements at organisational or wider levels)
- Regional/ national bodies or infrastructures
- Pre-pandemic evidence trends



Community Empowerment (Scotland) Act 2015

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Key findings 2: Governance arrangements



- Liaison roles and referral pathways
- Responsibilities and boundaries
- Leadership and shared decision making
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- **Regional/ national bodies or infrastructures** (creating or utilising these to coordinate/ support efforts)
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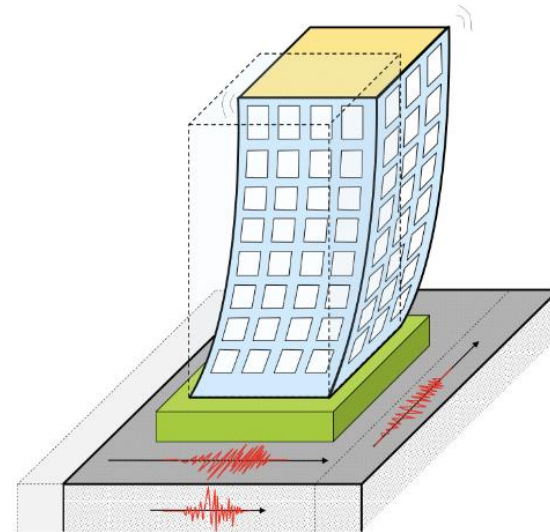
Key findings 2: Governance arrangements



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- **Pre-pandemic evidence trends**

Some Concepts in
Earthquake Behaviour of Buildings

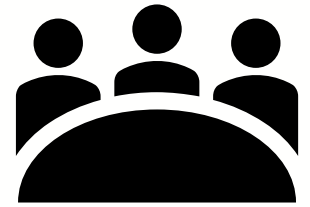


C. V. R. Murty
Rupen Goswami
A. R. Vijayanarayanan
Vipul V. Mehta

 Gujarat State Disaster Management Authority
Government of Gujarat

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Breakout session 2: Governance arrangements



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Pre-thinking:

- In your experience, what 'governance arrangements' have supported collaboration (or not)?

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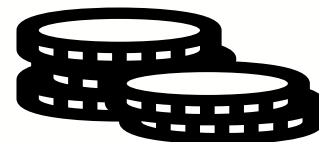
Breakout reflection



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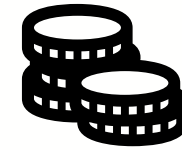
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Key findings 3: Financial mechanisms



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Key findings 3: Financial mechanisms

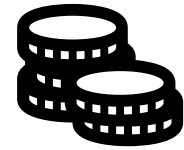


- **Grant funding** (flexible long term, participato
- Commissioning/contracting
- Community wealth building
- Infrastructure/estates
- Fundraising

- Pre-pandemic evidence trends



Key findings 3: Financial mechanisms



- Grant funding
- **Commissioning/contracting**
(collaborative/ strategic/ joint/ place-based/ outcomes-based)
- Community wealth building
- Infrastructure/estates
- Fundraising

- Pre-pandemic evidence trends

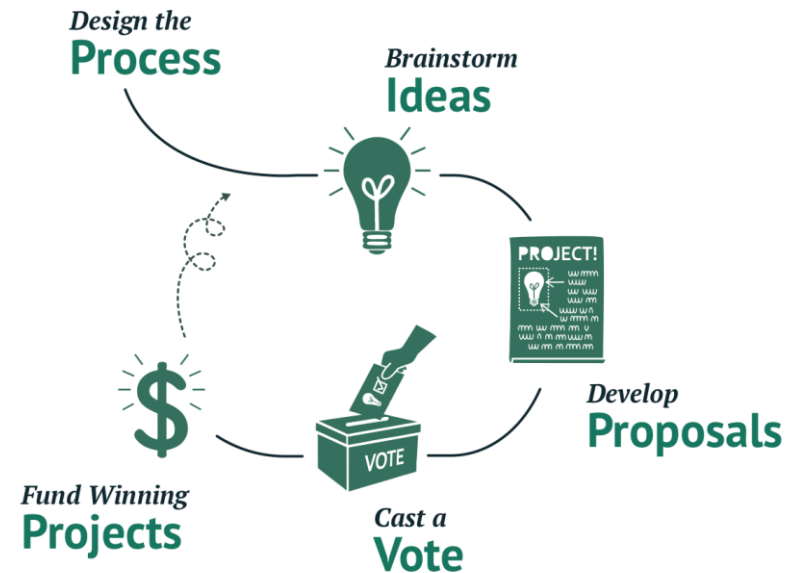
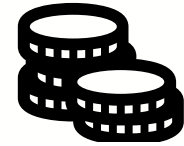


Image Credit ParticipatoryBudgeting.org

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Key findings 3: Financial mechanisms



Community Wealth Building

- Grant funding
- Commissioning/
contracting
- **Community wealth building**
(procurement;
investment/wealth
funds)
- Infrastructure/estates
- Fundraising
- Pre-pandemic
evidence trends



What is Community Wealth Building?

About Community Wealth Building and its aims.



Community Wealth Building in action

What we are doing to implement this approach.



Progressive procurement

About procurement good practice through our spend analysis guide and international work.



Social Value

About Social Value and what we're doing to contribute towards it.



Co-operatives

Information and advice around Co-operatives.

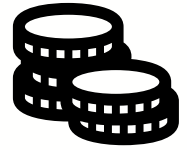


Preston Real Living Wage

How to become a real living wage employer.

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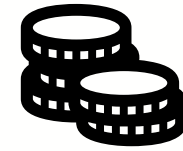
Key findings 3: Financial mechanisms



- Grant funding
- Commissioning/
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- Community wealth
building
- **Infrastructure/estates**
(community asset
transfers, land trusts,
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- Fundraising
- Pre-pandemic evidence
trends



Key findings 3: Financial mechanisms

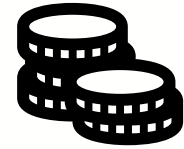


- Grant funding
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(Crowdfunding, Local
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- Pre-pandemic evidence
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Green Squirrel Railway Gardens project

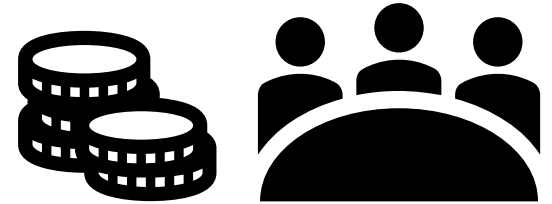
Key findings 3: Financial mechanisms



- Grant funding
 - Commissioning/
contracting
 - Community wealth
building
 - Infrastructure/estates
 - Fundraising
-
- **Pre-pandemic evidence
trends**



Breakout session 3: Financial mechanisms



Purpose:

- To reflect on whether or not the actions just discussed resonate with your experience
- To interrogate and add to the existing evidence

Format:

- 30 minutes; 3 steps
- Thinking, typing, sharing
- Facilitators will explain opening slides and adding post-it notes

Pre-thinking:

- In your experience, what 'financial mechanisms' have supported collaboration (or not)?

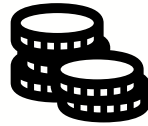
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Breakout reflection



PLEASE SHARE ANY ACTIONS
DISCUSSED BY YOUR GROUP THAT ARE
MISSING FROM THE 'ACTIONS TABLE'

Summary: bringing actions together



- Adding to the evidence base
- Not just actions but combinations of actions
- How actions might be taken, when and by who

Activities	Governance arrangements	Financial mechanisms
Information gathering (research, listening exercises, engagement events)	Liaison/coordination roles and referral pathways (e.g., in/across LAs, 3 rd Sector, public services)	Grant funding (flexible, long term, participatory)
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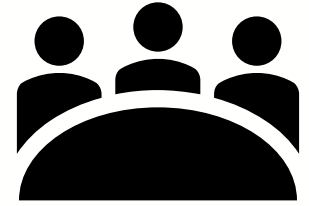
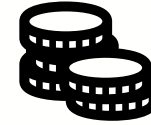
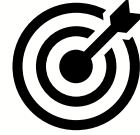
- Models: combinations of different actions to suit different collaboration aims and contexts

Models

LEADER local action groups and local development strategies; Local area coordination; Social prescribing; Single point of access; Local coalitions; Community planning partnerships; Local Resilience Partnerships and Groups; Community Empowerment + 'Participation requests'; Citizens Alliance Network; Area Action Partnerships

Asset-based community development; Neighbourhood networks; Health or community champions; Connected Communities; Neighbourhood regeneration

Summary breakout session



Purpose:

- To bring together prioritised ‘actions’ from all breakout sessions this afternoon
- To consider how these actions could be taken on different timescales and by different people

Format:

- 30 minutes; 3 steps
- Thinking, typing, sharing
- Facilitators will explain opening slides and adding post-it notes

Pre-thinking:

- Make sure you have your three prioritized ‘could do’ actions from each breakout session

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Breakout reflection



PLEASE SHARE ANY PRIORITY ACTIONS
YOU NEED HELP WITH AND FROM WHO
(PERHAPS SOMEONE HERE!)

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Next steps

WCPP+RCP

- Bring together evidence generated during this workshop
- Produce practice-oriented outputs that reflect this learning and make it actionable


EVERYONE

- Share with us what you'd like these outputs to look like and what you thought of the workshop (poll link)
- Please do email us any additional thoughts/ reflections (xxxx@wcpp.org.uk)

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