Multisector collaboration to improve community wellbeing

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Summary

» Effective collaboration between community and public sector organisations is vital to support community action and increase community wellbeing. This project explored how collaboration can be improved. It was coproduced with the Resourceful Communities Partnership, responding to interest across the partnership in determining not just what makes multisector collaboration effective, but also how it can be developed and enhanced in specific contexts. This report focuses on the tangible actions we identified that help initiate and sustain collaboration, suited to different collaboration contexts.

» The project had two phases. Phase one entailed a review of evidence published since the start of the Covid-19 pandemic on how multisector collaboration influences community action and wellbeing, drawing from practice-based case studies, UK-based grey literature, and academic literature. An accompanying summary of pre-pandemic evidence on this topic - **Multisector collaboration to improve wellbeing: pre-pandemic evidence review** - has been published separately. Phase two involved a workshop to engage with key findings from the evidence review, explore their relevance to different practice and policy contexts, and incorporate practice-based experience and expertise into the evidence base.

» The phase one evidence review identified a range of actions that aid in developing multisector collaboration to support community action and wellbeing. These actions are categorised into activities that help to develop a shared purpose within a collaboration, governance arrangements that are flexible and evolve through action towards achieving that shared purpose, and financial mechanisms that support collaborative working (e.g., by allowing control over spending decisions, funding core costs, and over longer timeframes).

» The phase two workshop echoed many of the findings from the phase one evidence review while also challenging and adding to them. Participants offered important contextual information – for example, highlighting how the different actions identified in the review might suit collaborations of differing maturity, with various resources, existing infrastructures and relationships, and in different geographical areas. This evidence from the workshop enhanced understanding of how different actions that support multisector collaboration could be applied in various practice contexts.

» The findings from the phase one evidence review and the phase two workshop have been developed into a resource aimed at helping to identify tangible actions that can be taken in different contexts to develop multisector collaboration that enhances community action and wellbeing. Rather than merely describing what good multisector collaboration looks like, it aims to outline some options for achieving it.

Introduction

The Wales Centre for Public Policy (WCPP) and the **Resourceful Communities Partnership** (RCP) have been working together on research to better understand the role of multisector collaboration in improving community action and wellbeing.

RCP: "A national forum for public and third sector organisations that help develop and promote local activities and action that improves wellbeing in communities #CommunityPower throughout Wales. The Partnership is jointly chaired by Building Communities Trust and Pembrokeshire County Council." You can find out more about the RCP here: **Resourceful Communities Partnership – Co-production Network for Wales (copronet.wales)**

WCPP "works to address key economic and societal challenges through the use of evidence." Funded by the Economic and Social Research Council and Welsh Government, the Centre is based at Cardiff University and is a member of the UK's What Works Network. You can find out more about the WCPP here: **Wales Centre for Public Policy | WCPP**

This collaborative project responds to interest across the RCP in understanding not only what makes collaboration effective but also how it can be developed and enhanced in specific contexts. While existing research sheds light on the components of successful collaboration (e.g., trusted relationships and mutual respect, shared goals and sufficient resources), less is known about how to initiate and sustain collaboration where these ideal 'ingredients' are absent or harder to achieve. Therefore, our focus was on identifying tangible actions to develop collaboration, suited to different collaboration contexts and aims. The project comprised two phases:

1. A review of evidence published since the start of the Covid-19 pandemic[1], exploring how multisector collaboration influences community action and wellbeing. This included analysis of practice-based case studies from public and community sector organisations across all regions of Wales (see **Figure 1** for map of case study locations), UK-based grey literature (e.g., practice-based reports and blogs), and academic literature (see **Appendix 3**). Practice-based case studies reported on initiatives that were either Wales-wide, specific to a particular region of Wales, or place-based and hyper-local. There were some case studies that did not specify a specific region or location. Additionally, a summary of pre-pandemic evidence on key features and models of collaborative community action was undertaken by partners at Leeds Beckett University.

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[1] This focus intends to capture learning from the upsurge in community action, and innovation in multisector, collaborative working during the pandemic period. However, given that much of this relied on pre-existing infrastructures, assets and relationships, a pre-pandemic evidence summary was included to capture the wealth of existing literature on multisector collaboration that supports community action.

2. A workshop to engage with key findings from the evidence reviews, explore their relevance to various practice and policy contexts in Wales and beyond, and incorporate the practical experience and expertise of workshop participants into the phase one evidence base.

This report begins by outlining key **evidence themes** identified across the sources reviewed in phase one, focusing on the features of and factors supporting effective collaboration, and explaining why we chose to emphasise tangible actions that support this development.

The **key findings** section then focuses in on these actions, categorising them under three headings: activities for developing shared purpose, governance arrangements, and financial mechanisms. For each category, we summarise relevant findings from the phase one evidence review, including insights from the pre-pandemic evidence review by Leeds Beckett University **(in teal boxouts)**, followed by findings from the phase two workshop and how they complement, challenge, or add to the existing evidence **(in grey boxouts)**.

The report's **conclusion** summarises how these findings were consolidated to create a practice-oriented 'Framework for Action', aimed at guiding the identification of specific actions to support multisector collaboration in diverse practice and policy contexts.

Details of the research **methods** used are provided in **Appendices 1 and 2**, and a comprehensive list of the practice-based case studies, grey literature, and academic research reviewed is available in **Appendix 3**. Throughout this report, we collectively refer to these review materials as the 'sources'. Figure 2 summarises information about these sources and how they were identified.

Figure 1: Locations of multisector collaboration case studies across Wales

Wales-wide studies (5)

Regional studies (26)

Specific location studies (28)

No specified location (14)

There were 73 case studies included in total. Some case studies were from the same area and location duplication isn't reflected in this figure. See **Appendix 3** for a full list of case study locations.

	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 112 at full text	Database: 451 of 628 at abstract; 152 of 177 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 77 at full text
Sources included	73	69	35 (25 database; 10 other sources)	46 (9 database; 37 other sources)

Figure 2: Evidence sources for 'phase one' review

Codeveloped definitions for key terms used in the review:

By **'multisector collaboration'**, we refer to collaboration between the public and community or voluntary sectors (e.g., public services and/or local and national government, with community, voluntary, and third sector organisations or groups). We acknowledge the significance and value of collaborations that involve wider sectors (e.g., the private sector). However, the focus of this review, as collaboratively determined, is specifically on public-community sector collaboration.

By **'community action',** we mean any activities, formal or informal, aimed at supporting the wellbeing of individuals and communities, and undertaken by groups based on shared geography (e.g., neighbourhoods) or shared interests (e.g., hobbies, identities, or life experiences).

By **'wellbeing'**, we mean how people feel emotionally and physically. This encompasses experiences at an individual level (e.g., self-worth, sense of purpose), and at a community level (e.g., social cohesion, support networks/services, or environmental quality). Improving emotional and physical wellbeing is both a motivator and an outcome of the activities explored in this research. However, we recognise that many do not explicitly use the term 'wellbeing', and that emotional and physical experiences are understood and supported in various ways.

Evidence themes

This section summarises key evidence themes identified through our phase one review of practice-based case studies, grey literature, and academic research, and explains our refined research focus. Reflecting stakeholder concerns in the project design, we observed that the sources reviewed often reported exclusively on **what** effective cross-sector collaboration supporting community action and wellbeing might entail. We therefore justified our focus on **how** such effective collaboration can be achieved across different contexts and **why** (with what aims and outcomes).

The 'what'

The sources reviewed provided detailed insights into **what** constitutes effective community-public sector collaboration (defined as the ability to aid community action in tackling wellbeing challenges, from the perspective of those involved). We categorised 'the what' into **features** of effective community-public sector collaboration (e.g., trust, respect, ownership, mutuality, shared goals) and **factors** supporting it (e.g., social capital and connections, capacity and resources, digital and physical infrastructures); most significantly supportive local government committed to community collaboration and the trust, mutuality and power sharing required to develop and sustain it see **Figure 3**).

Factors

Funding

Capacity

Active third sector

Infrastructure

Place-based
Trust   Leadership
Shared values   Mature

Digital technology

Social capital

Features

Supportive local government

Listening   Respect
Accountability
Mutuality
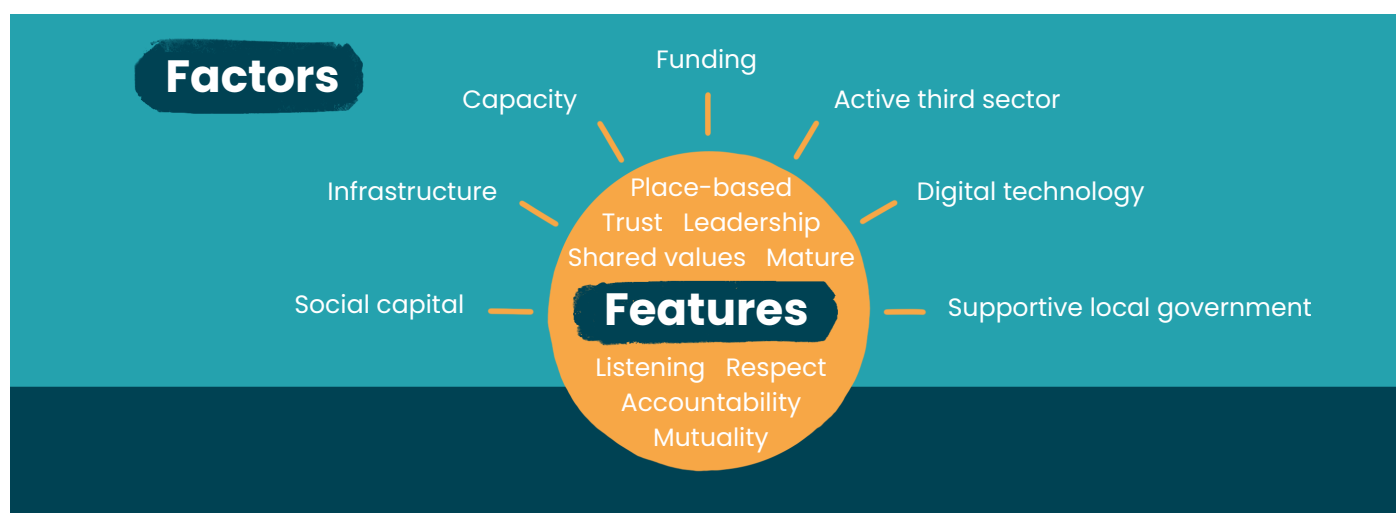
**Figure 3: Features and Factors of effective collaboration**

The features and factors identified are often presented as 'enablers' or 'ingredients' of effective collaboration. They offer a valuable overview of general contributors and characteristics, yet it can be difficult to see **how** these might apply or be realised in different contexts, particularly where certain 'ingredients' may be missing or challenging to achieve, and there are barriers to collaboration. For instance, the meaning of 'trust' or how we build it might depend on geographical location, who we are working with, the goals, available resources and infrastructures, and the quality of past and present relationships.

We therefore focused our analysis on '**how'** the features of effective multisector collaboration and the enabling factors might be developed within various contexts. This also highlighted the importance of establishing **'why'** collaboration is pursued, as a precursor to getting it right from the outset or improving it where it is going wrong. Collaboration was more effective where there was a shared aim beyond the collaboration itself (e.g., improving youth mental health or social interaction for older people). However, having collaboration as a goal can be a significant motivator for developing these overarching aims.

The 'how'

When extracting data from the sources, we searched for evidence of tangible actions that were (or could be) taken in specific contexts to achieve or develop the features of effective collaboration mentioned above (e.g., trust) and the enabling factors (e.g., financial resource). **Figure 4** illustrates how the features and factors influencing effective multisector collaboration are supported by different actions and driven by shared aims and outcomes (the functions of collaboration). All these actions and functions are context-dependent.

We organised the actions into three categories: **activities for developing a shared purpose, governance arrangements, and financial mechanisms. Figure 5** below outlines these three categories and summarises the types of actions associated with each. These actions – 'the how' of effective multisector collaboration – were the main focus of our analysis and are discussed in detail in the following section. They were not the main focus of academic and grey literature, which often concentrated exclusively on the features and factors ('the what') of good collaboration, but were described more often in practice-based case studies, highlighting the importance of collecting further practice perspectives through the workshop. Importantly, the evidence reviewed lacked detail on who and what these actions worked for: how they relate to different **functions** (aims and outcomes) of collaboration, and to different **contexts**. For example, the actions taken may vary depending on the scale of collaboration (local to national), geography (rural to urban), timeframes (immediate to longer-term), combinations of partners (e.g., community groups, public service practitioners, funders), or levels of resource and existing relationships.
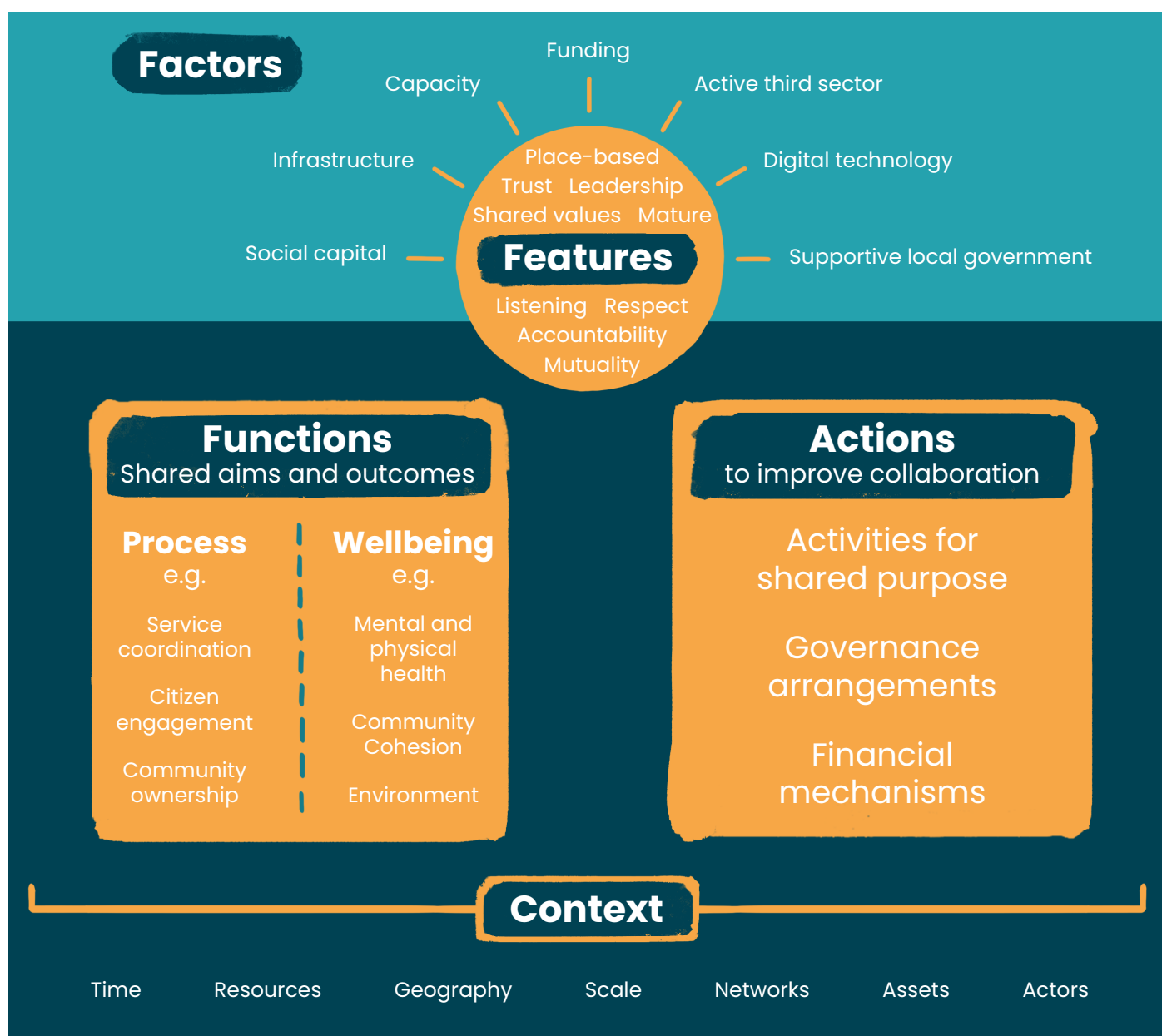
Figure 4: Actions and Functions underpinning effective collaboration

A key aim of workshopping these findings was to develop a shared understanding of how different actions supporting multisector collaboration suit different aims, outcomes, and contexts.

The 'why'

Focusing on the specific actions behind the general 'ingredients' of multisector collaboration also highlighted the importance of the **functions** (or 'the why') of collaboration. The **aims** or drivers of the actions taken were either expressed as 'process aims' (e.g., collaboration for integrated service provision or for citizen engagement in local authority decision-making) or 'wellbeing aims' – the ultimate goals of collaborations for wellbeing (e.g., improving youth mental health or environmental quality). Similarly, the **outcomes** of the actions taken (what they actually achieved) were described in terms of 'process outcomes' (the ways in which collaboration was enhanced and community action supported) and 'wellbeing outcomes' (the ultimate significance of this collaboration for wellbeing). Effective multisector collaborations often emerged where collaboration was not considered the goal in itself (e.g., because an internal or external policy or funding opportunity necessitated it) but a means to achieve a specific, shared wellbeing outcome (e.g., tackling youth loneliness in a city).

	Activities for developing 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
Actions from phase one review of existing evidence	**Information gathering** (community research, listening exercises, engagement events)	**Liaison/coordination roles and referral pathways** (e.g., in/ across LAs, 3rd Sector, public services)	**Grant funding** (flexible, long term, participatory)
	Systems thinking and mapping (mapping issues to identify root causes and shared goals for addressing them)	**Responsibilities and boundaries** (mutual agreement over scope of different partners' responsibilities)	**Commissioning** (collaborative/ strategic/ place -based/ outcomes- based)
	Long term planning and macro-goals (flexible, living documents outlining steps towards shared goals)	**Leadership and shared decision- making** (e.g., diverse, evolving, values- based steering groups)	**Community wealth building** (procurement; investment/wealth funds)
	Training/ mutual learning (events, conferences, communities of practice, webinars, 'lunch and learns', training, resources)	**Policies and procedures** (e.g., formalised processes/ requirements at organisational or wider levels)	**Infrastructure and estates** (community asset transfers, land trusts, estate rationalisation)
	Pooling and sharing information (online platforms, lists/ directories, databases, asset mapping)	**Regional/ national bodies or infrastructures** (creating or utilising these to coordinate/ support efforts)	**Fundraising** (Crowdfunding, Local Giving, private donations)

Figure 5: Actions taken to develop multisector collaboration that supports community action (identified in phase one evidence review)

Summary of evidence themes in the pre-pandemic literature

The pre-pandemic evidence summary covered literature on multisector collaboration to support community action and wellbeing over a longer time period and prior to the pandemic *(see Figure 2)*. It raises many themes similar to those outlined above. For example, the literature focuses significantly on the features of effective collaboration and the factors enabling it. Moreover, where it delves into 'the how' and 'the why' of effective collaboration, not merely 'the what', it highlights a range of tangible actions.These actions span the three categories identified in the main review: activities for developing a shared purpose, governance arrangements, and financial mechanisms.

An important addition is the extent to which the pre-pandemic literature details different **models for multisector collaboration that supports community action and wellbeing**. These involve various sets of actions, assembled to suit the aims and contexts of the collaborations for which they were designed. There was limited evidence on the efficacy of different collaboration models, beyond case-study reports lacking independent verification. This reflects their context-specific nature, as well as the challenges of 'evidencing' often elusive features of collaboration, such as trust, mutuality, and shared goals.

Sources from the main review, covering data from 2020-2023, rarely described collaboration models in detail or as a primary focus. However, they did provide more insights into the efficacy or outcomes of specific actions associated with different models (perhaps because they were more time-bound and tangible).

Finally, the pre-pandemic literature offers more detail on how relationships are built, on the power dynamics that support or impede building effective relationships, and the kinds of actions that might support improving these elements. The main (2020-2023) review further emphasises the importance of a shared purpose and how it underpins both effective relationships and more balanced power dynamics.

> **Given the strengths and limitations of different parts of the evidence-base, we report findings from the main review of evidence (2020-2023), the pre-pandemic evidence summary, and evidence collected during the interactive workshop (January 2024).**

Key findings: actions supporting multisector collaboration

This section focuses in on key findings from the phase one evidence review (comprising sources published since the start of the Covid-19 pandemic, along with the accompanying review of pre-pandemic evidence) and examines how these findings were engaged with and expanded upon during the phase two workshop. The sub-sections below correspond to the three categories of **actions** outlined in **Figure 5** – those identified in the phase one review as facilitating multisector collaboration that supported community action and wellbeing. Each begins by presenting relevant evidence and examples from the phase one review (part 'a') then elucidates how these were echoed, challenged, and added to during workshop discussions (part 'b'). The latter not only provided valuable context to the review findings but also introduced important additional evidence relating to the resonance of review findings in different practice settings and the gaps this practice-based evidence might address

1a: Activities for developing shared purpose

Review findings

This sub-section focuses on the first category of actions in Figure 5: 'activities for developing shared purpose'. Across the data, we identified a range of activities that supported effective multisector collaboration. These activities usually centred on building shared purpose: establishing dialogue to share expertise, experiences, and goals; developing an understanding of where these intersect (or conflict); highlighting interconnections or interdependencies; and, through this, developing clear reasons for collaborating, rooted in shared purpose related to improving people's lives. This was fundamental to effective cross-sector working. **Key features of effective collaboration such as 'trust', 'mutuality', or 'listening' often emerged as by-products of these activities for developing shared purpose.**

Information gathering

Developing shared purpose often began with information gathering activities, such as research, listening exercises, and engagement and outreach events within communities (Baker, 2022; Charles et al., 2021; New Local, 2020; Young Foundation, 2021; Tiratelli, 2020). For instance, 'Community Powered Edmonton' – a collaboration between the voluntary sector, NHS, and local community, led by voluntary sector partners in Enfield – involved a range of creative activities, workshops, and focus groups to better understand local assets, challenges, and the strengths and aspirations of residents (New Local, 2022). Information gathering activities elsewhere took various forms, from specific arrangements or events to informal coffees and chats. Crucially, they involved respectful listening, and valuing community expertise and assets (ACE, 2022).

Systems thinking and mapping

Beyond information gathering, more structured activities such as systems thinking or systems mapping were undertaken (e.g., Broeder et al., 2022; Calamos and Thomas, 2022). These typically involved a range of key stakeholders meeting to collaboratively map out a specific challenge in a local area or sector, the different factors influencing it, and the various actors involved in addressing it. The aim was to uncover structural solutions, such as non-medical approaches to health problems (Broeder et al., 2022), and explore how services might collaboratively work towards these solutions.

For example, in Inverclyde, developing a themed map of work across the area increased understanding of local services, and highlighted gaps and opportunities for partnership (Cloney and Wardlaw, 2022). A resilient communities programme in Bridgend made connections across health and social care to develop and coordinate resources (**See Appendix 3, case study 65**). Mapping projects with stakeholders across Wales supported the identification of preventative and early intervention approaches to Adverse Childhood Experiences (ACE, 2022). Regardless of the form they took, these structured activities to think systemically about everyday work and the issues it aims to address helped identify shared, overarching goals and redefine success around them.

Long-term planning

Closely related to systems thinking was **long-term planning**. This typically involved actors from different sectors committing to paper their overarching, shared goals and outlining how these might be pursued. These long-term plans proved effective when used as flexible, 'living documents' that were regularly revisited. The goal was not to create additional demands on collaborations but to maintain focus on this wider vision despite the pressures of everyday work and service delivery (e.g., Charles et al., 2021).

Examples included 'place-making plans' – long-term visions for places from Blackburn to Calderdale, coproduced by public, private, and community sector organisations and wider civil society to establish how these places could better serve those living in them (Broadwood et al., 2021). In North Wales, a strategy for 'Wild Pathways' involved collaboration between North Wales Wildlife Trust, Natural Resources Wales, the Public Health team at Betsi Cadwaladr, and the local authority to plan wildlife corridors that aligned with shared goals around health and the environment (Woodcock, 2023).

Training and mutual learning

Activities such as training, learning arrangements, or events also facilitated the identification of crossovers, interdependencies, and shared goals between sectors (Audit Wales, 2023; Broeder et al., 2022; New Local, 2020; Calamos and Thomas, 2022; Taylor-Collins et al., 2021). They highlighted opportunities for collaboration to directly support the work of all involved, rather than being perceived as an 'extra' or 'add-on'.

Examples included online conferences on specific themes, e.g., social housing (HACT, 2022); specific training such as Gwynedd County Council training staff in 'What Matters' preventative principles (Audit Wales, 2023); or job/office swaps to encourage mutual learning, such as someone from the local council spending a day in a community organisation or vice versa (Taylor-Collins et al., 2021). In Cardiff and Vale, joint training of NHS and leisure centre staff supported the codelivery of leisure and health services as part of the NHS programme 'Escape Pain' **(See Appendix 3, case study 38)**. Across England, Big Local partnerships supported local skills development around citizen participation (Akhter et al., 2022).

Pooling and sharing information

Supporting all the above were activities aimed at pooling or sharing information, especially using online tools like databases, asset maps, and service directories (Audit Wales, 2022; NWSCWB, 2020). Different from the systems maps discussed above – which help visualise specific challenges, their root causes, outcomes, and those involved in addressing them – asset maps and service directories aim to document all available services and assets in a given area or sector (for example, public and community services, greenspace, digital and physical infrastructures). Community engagement platforms were identified as important in combination with service directories, allowing citizens to access, utilise, and contribute to these resources. For example, the **Pembrokeshire Community Hub** provides online information, guidance, and advice for community members, alongside chatrooms for teams and networks, listings, and events **(Appendix 3, case study 8)**. Information provided by the Community Needs Index initiative has been used to strengthen funding bids in Everton, Liverpool, and target holiday food programmes in Hertfordshire by offering a more nuanced understanding of communities than economic measures alone, including factors such as community assets, connectedness, and engagement (Alakeson and Brett, 2020, OCSI, 2024).

Pre-pandemic evidence

The above describes activities identified in the main review of evidence (since March 2020) that have supported collaboration by developing shared purpose. Pre-pandemic literature also highlighted actions related to **support, training, and capacity building**, including training in co-production and community engagement for both organisational staff and community members. This focus was on mutual learning and asset-based approaches, rather than perceiving the community sector as merely in need of 'training'.

The pre-pandemic literature provided more detailed insights into actions for **promoting and supporting good relationships**, exploring the intricacies of power dynamics, how to achieve greater power sharing, and trust-building. However, literature since 2020 has underscored the critical role of shared purpose in underpinning these relationships and specific approaches to developing it. The importance of shared purpose emerged as a key lesson learned during the pandemic.

1b: Activities for developing shared purpose

Workshop findings

Workshop attendees reflected on the five categories of 'activities for developing shared purpose' identified in the phase 1 evidence review. Details captured from attendees' discussions show how their experiences **echoed** much of this evidence, but also **challenged** and **added** to it by providing contextual details on what has been effective in various contexts. The findings below, and in subsequent sections presenting workshop findings, do not represent the experiences and views of all participants but highlight themes identified across individual contributions. To ensure anonymity, identifiable information has been omitted, though contextual information is provided where possible.

Important to many workshop attendees throughout discussions on activities for developing shared purpose was building trust throughout a partnership. Embracing new and innovative ways of collaborating to drive change was also a key theme. For instance, prioritising activities that developed a shared purpose through actions addressing community needs, rather than solely through discussion. However, concerns were raised about duplicating activities, especially regarding information gathering and asset mapping, as well as related systems mapping and planning activities, and training and learning events. There was a highlighted need to avoid 'reinventing the wheel'. Participants representing health, the third sector and community organisations also felt that there was a need for developing shared purpose at both strategic and operational levels within collaborations – a purpose that could become obscured by a lack of coherence between the two levels. Moreover, developing shared purpose or aims was not seen as sufficient; participants stressed the importance of defining what achieving those aims would look like and how success could be measured.

Information gathering and pooling and sharing information

Attendees suggested organising events, such as conferences, for community organisations, community members, and the local council to explore mutual support and identify local needs. Service directories and asset maps were seen as useful for both gathering information and pooling and sharing it. However, participants raised concerns over ensuring these resources are adequately maintained and updated, and about their tendency to focus on 'main services' and organisations, often overlooking grassroots organisations or unheard voices. Similarly, asset maps were sometimes viewed as having limited utility due to their lack of comprehensive scope. To effectively support multisector collaboration and community action, efforts to map or document systems or services need to involve a diverse range of actors, be actively maintained (if intended for long-term use), and importantly, serve a purpose beyond mapping itself (e.g., supporting the specific goals of a specific collaboration).

Systems thinking and mapping

Workshop discussions revealed that attendees commonly used systems mapping activities to identify community assets and needs, as well as organisations and services with similar goals. These activities were cited as useful for developing shared purpose. For instance, place-based community alliances used systems mapping activities to identify the community's assets and needs, and invite organisations from the public and private sector to feed in. Workshop attendees from local authorities and community organisations agreed that mapping together, rather than in silos enables mutual learning and increases the effectiveness of mapping as a means to develop 'shared purpose' and avoid duplication.

However, concerns were raised about the execution and rationale behind systems mapping activities, echoing previous concerns about asset mapping. Workshop attendees agreed that 'one off' mapping without a clear purpose and commitment to follow-up actions could become static, focusing solely on mapping for its own sake rather than being outcome or action oriented, and halt the momentum of collaborative work as a result. Others raised issues with the longevity of systems maps, as by the time mapping exercises finish, scenarios and involved actors may have changed. Mapping activities were also considered weaker and less effective where some organisations and perspectives are excluded. Similar to effective asset mapping, effective systems mapping had to be done collaboratively, and with a clear purpose. Workshop participants outlined the potential to achieve this by using specific systems thinking tools and techniques to guide mapping activities.

For example, a local council with established partnerships with its local communities has had positive experiences using the Vanguard Method, a form of systems thinking that shifts away from a 'command and control' top-down approach to service provision, to a model where prioritisation is given to maintaining systems that provide resource in order to deliver community (or customer) needs. Representatives from a UK-wide charitable foundation described using Appreciative Inquiry, an asset-based approach to systems change, as a useful tool for fostering shared purpose to support multisector collaboration. This approach involves all partners answering the question 'why is this important to you' to identify common purposes. Appreciative Inquiry Summits, for instance, bring together diverse stakeholders, including community groups, to identify strengths, goals, and desired outcomes, facilitating a whole-system approach to positive change. Other approaches discussed included shared visioning, theory of change, and objective trees, all of which are widely available tools and techniques for thinking about the causes of issues and challenges and what could work to improve outcomes.

Long-term planning

Despite the widespread use of mapping activities and systems thinking, participants felt less able to carry out long-term planning. This was due to operating within contexts defined by short-term project-based work, often in response to immediate and urgent issues. Participants described this as feeling like 'firefighting' and as hindering long-term collaborative planning. There was awareness of future-thinking techniques, such as Three Horizons and Scenario Planning, but participants in roles within community organisations felt less able to utilise these without support.

Related to this was a discussion on the need for opportunities to conduct mapping and planning activities before funding agreements are set to ensure alignment and consensus on collaboration purpose and desired outcomes.

Training and mutual learning

Training and mutual learning were seen as important. Participants acknowledged the challenge of understanding or appreciating people's roles and responsibilities across different sectors and organisations. Members of local community organisations said that they would find it helpful to have training and development opportunities that bring local people together with service providers for shared learning. Neighbourhood Networks, which are community groups that contribute to council plans on community needs as a pathway to citizen engagement, were highlighted as an example of good practice. There were also views that training and mutual learning involving talking and listening to stories work well to bring an 'emotional' element to developing shared purpose. Shared physical spaces were noted by CVCs, community groups, and researchers as useful in developing shared goals through mutual learning and exchanging ideas, but views on the size that space should be (whether a small table bringing people together or a larger town hall or council meeting) varied.

1c: Additional activities for developing shared purpose

Workshop attendees also identified 'actions for developing shared purpose' from their practical experiences, in addition to those identified in the phase one review of existing evidence.

Defining outcomes and how to measure them

Besides establishing shared purpose and aims for multisector collaboration, workshop participants stressed the need to agree on how these objectives could translate into measurable outcomes or impacts and how these would be measured. This concerned both outcomes relating to process (what is achieved in relation to the collaboration itself, e.g., improving service coordination or citizen participation) and subsequent wellbeing outcomes (what is achieved more broadly in relation to the overarching wellbeing aims of the collaboration).

Workshop attendees highlighted the challenges associated with measuring collaboration impact and outcomes. They often encounter the view, especially from policymakers, commissioners, and funders, that robust measurement should be quantitative. However, they stressed the importance, particularly when engaging in collaborative processes with communities, of considering 'quality' alongside quantity. Participants advocated for agreeing on a set of quality and quantity 'outcomes' at the outset and for consistently measuring progress towards these. To facilitate this, participants discussed the value of developing tools for assessing collaboration impact and outcomes. For example, Health Impact Assessment is a tool that can evaluate the impact of proposed changes to service delivery on people's health and wellbeing. Gwynedd Council utilised this approach and noted that it also serves as a mechanism for everyone taking ownership of a decision that will affect members of the community.

Shared oversight to coordinate services

Workshop attendees described how shared purpose could emerge from specific actions or mechanisms used to develop oversight and coordination across different services (similar to the liaison roles and referral pathways discussed in section 2a below).

For example, during the Covid-19 pandemic, a Communities Team set up by a local authority developed a shared (multi-agency and organisation) platform to receive residents' e-form requests for support. Each e-form request for support diverts to public and third sector partners to correctly identify what team the resident should be referred to. This has proved valuable for developing shared purpose by prompting cross-sector discussion at the Core Support Steering Group (which oversees the operation of the shared platform) on the nature of e-forms received, ensuring that all partners have a shared understanding and language regarding support requests, and identifying priority areas for support in the community.

2a: Governance arrangements

Review findings

This sub-section focuses on the second category of actions in **Figure 5**: 'governance arrangements'. This refers to the range of formal roles, responsibilities, processes, and structures established to support multisector collaboration. These arrangements were vital as they allocated time and resources for collaboration, integrating it into 'business as usual', thus ensuring its sustainability through staffing and operational changes (e.g., Charles et al., 2021).

Crucial to all effective governance arrangements was retaining a focus on the overarching point or 'shared purpose' of multisector collaboration, such as the ultimate goal of improving community wellbeing. Whether this involved supporting older people to live independently or reducing poverty stigma, governance arrangements functioned best when viewed as a means to this end (e.g., Charles et al., 2021). When governance arrangements were developed solely to facilitate collaboration (particularly if collaboration was entirely externally mandated), they tended to be less effective (Coutts et al., 2020).

Retaining focus on the underlying purpose was also crucial for achieving flexibility within formal structures, as highlighted in several cases (e.g., Charles et al., 2021; Comas-Herrera et al., 2020; Holstead et al., 2023). Effective governance arrangements provided just enough structure to ensure clarity (e.g., regarding roles and responsibilities) and, like earthquake-proof buildings, incorporated flexibility to adapt to changing circumstances or opportunities. This allowed them to evolve through action towards achieving overarching wellbeing goals – the true concerns of those involved – rather than becoming bogged down in creating policies or structures.

The sources reviewed discussed five broad types of governance arrangements.

Liaison roles and referral pathways

These played a crucial role in many effective collaborations, particularly when local authorities, public services, or third sector organisations established specific 'coordinator' roles to engage with communities and navigate complex cross-sector referral pathways (Audit Wales, 2023; Tiratelli, 2020; Weakley et al., 2021). There were examples of 'single point of access' across Wales to Greater Manchester, where teams – usually within local authorities – provided referrals, advice, and information about services across different sectors (NWSCWB, 2020). Local area coordination also featured prominently – an Australian model adapted in various locales from Neath Port Talbot to Harringay. Teams or coordinators, typically within local authorities, facilitated community involvement by connecting individuals to groups, networks, services, funding, and volunteering opportunities (e.g., Tiratelli, 2020). Similarly, social prescribing and community navigator roles provided ways of connecting people to community-based, non-medical support for physical and emotional wellbeing – such as six-weeklong 'Wellbeing in the Woodlands' courses with Coed Lleol (**See Appendix 3, case study 43**). Such approaches aimed to promote more preventative, place-based, and integrated service provision (Audit Wales, 2023).

An evaluation of Gwynedd council's Community Support Hubs, which aimed to enhance access to support, advice, and activities, highlighted the importance of considering how ambitions for place-based, integrated services related to rural areas, where services might be more geographically dispersed (**See Appendix 3, case study 31**). While informality and trust were significant, formal arrangements were particularly valuable in the early stages of establishing liaison roles, and/or where prior relationships were less developed. Formal meetings, contacts, and service directories supported liaison and referral (indicating benefits of well-maintained directories beyond information sharing to foster shared purpose).

The multisector referral pathways managed by these connector roles typically functioned best when formalised yet flexible. For example, a mental health social prescribing service in one local authority ensured that referral between community groups and public sector mental health provision involved clear pathways and points of contact, allowing for case-by-case decisions rather than a one-size-fits-all approach (Dayson et al., 2020).

Responsibilities and boundaries

Critical to the success of the above roles and referral pathways were co-developed understandings of the respective responsibilities of different sectors and organisations, as well as clear boundaries between them (Havers et al., 2021; Lloyd Jones and Holtom, 2021; MOVE, 2020; Senedd, 2021).

For example, in the mental health social prescribing collaboration described above, community groups played a vital role in preventing mental health issues from escalating and enabling people to transition away from formal services. However, these groups had a firm understanding of when and how to refer individuals to other (more acute need) services, facilitated by public sector support in the form of direct contacts and clear protocols (e.g., firm commitments to availability and response times) (Dayson et al., 2020).

Image credit: Green Squirrel Railway Gardens Project

Leadership and shared decision-making

Another common category of governance arrangements was leadership and shared decision-making. This typically related to collaborations aimed at enhancing citizen participation in local authority decision making (whereas creating liaison roles/referral pathways and clear boundaries of responsibility relate more to community-public sector collaboration aimed at service coordination). Structures for increasing community involvement in decision-making included citizens' assemblies, stakeholder groups, leadership boards, community-led governance, and action partnerships or networks (Henderson et al., 2021; Holtom, 2022; New Local, 2023; Volunteer Scotland, 2020; Wilson and McCabe, 2021).

Examples include Barking and Dagenham's 'citizens alliance network' or Area Action Partnerships in Durham, which brought together residents, the council, and various local organisations and public services, creating spaces for citizen input regarding assets and services through events, petitions, surveys, and newsletters (New Local, 2021).

LEADER programmes fulfilled similar functions across Wales, like Arloesi Mon, whose local action group formulated and implemented local development strategies through partnerships between the community, local authorities, and third sector agencies (Baker, 2022).

Good examples of shared decision-making structures typically had a high representation of community members (e.g., Akhter et al., 2022), made specific efforts to prevent these from being merely formalised groups or 'well-heeled' individuals (e.g., Broadwood et al., 2021), and some aimed to involve specific groups, either because they are most affected by the aims of the collaboration or because they are the most often unheard voices. For instance, the Community Assets, Participation, and Integration project in Swansea focused on including 'vulnerable' or 'socially excluded' people in local area decision-making (See Appendix 3, case study 58). Additionally, key to their success was the flexibility and evolution of these structures. For example, membership could change; representation and diversity could be constantly reassessed; leadership or budget responsibilities could shift from the public to the community sectors over time; and communities could be involved not just in decision-making but also in the ownership and running of work programmes if they chose to be (e.g., Broadwood et al., 2021; Charles et al., 2021; SG, 2020).

Finally, establishing the appropriate geographic scale of decision-making structures was important – this being small enough to account for context and complexity and allow a sense of belonging, but broad enough to integrate and coordinate activities (Calamos and Thomas, 2022).

Policies and procedures

In some cases, policies and procedures impeded effective collaboration. They could compromise the trust and flexibility necessary for collaboration to flourish and hinder the development of shared purpose across sectors (collaboration driven solely by external demand rarely works well) (e.g., Coutts et al., 2020). However, there were examples of policies that supported collaboration by creating frameworks, time, resources, and cultures to facilitate it (Charles et al., 2021; MOVE, 2020; Steiner et al., 2022). These were typically policies developed within and across organisations, but a national policy credited with effectively supporting collaboration is Scotland's 2015 Community Empowerment Act (Audit Wales, 2023; Broadley and Dixon, 2022). This Act not only requires public bodies to promote participation but also provides a framework for this through the policy mechanism 'participation requests', giving groups of people the right to request to be part of public service decision-making and a formal process for doing so.

Regional/national bodies or infrastructures

Finally, specifically established regional or national bodies or infrastructures, like the Welsh Third Sector Partnership Council or County Voluntary Councils, can play a crucial role in supporting multisector collaboration, particularly when they are more focused on a specific sector or policy area (e.g., Senedd, 2021; Volunteer Scotland, 2020). They link relevant people and networks, provide useful information, and offer online or offline settings for collaboration.

Pre-pandemic evidence

The above describes governance arrangements identified in the main review of evidence (since March 2020) supporting multisector collaboration. In the pre-pandemic literature, there was also evidence on the value of organisational culture, attitudes, and practices that integrate collaboration or community engagement into 'business as usual'. For example, by ensuring resources and capacity to collaborate, addressing resistance to power sharing, and making engagement accessible. The review also found evidence on the importance of joint decision-making, joint involvement in implementation (where desired), and tackling barriers to participation. However, there was less focus on ensuring the purpose of collaboration is held front and centre in governance arrangements, which was a key lesson from the pandemic.

2b: Governance arrangements

Workshop findings

During the workshop, attendees reflected on the categories of 'governance arrangements' identified in the phase one evidence review. Details captured from attendees' discussions show how their experiences **echoed** much of this evidence. However, they also **challenged** and **added to** it by providing contextual detail on what has worked well when and where.

Echoing the phase one findings above, the significance of context was highlighted throughout workshop discussions – the need to begin by asking 'what is the purpose of the collaboration?', then designing governance arrangements accordingly. A related overarching theme was the necessity to minimise and remove unnecessary governance 'layers'. Notably, attendees, particularly those from third and community sector backgrounds, but also from local authority backgrounds, asserted that informal governance structures were most conducive to fostering collaboration and building trust and transparency among partners. The pandemic was used as an example of the community being trusted to collaborate with public services to support community wellbeing 'without all the paperwork' and with considerably reduced monitoring and oversight. However, the value of more formal structures was also recognised, especially in the early stages of collaborations.

## Liaison roles and referral pathways

Discussions on best practices in effective governance arrangements frequently highlighted the importance of liaison roles and referral pathways. There seemed to be cross-sector recognition of the important role that coordinators – or what were described as 'boundary spanners' – play in any partnership setting to steer organisations towards shared objectives. Local area coordinators were repeatedly cited across various groups as being useful in fostering collaboration as they had a detailed knowledge of the local community context. Community organisations noted that local area coordinators could effectively facilitate the exchange of information between communities and decision-makers. Nevertheless, some participants expressed a need for more effective utilisation of local area coordinators without specifying how.

An example cited was Public Health Wales's National Exercise Referral Scheme, supported by local Exercise Referral Officers, ensuring that local area coordinators or officers are situated within the appropriate team to support collaboration. These officers are typically employed by the leisure trust managing public leisure services rather than by the local health board, resulting in smoother integration of referral pathways and long-term follow-up due to their capacity and position within the community. Other examples of good practice in utilising community connectors in healthcare settings included multidisciplinary team approaches in GP surgeries and social care Peer Review panels.

Responsibilities and boundaries
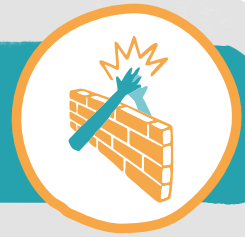
Shared responsibility or accountability was a recurring topic in several groups, with many suggestions on how to achieve this, underpinned by the need to understand who is responsible for what, respective commitments, and where boundaries lie. Several participants noted that accountability sometimes falters in collaborative work due to its cross-organisational and cross-sectoral nature. Participants, especially from local government and third sector backgrounds, emphasised the importance of clear governance arrangements regarding accountability. Others echoed this sentiment, adding that shared accountability can ensure shared ownership over decisions, particularly for communities.

Participants noted that clearly delineating responsibilities and boundaries required using shared language (e.g., between local councils and community partners), ensuring that terms and agreements are coproduced, and using formal mechanisms such as a Memorandum of Understanding or a Service Level Agreement. These mechanisms were proposed to motivate and clarify shared responsibilities and to establish parameters around where and how responsibilities differ. However, the effectiveness of mechanisms such as Memorandums of Understanding is hindered if not all partners agree to sign it, and/or if it is not referred back to and becomes forgotten. The suitability of historical governance arrangements were questioned by local authorities collaborating with community groups. Often, these were deemed unsuitable and cumbersome, emphasising once more the importance of flexible governance arrangements tailored to the specific aims or purpose of a collaboration.

Some participants highlighted challenges in establishing and maintaining boundaries around the differing responsibilities of multiple partners in a collaboration and how these interactions unfold. The complex nature of some governance structures can, for example, often blur boundaries. A participant from a local government background shared their struggle to establish clear boundaries between statutory services and the third sector post-pandemic, as community needs become increasingly complex. These complexities have resulted in a heavier reliance on third sector partners and early intervention and prevention services to address these needs and deliver services, due to the lack of capacity in the statutory sector. Some participants suggested creating a 'core support steering group' which acts as the strategic arm to a team, to aid in setting, communicating, and monitoring boundaries, thereby reducing the duplication of work or the risk of overburdening particular partners in a collaboration.

Leadership and shared decision-making

Findings from the workshop on 'what is needed' in terms of leadership in collaborations echoed those from the phase one review regarding the necessity for shared decision-making. Community organisations and third sector representatives, in particular, expressed the view that local collaborations often falter when they exclude local communities from governance arrangements, assuming instead what communities need and acting on their behalf. Some attendees described experiences of being invited to join collaborations after key decisions had already been made, leading to a perceived failure in achieving shared purpose. Some workshop participants emphasised that governance arrangements needed to incorporate decision-making structures ensuring 'truly equal' power between statutory and community partners.

Participants also stressed that senior leadership buy-in at the collaboration's outset was essential for success, as was acknowledging at all leadership levels that collaboration is not cheaper than working alone. This meant, particularly, that leadership and commissioners should not expect to spend less money for the same outcomes than would be required if the work were not carried out collaboratively.

Policies and procedures

Evidence from the workshop complements phase one review findings that formal policies and procedures can impede collaborative efforts but can be beneficial at earlier collaboration stages if they are flexible and co-created to ensure that shared purpose underpins them. The evidence focuses on policies and procedures either developed for and by a specific collaboration or imposed externally (e.g., by national policy). However, some workshop attendees also described the benefits that could arise from organisation-level reflections on whether their own governance, policies, and procedures enable multisector collaboration and the development of a shared purpose alongside others.

The use of internal policy documents within a collaboration was referred to by participants as useful in providing clarity of purpose and direction; for example, the development of Terms of Reference that clearly outline the group's purpose, responsibilities, key milestones, and specific, measurable targets. However, workshop attendees raised concerns over the amount of red tape that partnerships often have to navigate to make even minor changes to governance policies or structures.

Regarding external policies, several participants felt that all relevant actors in a collaboration should adhere to applicable legislation and that this should be evaluated regularly. However, whilst agreeing this should be the case, participants from research backgrounds found that national policies could hinder rather than facilitate effective collaboration. Some felt that adherence to the duties put on public bodies through the Well-being of Future Generations (Wales) Act 2015 relating to collaboration, involvement, long-term needs, and integration could be more consistently supported. Others felt that requirements set out in the Social Services and Well-being (Wales) Act 2014 were more focused and therefore more likely to be met.

Regional/national bodies or infrastructures

Views on the effectiveness of regional and national bodies in supporting multisector collaboration were mixed. Attendees from local authority backgrounds raised concerns that plans developed at Public Services Board and Regional Partnership Board levels do not always translate into operational practice at the local authority level, resulting in a loss of purpose in the process. Health representatives also described governance arrangements within the NHS as often hindering multisector collaboration due to difficulties around data and information sharing (e.g., through IT systems and shared events).

However, there was evidence of good practice in regional infrastructure supporting collaboration, such as the Community Leaders' Network developed at a regional level. This network brings together health, local authority, and third sector representatives to discuss how best to deliver services to communities, what needs to change, how it needs to change, and how to collaborate effectively.

2c: Additional governance arrangements

In addition to those identified in the phase one review of existing evidence, workshop attendees also pinpointed effective governance arrangements for supporting multisector collaboration from their practice.

Collaboration sub-groups

Workshop participants discussed the value of establishing sub-groups within larger collaborations, or communities of practice. These sub-groups allowed members to concentrate on and develop their areas of expertise and interest – for example, around a specific issue, policy area or local area relating to the overall shared goals of a collaboration. It was emphasised that this approach did not entail creating extra layers of governance, which was considered counterproductive, but rather involved a differentiation of activities within a collaboration. For instance, within a multisector collaboration focused on improving access to greenspace within a community, some members might concentrate on access for specific groups, while others focus on the practicalities of land ownership.

Themed co-production sub-groups' were referenced as an example of good practice. These sub-groups would comprise members from various sectors, facilitating the sharing of information and expertise between sectors. Sub-groups would then report back to a 'core' steering group with cross-sector membership. Participants suggested that having a 'core' group that leads strategy meetings, with working or issue (themed) groups advancing initiatives between strategy meetings, proved effective. However, it was crucial to ensure a steady flow of information, guidance, and reporting between the lead strategy group and the themed sub-groups (as well as between different sub-groups) to ensure that the collaboration and activities within it continue working towards a shared purpose.

Supporting workforce capacity and consistency

Workshop participants emphasised the challenge of achieving governance arrangements that support multisector collaboration and community action, particularly when staff capacity (across sectors) is limited and turnover high. Attendees with a background in academia pointed out the challenges posed to successful collaboration given high staff turnover due to annual funding cycles which make it harder to hold on to staff long-term. Attendees from third sector organisations emphasised a need to move away from costing services with staff paid at minimum wage rates, which they described as facilitating a 'race to the bottom, poor behaviours' and reduction in the quality of services.

Participants provided examples of actions taken to address such issues, many of which relate to utilising different financial mechanisms discussed in the following section, with a specific focus on workforce support. For example, participants mentioned local authorities attracting funding to increase their workforce and staffing capacity for better collaboration within the community. Others discussed the development of shared commitments among funders/commissioners and grantees to paying a living wage. Additionally, the importance of seeking/providing funding to support core staffing costs was highlighted as critical, given a tendency to focus on more visible, material expenditure, with easier-to-evidence impacts, but often less utility for effective collaboration than workforce capacity and consistency.

3a: Financial mechanisms

Review findings

This third sub-section focuses on the third and final category in Figure 5: 'financial mechanisms'. This refers to approaches to funding work or initiatives in ways that support multisector collaboration. Financial resources, unsurprisingly, were commonly cited as enablers or barriers to effective multisector collaboration. However, the **sources reviewed emphasised the importance of how finance was structured, specifically, for determining whether and what type of collaboration was supported**. We have grouped the financial mechanisms for supporting collaboration identified into five different categories, beginning with findings more relevant to funders and commissioners and then moving on to findings more relevant to councils, community and voluntary groups or organisations, or informal groups and individual citizens.

Grant funding

A significant portion of the evidence reviewed highlighted the importance for supporting collaboration and community action of non-competitive, non-targeted, flexible funding schemes that do not compromise stable, longer-term funding (Coutts et al., 2020; Davidson et al., 2020; Lloyd Jones and Holtom, 2021; Volunteer Scotland, 2020). This 'flexibility' includes making funding available to unincorporated groups, which facilitated entirely new areas of community action during the pandemic and provided them with the legitimacy and support that was often crucial to effectively collaborating with the public sector (Havers et al., 2021; Tiratelli and Kaye, 2020). Greater flexibility regarding grant spending allowed for coverage of core costs such as staffing and time, crucial for supporting collaboration (e.g., Senedd Wales, 2021). Additionally, adopting rolling decision-making processes introduced flexibility around timeframes often needed when setting up collaborative work (Taylor Collins et al., 2021). Other departures from 'funding as usual' involved commitments to decentralise funding decisions, particularly by transferring decision-making power on funding to the affected communities (e.g., SG, 2022).

Commissioning and contracting

This was another area where various approaches had a significant impact on whether multisector collaboration was supported or not. Particularly effective were a range of collaborative commissioning approaches, sometimes referred to as joint, community, place-based, or partnership commissioning (Gilburt and Ross, 2023; NDTi, 2023). Here, commissioning takes more of a 'facilitator' or 'connector' role, concentrating on collaborative planning at the local level, integrating provision, and prioritising system-level goals. For example, NHS 'strategic commissioning' – outcomes-based contracting to incentivise investment in preventative approaches (NHS, 2020).

Participatory budgeting was another approach that supported multisector collaboration by involving citizens in decisions about public spending (Lent and Studdert, 2021). For example, in Newport it has been employed by the council, health board, and broader partners to engage over 500 people in pitching and voting for ideas working towards a range of goals from promoting safe communities and health and wellbeing to addressing inequalities and the climate emergency (**See Appendix 3, case study 53**).

Generally, akin to grant-making, commissioning that requires, recognises, favours, and involves collaboration was considered crucial to counter the tendency for third and voluntary sector organisations (and increasingly local authorities) to compete for funding instead of being encouraged to collaborate (e.g., Young and Goodall, 2021).

Community wealth building

This entails investing in collaborative working and community action by developing supply chains that retain wealth locally. For instance, by investing in local 'small and medium enterprises' and 'social enterprise' through progressive procurement or community investment funds (Alakeson and Brett, 2020; Audit Wales, 2023; Henderson et al., 2021).

The Wales Council for Voluntary Action's 'Communities Investment Fund' supports community wealth building by providing social investment loan finance to social businesses in Wales. Moreover, several organisations (e.g., Building Communities Trust) are calling for a new 'Community Wealth Fund' to provide long-term, flexible funding for community organisations utilising funds released by the 2022 Dormant Assets Act (**BCT, 2023**). Welsh Government is presently consulting on how these funds should be utilised (as in England in 2023).

Elsewhere in the UK, specific local areas have developed community wealth building models, such as in Preston, where the council has committed to a real living wage, a community development bank, and specific public procurement policies (Audit Wales, 2023).

Infrastructure and estates

This category contains a range of ways of funding or investing in public-community sector work related to infrastructure and estates. For example, generating income from local estates and reinvesting it, or ensuring efficient use of buildings to minimise underutilisation.

Community Asset Transfers were highlighted by numerous sources, involving the transfer of ownership of public land or buildings to communities. Data underscored the importance of local authorities engaging in ongoing collaboration and support, rather than simply transferring liability and responsibility for assets to communities (Audit Wales, 2023; Lent and Studdert, 2021).

Community Land Trusts aimed for shared ownership of land and homes, alongside a range of other community-led planning models, cooperative housing, and self-organised community trusts (McGowan et al., 2020). For example, the Rhondda and Valleys 'Skyline' projects focused on community land ownership to achieve various health, environmental, and socioeconomic goals. They facilitated longer-term planning compared to traditional grants and used the physical landscape as a basis for collective action through partnerships, anchor organisations, and community meetings (Baker, 2022).

Fundraising

Fundraising served as a crucial means of financing collaborative efforts that supported community action, especially for smaller-scale or less formal projects or initiatives (Havers et al., 2021; Lloyd Jones and Holtom, 2021; Tiratelli and Kaye, 2020). Common fundraising approaches included crowdfunding, local giving, corporate or private donations, and community events such as running races or cake sales. For instance, crowdfunding played a vital role in Maesgeirchin, on the outskirts of Bangor, to help pay for essentials for those without funds during the pandemic (6). This echoed examples from many other communities where informal community action was funded in diverse and creative ways (10; Lloyd Jones and Holtom, 2021; Stewart, 2021; Tiratelli and Kaye, 2020).

Pre-pandemic evidence

In the pre-pandemic literature, there was ample evidence on the importance of funding, commissioning, and investment. Once again, sources stressed the importance of the specifics of different financial mechanisms in determining whether collaboration is supported. Specifically, they highlighted the need for long-term investment, funding for core costs and capacity; systems-based, place-based, asset-based funding and commissioning; and shifting funding decisions to communities.

3b: Financial mechanisms

Workshop findings

Workshop attendees reflected on the above categories of 'financial mechanisms' identified in the phase 1 evidence review. Details captured from attendees' discussions showed that their experiences **echoed** much of this evidence but also **challenged** and **added** to it by providing contextual detail on what has worked well, when and where.

Throughout workshop discussions on financial mechanisms, there was agreement across sectors that these mechanisms should allow those involved in multisector collaboration to work towards their shared purpose over the long term. The flexibility and proportionality of financial mechanisms were also frequently raised as important, particularly relating to grant funding. For example, offering different 'levels' of grants with varying logistical requirements based on the size and maturity of the organisation. Representatives from various sectors (with particular emphasis on third sector organisations) stressed that financial resourcing should be shaped by what communities need rather than by the perceptions of others in strategic or regional roles.

Grant funding

Several attendees raised the importance of funding that is both flexible and proportional, enabling and supporting smaller and third sector organisations to achieve their aims without overburdening them. A charitable foundation discussed the research they have undertaken on their funding models, which found that unrestricted grants, coupled with a tailored programme of capacity building, work well for community groups. Attendees from participatory community research backgrounds echoed this sentiment, emphasising the need for funding to avoid being 'too pre-specified' and instead be responsive to the identified needs in collaboration. Several participants from research and local government backgrounds, praised funding that can adapt to different types of collaborations. One example cited was the UK Government Shared Prosperity Fund Community Grant, which is split into micro, lower, medium, and higher levels of award. This funding model was considered useful because it acknowledges differences in collaboration maturity and differing needs. Workshop attendees further emphasised the need for grant conditions for small grants to avoid being 'overly cumbersome'.

However, workshop participants stressed that flexible and proportional funding should not come at the expense of longer-term funding and larger sums of money. Workshop findings align with evidence on the need for longer-term funding opportunities to support collaborative community action. Some groups discussed the frustration of 'getting something good going' six months towards the end of the funding provision, and having to concentrate efforts towards seeking continuation funding, which distracts from focusing on the benefits of the service. Participants also expressed frustration over the challenges in securing follow-on funding, even where initiatives and services have proven successful. Participants from national third sector backgrounds highlighted the potential benefits of allowing funding to be carried forward (in cases of organisational under-spending) to avoid making decisions under stress within the funding year. They felt that such flexibility would also support service continuity.

Furthermore, very low amounts of grant funding were considered problematic. For instance, an attendee from a local authority mentioned that they often choose not to share certain grant opportunities with the community groups they work with, as they do not want to burden them with applying when the amount is so low (approximately £500-£1000). Related to this, some participants discussed whether organisations receiving grants should be required to pay their staff the living wage, as there had recently been more 'pushback' on community groups paying low wages to staff. Participants emphasised that this would require a conversation between funders and community organisations to assess feasibility, given that grant thresholds would need to be appropriately raised - the low amounts of funding typically available were seen as insufficient to cover living wages for staff.

Commissioning and contracting

Representatives from across sectors emphasised that funding allocation driven by what communities need – not by what 'the system' believes is required (i.e., decisions made by regional or national decision makers/funders) – works well to foster collaborative working. Community groups and third sector representatives repeatedly cited the trust placed in communities, rather than 'testing' them, with the responsibility to determine focus areas throughout the pandemic. They also noted the increased willingness from councils to combine resources as an example of this collaborative approach.

Directly empowering a local lead with decision-making authority over funding allocation was also considered effective in supporting multisector collaboration, instead of a 'time limited, pot focused approach'. A participant working at a statutory body level emphasised that this enabled positive outcomes that might not have been achievable with a traditional grant funding approach, by facilitating a longer-term vision and a deeper understanding of the local area. Related to this were collaborative approaches to 'gap analysis' described as useful by workshop participants from a local government background. This involves working with communities to identify priority areas for funding or commissioning, for example, through community surveys to determine where funding could make the most difference. An example of gap analysis used by a 'Communities Team' in a Welsh local government highlighted citizens and communities themselves were forthcoming in helping to identify those gaps.

Alliance contracting and participatory budgeting were also raised as more collaborative approaches to commissioning that had shown promise in supporting multisector collaboration. Participants described examples of alliance contracting supporting multisector collaboration around a shared goal through a contractual arrangement that relies on all organisations involved in a collaboration having an equal decision-making role in service delivery. While there were mixed views on using participatory budgeting to support collaboration, examples of good practice included its use in local authorities with well-developed relationships with local communities, for example, through specific roles focused on community engagement. However, participants from local councils and those working at a regional level emphasised that existing relationships and power dynamics can hinder effective participatory budgeting, with historically good or bad relationships influencing funding decisions.

Despite widespread recognition of the importance of avoiding 'top-down' approaches to determining how and for what funding is provided, one participant with a national-level strategic role highlighted that certain funding stipulations can be effective, to a point, in 'forcing' people to work together for a common purpose. They gave the example of stipulating that funding can only be accessed if the work takes place on a regional basis, as a means of encouraging people to work in partnership. In their experience, this can be a positive initial step towards collaborations that may not otherwise have occurred, and leads to relationship building later down the line. However, they acknowledged that this may not necessarily align with the goal of 'developing a shared purpose'.

Infrastructure and estates

A participant with a background in local government spoke about an innovative capital funding group established by the council to manage capital assets. The group has created an assets register of all capital in the county and looks to repurpose spaces such as libraries and old office buildings to offer hubs and supported living facilities in the community. Community asset transfers were also discussed as helpful for collaboration if done well, but less effective if over-complicated. An example of good practice raised in the workshop was an asset transfer involving the conversion of a council-owned building into a community cooperative. Key to this was that the person leading the asset transfer was a former council worker with existing connections and knowledge of the community and how 'the system' worked.

3c: Additional financial mechanisms

Workshop attendees also identified actions supporting multisector collaboration concerning financial mechanisms, complementing those identified in the phase one review of existing evidence.

Convening resources

Charitable foundations felt it was important to consider how to convene actors with resources or budgets collaboratively to avoid fragmenting or duplicating efforts. Instead, they advocated for working towards shared goals with more collective resources. This could include, for example, pooling resources from existing projects and redirecting them towards collaborative initiatives. Central to this approach was the realignment of existing resources rather than attempting to reinvent the wheel by creating new projects in isolation. Additionally, several workshop participants highlighted opportunities associated with seeking or providing 'in kind' (non-monetary) support. For example, a local authority providing a building for a community-sector service to operate from; a County Voluntary Council supporting third or community sector organisations with Disclosure and Barring Certificates; or a Public Service Board with well-established cross-sector partnerships could connect organisations and/or public services to share specialist support in specific areas. This approach recognises the existence of knowledge and experience within the wider system to support collaboration through already established resources that can be convened to support collaborative work to improve community wellbeing.

However, workshop attendees from local government backgrounds also reflected on challenges related to convening resources. For example, they highlighted the match funding requirements under the Regional Integration Fund (RIF) as a resource challenge for local governments across Wales. These requirements encompass both monetary match funding (direct financial contributions from core funds or other non-Welsh Government grant services) and broader resource contributions (staff time, volunteer time, and the use of facilities).

Reporting impact

Several groups highlighted the challenges of capturing or reporting impact in contexts characterised by limited time and resources, typical of community service provision. They also suggested a need to explore alternative methods for capturing and communicating 'invisible impacts' – less immediately measurable outcomes such as cultural or systems change. Participants from research backgrounds proposed that working with responsive funding linked to ongoing iterative learning in a multisector collaboration environment would be beneficial. Others from local government backgrounds suggested a more standardised approach to sharing 'successful' case studies of collaboration, for example, through facilitating and providing toolkits. Support in demonstrating impact was emphasised as crucial in helping communities secure longer-term funding.

	Activities for developing 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
Actions from phase one review of existing evidence	Information gathering (community research, listening exercises, engagement events)	Liaison/coordination roles and referral pathways (e.g., in/ across LAs, 3rd Sector, public services)	Grant funding (flexible, long term, participatory)
	Systems thinking and mapping (mapping issues to identify root causes and shared goals for addressing them)	Responsibilities and boundaries (mutual agreement over scope of different partners' responsibilities)	Commissioning (collaborative/ strategic/ place –based/ outcomes-based)
	Long term planning and macro-goals (flexible, living documents outlining steps towards shared goals)	Leadership and shared decision-making (e.g., diverse, evolving, values-based steering groups)	Community wealth building (procurement; investment/wealth funds)
	Training/ mutual learning (events, conferences, communities of practice, webinars, 'lunch and learns', training, resources)	Policies and procedures (e.g., formalised processes/ requirements at organisational or wider levels)	Infrastructure and estates (community asset transfers, land trusts, estate rationalisation)
	Pooling and sharing information (online platforms, lists/ directories, databases, asset mapping)	Regional/ national bodies or infrastructures (creating or utilising these to coordinate/ support efforts)	Fundraising (Crowdfunding, Local Giving, private donations)
Additional actions from phase two workshop discussions	Defining outcomes and how to measure them (agreeing how shared goals might translate into outcomes/ impacts and how to measure these)	Focused collaboration sub-groups (sub-groups for collaboration members to focus on areas of expertise and interest)	Convening resources (pooling budgets/ capacity; in kind support; skills/ knowledge exchange)
	Shared oversight to coordinate services (multisector mechanisms to coordinate service provision, which develop shared priorities)	Supporting workforce capacity and consistency (living wage, core cost and long-term funding)	Reporting impact (case studies and stories; standardised tools; capturing invisible impacts)

Figure 6: Actions taken to develop multisector collaboration that supports community action (identified in phase one evidence review and phase two workshop)

Conclusion

This report presents findings from a review of evidence published since the start of the Covid-19 pandemic on how multisector collaboration influences community action. The evidence comes from (a) practice-based case studies across all regions of Wales; (b) UK-based grey literature (e.g., practice-based reports and blogs); and (c) academic literature. Additionally, it includes insights from a summary of pre-pandemic evidence by partners at Leeds Beckett University. Crucially, the report also incorporates findings from an interactive workshop where a diverse range of participants from policy and practice contexts across Wales (and beyond) interrogated and added to these review findings. This workshop provided vital additional practice-based evidence that supported, challenged, contextualised, and filled gaps in the review findings, resulting in a more comprehensive understanding of tangible actions supporting multisector collaboration and how they might suit different collaboration aims and contexts.

As the findings above illustrate, these actions do not occur in isolation or support collaboration individually. For instance, the evidence suggests that the most advanced governance arrangements would be unlikely to succeed without being underpinned by shared purpose and activities to develop that purpose. Similarly, funding arrangements antagonistic to collaborative working would hinder success. The evidence review indicates that effective multisector collaboration involves adopting different types of actions that suit the specific collaboration context and that are taken over appropriate timescales by a range of actors. This reflects the collaboration models that were common in the pre-pandemic literature, which describe collections of actions assembled to suit specific contexts and purposes. The lack of evidence regarding the impact or efficacy of these models can be attributed partly to their context specificity and their explicit recommendation to adapt them to suit different contexts or use them to serve as a scaffold for developing bespoke models.

Based on the findings of this coproduced project (both the phase one evidence review and the phase two workshop), we aimed to develop a rudimentary framework for building bespoke collaboration models or adapting existing ones. This **'framework for action'** builds on the summary of actions presented in **Figure 6**, illustrating actions that can be taken to support multisector collaboration that enhances community action and wellbeing. It shows how different actions might suit different contexts (e.g., collaborations of different maturity, in different locations, with different available resources) and helps identify how these actions might come together in practice—actions that can be taken now, those that may follow, and how to progress towards them. While this framework for action is not comprehensive or complete, as there may be many other possible actions and approaches to developing multisector collaboration, it aims to provide a useful starting point for deciding on and taking tangible actions relevant to specific contexts. Rather than merely describing what effective multisector collaboration entails, it aims to lay out some options for achieving it.

Appendix 1: Evidence review methods

This research project commenced as a collaborative evidence review. The WCPP partnered with the RCP to: establish a research question that met key practice and policy needs ('what actions support multisector collaboration to enhance community action and improve community wellbeing?'); identify different sources of evidence that would help to answer that question and how; and determine what kinds of outputs would effectively communicate these findings.This collaborative approach aimed to improve the relevance and usability of this research in practice contexts. For instance, it led to the inclusion of practice-based case studies in the evidence review (alongside academic research and grey literature) and the addition of the phase two workshop to engage with and augment this evidence base. Figure 7 below illustrates how these different elements worked together within the project.
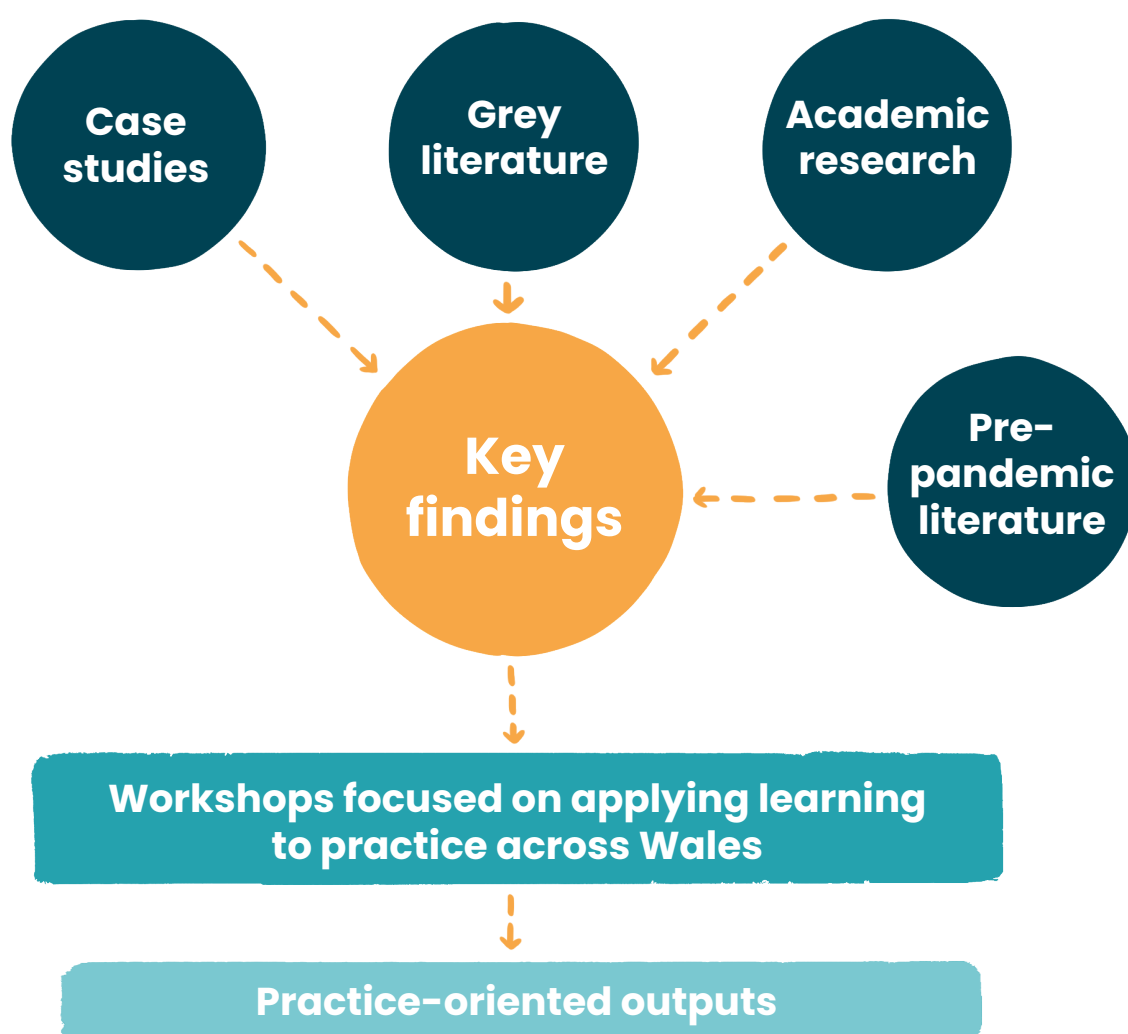
Figure 7: Project phases and outputs

Research design workshop

The design of this project began with a workshop in December 2022 with RCP members, focusing on establishing shared goals and values to guide the project. These are listed below, alongside the relevant agreed actions:

Make the evidence review itself collaborative. A poll was circulated to all RCP members with specific questions about search terms, the types of evidence to include, geographical scope, and how sources would be identified. Members contributed literature and case studies for the review, and a project steering group was established to ensure ongoing collaboration around the review process, analysis, and outputs. This group involved some RCP members and wider stakeholders from academia, public, community, and third sectors.

Do not solely rely on 'standard' academic research and methods. It was agreed (via the above poll) that practice-based case studies would be included in the evidence review. We utilised South et al.'s (2021) framework for case study synthesis to systematically incorporate and review this practice-based evidence.

View lessons from the pandemic in a wider context. Calls to focus on the current relevance of findings and their relation to pre-existing evidence trends led to the involvement of experts at Leeds Beckett in producing a summary of literature published on multisector collaboration between 2010 and 2020. This also strengthened the case for a workshop to explore how review findings related to current practice contexts.

Focus on how learning is relevant and applicable to different practice contexts. A strong case was made for not only completing an evidence review but also providing the opportunity to engage with what its findings might mean in different practice and policy settings. This led to plans for the phase two interactive workshop.

Ensure outputs are practice and action-oriented. Rather than providing more evidence on what 'good' multisector collaboration looks like, there was a clear demand for a better understanding of how to achieve this: tangible actions that could be taken to support collaboration in different contexts, at different levels, and over different timeframes.

Phase one: evidence review

Figure 2 details the evidence sources informing the phase one review. Case studies were gathered by RCP members and their networks through various approaches such as posting calls for case studies on social media, utilising umbrella organisations (e.g., Wales Council for Voluntary Action), and employing 'snowballing' among contacts. Case studies included any existing descriptions of practice that depicted multisector collaboration stories. The geographical distribution of received case studies is depicted in **Figure 1**.

RCP members also contributed relevant grey literature and academic research, complementing systematic internet and database searches. All these sources were published since March 2020 and were UK or Wales-based. The summary of pre-pandemic evidence (published between 2010 and 2020) included grey literature and academic reviews obtained through online searches and various databases.

While grey literature and academic research were excluded where they lacked relevance, it was agreed that all case-studies would be included, but that analysis would focus on the most pertinent contributions. Inclusion/exclusion criteria were collaboratively developed with RCP members during the research design workshop, the subsequent poll, and further refined with the project steering group. These criteria are detailed in Appendix 2, alongside search terms and keywords. A comprehensive list of sources can be found in Appendix 3.

Phase two: interactive workshop

An interactive online workshop was conducted in January 2024, convening over 70 participants interested in multisector collaboration supporting community action and wellbeing. Participants came from policy and practice contexts across various sectors, scales, and geographical areas in Wales and beyond. This provided a system-wide perspectives on multisector working within and across different levels (e.g., within communities, in public service provision, or public sector strategic roles). Workshop participants expressed diverse motivations for gaining a deeper understanding of how to improve multisector collaboration to bolster community action and wellbeing. These motivations included:

• Sharing good practice to increase awareness of other's work, identify collaboration opportunities, and using 'collective intelligence' to create change.

• Improving resource utilisation to understand demand, need, and allocate additional funding appropriately.

• Preventing duplication of services, projects, or initiatives.

• Addressing the complexities of the issues and systems in which people operate.

• Redefining old relationship patterns between sectors to ensure equal contribution from less powerful voices.

• Exploring 'models' of multisector collaboration applicable in different contexts.

• Establishing systems centred around people rather than expecting people to fit into systems.

The workshop aimed to draw on participants' expertise and experience to collaboratively interpret, scrutinise, contextualise, and supplement the evidence review findings. Key questions addressed included: Did the findings resonate with participants' experiences? What was absent? What was unexpected?

These objectives aligned with the goals and principles determined in the initial research design workshop, and were refined and focused with the project steering group. During the four-hour long workshop, a summary of findings from the phase one review was presented. The majority of the workshop then involved a series of breakout discussions (in groups of 3-8 people from different sectors/ backgrounds). These were designed to encourage participants to share how their experiences aligned with, challenged, or supplemented the phase one review findings. Participants' input was captured through their contributions to an interactive slide deck and notes taken by facilitators in each breakout session. These contributions were subsequently analysed and incorporated as additional evidence in this report.

Appendix 2:
Literature search strategy

Inclusion criteria

Setting: Community and public sector organisations

Phenomenon of Interest: Factors/ mechanisms/ approaches/ activities that facilitate relationships, partnerships, coalitions, alliances, cooperatives, networks, commissioning, mutual aid platforms/ infrastructures, other shared ways of intersectoral working with intention to support community action/ higher levels of community participation.

Design: Process evaluations or other publications that report research findings about the development or implementation of partnerships or other shared ways of working; case study designs with multiple sites and/or time points; reviews of evidence.

Evaluation: Community action/ mutual aid or community wellbeing outcomes

Date: March 2020 – July 2023

Exclusion criteria

Setting: health services; non-community-based e.g. workplace setting, higher education;

Phenomenon of Interest: partnerships and other collaborative structures that do not have the intention to support community action or have no/minimal community involvement in design or implementation.

Design: studies that do not report findings on factors/processes to support community action; descriptive case studies.

Study selection

Reviews and primary studies were screened against the inclusion criteria by two reviewers working independently. Disagreements were resolved by discussion with the wider team.

Data extraction

Data were extracted from included reviews and primary studies by one reviewer into standardised and piloted Word templates that include the following fields: Bibliographic details; Country/ region/ place; study design and methods; Model/ approach (if applicable); Community action that was supported; Sectors involved; Factors important to success; Outcomes in relation to community action and/ or community wellbeing; Factors acting as barriers to success; Specific learning/ reflection on ways of working together; Specific learning on what to do when things go wrong; Any other relevant recommendations, learning or frameworks.

Data synthesis

Several rounds of discussion informed a narrative synthesis which focused on grouping the factors and models into thematic categories.

Detailed search strategy

EBSCO (PsycInfo; MEDLINE; Academic Search Complete)

A. Collaboration

partnership OR alliance OR cooperat* OR collaborat* OR coalition OR network OR "social infrastructure" OR "joint working" OR "joint-working" OR "place based" OR "place-based" OR relation* OR co-production OR coproduction OR coordinat* OR co-ordinat* OR coalition

B. Voluntary/community sector

"voluntary sector" OR VCS* OR third sector OR "voluntary organisation" OR charit* OR "social enterprise" OR "community enterprise" OR "community business" OR "neighbourhood organisation" OR "community improve*" OR "not-for-profit" OR "non-profit" OR "co-operative" OR "cooperative" OR "social entrepreneur" OR "community interest company" OR "company limited by guarantee" OR "social business" OR "social firm" OR "affirmative business" OR "micro-enterprise*" OR "social interest company" OR "social business" OR "community interest corporation" OR "social interest company" OR "social interest corporation" OR "benefit society" OR "community anchor" OR "community hub" OR "mutual aid" OR ((community N2 (manag* OR run OR own* OR control* OR driven OR orient*))

C. Other sectors

((local OR city OR regional OR town OR parish OR municip* OR state) N2 (government OR council OR authority OR government OR board)) OR "public service"

D. Community action

((community OR social OR neighbourhood OR collective) N2 (action OR activism OR activist OR power OR empowerment OR leader* OR organising OR resilience OR control OR resourcefulness OR engagement OR mobilis*)) OR "social networks" OR "collective action" OR neighbourliness OR "social infrastructure" OR "mutual aid"

E. Community wellbeing

"well-being" OR wellbeing OR "quality of life" OR happiness OR satisfaction OR (positive N3 "mental health") OR wellness OR health* OR "physical welfare" OR "purpose in life" OR flourish* OR prosper* OR resilien* OR contentment OR "self-esteem" OR "overall health" OR belonging OR fulfil* OR capabilit* OR salutogen* OR eudaimon* OR eudaemon* OR eudemon* OR trust* OR thriv* OR vibran* OR "sense of community" OR "sense of belonging" OR empower* OR liveability OR livability OR sustainab*

F. Social relations

((Soci* OR community OR neighbour* OR public OR cultural) N3 (relation* OR cohesion OR capital OR inclusion OR inclusive OR interaction* OR network* OR connect* OR interconnect* OR bond* OR tie* OR support OR integration OR participation OR engag* OR exclu* OR isolat* OR marginali* OR disengag* OR fragment* OR disconnect* OR integration OR "capacity building" OR trust OR autonomy OR "positive relations" OR involvement OR loneliness)) OR "interpersonal relation*" OR connectedness OR "quality of relations" OR friend* OR companion* OR "close relationship*" OR "social routine" OR reciprocity

G. Review

Review OR synthesis OR meta-analysis OR scoping OR mapping

Social policy and practice

A. Collaboration

partnership OR alliance OR cooperat* OR collaborat* OR coalition OR network OR "social infrastructure" OR "joint working" OR "joint-working" OR "place based" OR "place-based" OR relation* OR co-production OR coproduction OR coordinat* OR co-ordinat* OR coalition

B. Voluntary/community sector

"voluntary sector" OR VCS* OR third sector OR "voluntary organisation" OR charit* OR "social enterprise" OR "community enterprise" OR "community business" OR "neighbourhood organisation" OR "community improve*" OR "not-for-profit" OR "non-profit" OR "co-operative" OR "cooperative" OR "social entrepreneur" OR "community interest company" OR "company limited by guarantee" OR "social business" OR "social firm" OR "affirmative business" OR "micro-enterprise*" OR "social interest company" OR "social business" OR "community interest corporation" OR "social interest company" OR "social interest corporation" OR "benefit society" OR "community anchor" OR "community hub" OR "mutual aid" OR (community ADJ2 (manag* OR run OR own* OR control* OR driven OR orient*))

C. Other sectors

((local OR city OR regional OR town OR parish OR municip* OR state) AND (government OR council OR authority OR government OR board)) OR "public service"

D. Community action

((community OR social OR neighbourhood OR collective) AND (action OR activism OR activist OR power OR empowerment OR leader* OR organising OR resilience OR control OR resourcefulness OR engagement OR mobilis*)) OR "social networks" OR "collective action" OR neighbourliness OR "social infrastructure" OR "mutual aid"

E. Community wellbeing

"well-being" OR wellbeing OR "quality of life" OR happiness OR satisfaction OR (positive AND "mental health") OR wellness OR health* OR "physical welfare" OR "purpose in life" OR flourish* OR prosper* OR resilien* OR contentment OR "self-esteem" OR "overall health" OR belonging OR fulfil* OR capabilit* OR salutogen* OR eudaimon* OR eudaemon* OR eudemon* OR trust* OR thriv* OR vibran* OR "sense of community" OR "sense of belonging" OR empower* OR liveability OR livability OR sustainab*

F. Social relations

((Soci* OR community OR neighbour* OR public OR cultural) AND (relation* OR cohesion OR capital OR inclusion OR inclusive OR interaction* OR network* OR connect* OR interconnect* OR bond* OR tie* OR support OR integration OR participation OR engag* OR exclu* OR isolat* OR marginali* OR disengag* OR fragment* OR disconnect* OR integration OR "capacity building" OR trust OR autonomy OR "positive relations" OR involvement OR loneliness)) OR "interpersonal relation*" OR connectedness OR "quality of relations" OR friend* OR companion* OR "close relationship*" OR "social routine" OR reciprocity

G. Review

Review OR synthesis OR meta-analysis OR scoping OR mapping

SCOPUS

A. Collaboration

partnership OR alliance OR cooperat* OR collaborat* OR coalition OR network OR "social infrastructure" OR "joint working" OR "joint-working" OR "place based" OR "place-based" OR relation* OR co-production OR coproduction OR coordinat* OR co-ordinat* OR coalition

B. Voluntary/community sector

"voluntary sector" OR VCS* OR third sector OR "voluntary organisation" OR charit* OR "social enterprise" OR "community enterprise" OR "community business" OR "neighbourhood organisation" OR "community improve*" OR "not-for-profit" OR "non-profit" OR "co-operative" OR "cooperative" OR "social entrepreneur" OR "community interest company" OR "company limited by guarantee" OR "social business" OR "social firm" OR "affirmative business" OR "micro-enterprise*" OR "social interest company" OR "social business" OR "community interest corporation" OR "social interest company" OR "social interest corporation" OR "benefit society" OR "community anchor" OR "community hub" OR "mutual aid" OR (community w/2 (manag* OR run OR own* OR control* OR driven OR orient*)) Other sectors

((local OR city OR regional OR town OR parish OR municip* OR state) w/2 (government OR council OR authority OR government OR board)) OR "public service"

C. Community action

((community OR social OR neighbourhood OR collective) w/2 (action OR activism OR activist OR power OR empowerment OR leader* OR organising OR resilience OR control OR resourcefulness OR engagement OR mobilis*)) OR "social networks" OR "collective action" OR neighbourliness OR "social infrastructure" OR "mutual aid"

D. Community wellbeing

"well-being" OR wellbeing OR "quality of life" OR happiness OR satisfaction OR (positive w/2 "mental health") OR wellness OR health* OR "physical welfare" OR "purpose in life" OR flourish* OR prosper* OR resilien* OR contentment OR "self-esteem" OR "overall health" OR belonging OR fulfil* OR capabilit* OR salutogen* OR eudaimon* OR eudaemon* OR eudemon* OR trust* OR thriv* OR vibran* OR "sense of community" OR "sense of belonging" OR empower* OR liveability OR livability OR sustainab*

E. Social relations

((Soci* OR community OR neighbour* OR public OR cultural) w/2 (relation* OR cohesion OR capital OR inclusion OR inclusive OR interaction* OR network* OR connect* OR interconnect* OR bond* OR tie* OR support OR integration OR participation OR engag* OR exclu* OR isolat* OR marginali* OR disengag* OR fragment* OR disconnect* OR integration OR "capacity building" OR trust OR autonomy OR "positive relations" OR involvement OR loneliness)) OR "interpersonal relation*" OR connectedness OR "quality of relations" OR friend* OR companion* OR "close relationship*" OR "social routine" OR reciprocity

F. Review

Review OR synthesis OR meta-analysis OR scoping OR mapping

A + (B or C) + D + (E or F) + G

Databases

A. PsycInfo
B. MEDLINE
C. CINAHL
D. Social Policy and Practice (covers Social Care Online and Idox)
E. Social Sciences Citation Index
F. Academic Search Complete

Appendix 3:
Evidence sources

Academic

Authors	Date	Title	Journal	Volume, issue number	Pages
Abrams, D., Lalot, F., Broadwood, J., Hayon, K. D. and Platts-Dunn, I.	2021	**The social cohesion investment: Local areas that invested in social cohesion programmes are faring better in the midst of the Covid-19 pandemic.**	Journal of Community and Applied Social Psychology	32, 3	536–554
Akhter, N., McGowan, V. J., Halliday, E., Popay, J., Kasim, A. and Bambra, C.	2023	**Community empowerment and mental wellbeing: longitudinal findings from a survey of people actively involved in the big local place-based initiative in England**	Journal of Public Health	45, 2	423–431
Alderwick, H., Hutchings, A., Briggs, A. and Mays, N.	2021	**The impacts of collaboration between local health care and non-health care organizations and factors shaping how they work: a systematic review of reviews**	BMC Public Health	21, 753	1–16
Atkinson, P. and Sheard, S.	2022	**Designing effective central-local co-operation: lessons from Liverpool's Covid-19 response**	Policy Design and Practice	5, 3	346–361
Broadley, C. and Dixon, B.	2022	**Participatory design for democratic innovation: participation requests and community empowerment in Scotland**	Policy Design and Practice	5, 4	444–465
Bynner, C., McBride, M. and Weakley, S.	2022	**The COVID-19 pandemic: the essential role of the voluntary sector in emergency response and resilience planning.**	Voluntary Sector Review	13, 1	167–175
Calamo, L. and Thomas, P.	2022	**Accomplishing Community-Oriented Integration at Scale - Strategies for Success**	International Journal of Integrated Care	22, 1	1–8

Authors	Date	Title	Journal	Volume, issue number	Pages
Chevée, A.	2022	Mutual Aid in North London during the Covid-19 pandemic	Social Movement Studies	21, 4	413-419
Cloney, V., Wardlaw, A.	2022	Inverclyde Resilience Network: A Collaborative Approach to Supporting the Community	International Journal of Integrated Care	22, 53	1-2
Comas-Herrera, A., Fernandez, J., Hancock, R., Hatton, C., Knapp, M., McDaid, D., Malley, J., Wistow, G. and Wittenberg, R.	2020	COVID-19: Implications for the Support of People with Social Care Needs in England	Journal of Aging & Social Policy	32, 4-5	365-372
Dayson, C. and Damm, C.	2020	Re-making state-civil society relationships during the COVID 19 pandemic?	People Place and Policy Online	14, 3	282-289
Dayson, C., Painter, J. and Bennett, E.	2020	Social prescribing for patients of secondary mental health services: Emotional, psychological and social well-being outcomes	Journal of Public Mental Health	19, 4	271-279
den Broeder, L., South, J., Rothoff, A., Bagnall, A., Azarhoosh, F., van der Linden, G., Bharadwa, M. and Wagemakers, A.	2022	Community engagement in deprived neighbourhoods during the COVID-19 crisis: perspectives for more resilient and healthier communities	Health Promotion International	37, 2	1-15
Fernandes-Jesus, M., Mao, G., Ntontis, E., Cocking, C., McTague, M., Schwarz, A., Semlyen, J. and Drury, J.	2021	More Than a COVID-19 Response: Sustaining Mutual Aid Groups During and Beyond the Pandemic	Frontiers in Psychology	12	1-17
Gardner, M., Webber, D, J., Parry, G. and Bradley, P.	2021	COVID-19: How community businesses in England struggled to respond to their communities' needs	Local Economy: The Journal of the Local Economy Policy Unit	36, 6	524-540
Henderson, J., Escobar, O., Revell, P.	2020	Public value governance meets social commons: community anchor organisations as catalysts for public service reform and social change?	Local Government Studies	47	887-909

Authors	Date	Title	Journal	Volume, issue number	Pages
Holstead, K., Russell, S. and Waylen, K.	2022	Water governance on the streets of Scotland: How frontline public workers encounter and respond to tensions in delivering water services with communities	Environmental Policy and Governance	33, 1	44–55
Lachowicz, K. and Donaghey, J.	2022	Mutual aid versus volunteerism: Autonomous PPE production in the Covid-19 pandemic crisis	Capital and Class	46, 3	427–447
Mao, G., Fernandes-Jesus, M., Ntontis, E. and Drury, J.	2021	What have we learned about COVID-19 volunteering in the UK? A rapid review of the literature	BMC Public Health	21	1–15
McGowan, J., Dembski, S. and Moore, T.	2020	Co-Opting the Streets of Liverpool: Self-Organization and the Role of Local Authorities	Planning Practice and Research	35, 4	363–379
O'Dwyer, E., Souza, L. G. S. and Beascoechea-Seguí, N.	2022	Rehearsing post-Covid-19 citizenship: Social representations of UK Covid-19 mutual aid	British Journal of Social Psychology	61, 4	1245–1262
Patton, S., McGlade, A. and Elliot, J.	2021	Does training in co-production lead to any real change in practice? Reflections from practitioners in Northern Ireland	Journal of Integrated Care	29, 2	141–152
Powell, K., Barnes, A., Anderson de Cuevas, R., Bambra, C., Halliday, E., Lewis, S., McGill, R., Orton, L., Ponsford, R., Salway, S., Townsend, A., Whitehead, M. and Popay, J.	2021	Power, control, communities and health inequalities III: participatory spaces—an English case	Health Promotion International	36, 5	1264–1274
Redwood, M. E., Smith, A. M. J., Steiner, A. and Whittam, G.	2023	Community wealth building or local authority rhetoric?	Local Economy	37, 7	602–621
Rendall, J., Curtin, M., Roy, M. J. and Teasdale, S.	2022	Relationships between community-led mutual aid groups and the state during the COVID-19 pandemic: complementary, supplementary, or adversarial?	Public Management Review	26, 2	313–333

Authors	Date	Title	Journal	Volume, issue number	Pages
Rippon, S., Bagnall, A., Gamsu, M., South, J., Triwell, J., Southby, K., Warwick-Booth, L., Coan, S. and Woodward, J.	2020	Towards transformative resilence: community, neighbourhood and system responses during the COVID-19 pandemic	Cities and Health	5	41-44
Sharma, K., Hollingdale, J., Walters, G., Metzger, M. J. and Ghazoul, J.	2023	In danger of co-option: Examining how austerity and central control shape community woodlands in Scotland	Geoforum	142	1-13
Soni, A., Rutherford, P., Weston, A. and Watson, M.	2022	Healthcare specialists and communities working together to improve health for children and young people in London, UK	International Journal of Integrated Care	22	1-2
South, J., Stansfield, J., Amlot, R. and Weston, D.	2020	Sustaining and strengthening community resilience throughout the COVID-19 pandemic and beyond	Perspectives in Public Health	140, 6	305-308
Steiner, A., McMillan, C. and Hill O'Connor, C.	2022	Investigating the contribution of community empowerment policies to successful co-production- evidence from Scotland	Public Management Review	25, 8	1587-1609
Stewart, E.	2021	Fugitive coproduction: Conceptualising informal community practices in Scotland's hospitals	Social Policy and Administration	55, 7	1310-1324
Townsend, A., Abraham, C., Barnes, A., Collins, M., Halliday, E., Lewis, S., Orton, L., Ponsford, R., Salway, S., Whitehead, M. and Popay, J.	2020	I realised it weren't about spending the money. It's about doing something together:" the role of money in a community empowerment initiative and the implications for health and wellbeing"	Social Science and Medicine	260	1-9
Ure, C., Burns, E. J., Hargreaves, S. C., Hidajat, M., Coffey, M., de Vocht, F., Audrey, S., Hare, S., Ardern, K. and Cook, P. A.	2021	How can communities influence alcohol licensing at a local level? Licensing officers' perspectives of the barriers and facilitators to sustaining engagement in a volunteer-led alcohol harm reduction approach	International Journal of Drug Policy	98	1-12

Authors	Date	Title	Journal	Volume, issue number	Pages
Ward, F., Halliday, E., Holt, V., Khan, K., Sadler, G., Wheeler, P. and Goldthorpe, J.	2022	How did communities in North West England respond to the COVID-19 lockdown? Findings from a diary study	BMJ Open	12	1–9
Weakley, S., Karlsson, P. S., Cullingworth, J., Lebec, L. and Fraser, K.	2021	Developing a university-voluntary sector collaboration for social impact	Journal of University Teaching and Learning Practice	18, 7	71–88

Grey

Authors	Date	Title	Publisher
Alakeson, V. and Brett, W.	2020	Local Heroes: how to sustain community spirit beyond Covid-19	Power to Change.
Arts and Humanities Research Council Creative Communities.	2023	By All, For All: The Power of Partnership AHRC Creative Communities Deep Dive Report 2023	Arts and Humanities Research Council.
Audit Wales.	2023	Together we can' - community resilience and self-reliance	Audit Wales.
Audit Wales.	2022	A missed opportunity' - Social Enterprises	Audit Wales.
Baker, L., Jochum, V., Garforth, H. and Usher, R.	2022	Big Local relationships with public agencies	Local Trust.
Baker, S.	2022	A scoping review of place-based approaches to community engagement and support.	Welsh Government.
Boelman, V.	2021	Volunteering and wellbeing in the pandemic Part II: Rapid evidence review	Wales Centre for Public Policy.
Bowyer, G., Grant, A. and White, D.	2020	Learning from Lockdown: 12 Steps to Eliminate Digital Exclusion	Carnegie UK Trust.
British Medical Association.	2022	Integrated care systems: what are they, and what do they mean for doctors?	British Medical Association.
Broadwood, J., Davis Hayon, K., Abrams, D. and Lalot, F.	2021	Beyond us and them: policy and practice for strengthening social cohesion in local areas.	Belong - The Cohesion and Integration Network.

Authors	Date	Title	Publisher
Brown, M. and Ormerod, E.	2020	What do user-led groups need? Mental health user-led organisations as community organisations	National Survivor User Network.
Buck, D., Wenzel, L. and Beech, J.	2021	Communities and Health	The King's Fund.
Building Communities Trust, People and Work.	2022	Community responses to COVID; what's been going on?	Building Communities Trust.
Building Communities Trust.	2021	The impact of Invest Local upon Communities' Resilience during the Covid-19 pandemic	Building Communities Trust.
Burchell, J., Ballantyne, E. and Thiery, H.	2020	Report 2: Models and Frameworks for Coordinating Community responses during COVID-19	University of Sheffield.
Campbell, R. and Vamvaka, R.	2022	Helping Working Families: Programme Review	The National Lottery Community Fund.
Cares Family, Power To Change.	2021	Building our social infrastructure: why levelling up means creating a more socially connected Britain	The Cares Family.
Centre for Ageing Better.	2020	Real time evaluation of Leeds Neighbourhood Networks	Centre for Ageing Better.
Charles, A., Naylor, C. and Murray, R.	2021	Integrated care systems in London: challenges and opportunities ahead	The King's Fund.
Cooper, E.	2020	Lessons learned - Research into Community response to COVID-19	Scottish Community Alliance.
Coutts, P., Bowyer, G., Heydecker, R., Ormston, H., Pennycook, L., Thurman, B. and Wallace, J.	2020	COVID-19 and Communities Listening Project: A Shared Response	Carnegie UK Trust.
Coutts, P., Ormston, H., Pennycook, L. and Thurman, B.	2020	Pooling together: How Community Hubs have responded to the COVID-19 Emergency	Carnegie UK Trust.
Davidson, S., Wallace, J. and Ormston, H.	2020	Revisiting the Route Map to an Enabling State: Guiding Principles for Recovery	Carnegie UK Trust.
Denton, N., Robinson, D. and Robinson, I.	2022	The Sense of Connection: Relationships and strong communities, in crisis and beyond	Relationships Project.
Future Place.	2021	Placeshaping: Learning from 2020	Royal Institute of British Architects.
Gilburt, H. and Ross, S.	2023	Actions to support partnership: Addressing barriers to working with the VCSE sector in integrated care systems	The King's Fund.

Authors	Date	Title	Publisher
Grey, C. N. B., Homolova, L., Maggio, V., Di Cara, N., Rees, S., Haworth, C. M. A., Davies, A. R. and Davis, O. S. P.	2022	**Sustaining community-led action in recovery: Learning lessons from the community response to COVID-19 in Wale (summary report)**	Public Health Wales.
Havers, R., Durrant, H. and Bennett, L.	2020	**The role of communities and technology in mitigating loneliness during the coronavirus pandemic**	Wales Centre for Public Policy.
Healthwatch Enfield, New Local, Edmonton Community Partnership.	2022	**Community Powered Edmonton: Using community collaboration to improve services and reduce inequalities**	Healthwatch Enfield.
Housing Associations' Charitable Trust	2021	**A sector together: the social housing sector and Covid-19**	Housing Associations' Charitable Trust.
Kaye, S. and Tiratelli, L.	2020	**Communities vs. Coronavirus: The Rise of Mutual Aid**	New Local.
Kneale, D., Bangpan, M., Hartley, K. and Hou, M.	2022	**Volunteering during the pandemic: which mechanisms enabled groups, communities and agencies to mobilise and why? A rapid realist review of the evidence**	International Public Policy Observatory.
Leach Murphy, L. and Holmes, S.	2020	**Exploring the strength of community: how to promote wellbeing for all citizens: a discussion paper from the Centre for Welfare Reform**	Citizen Network.
Lent, A. and Studdert, J.	2021	**The Community Paradigm: Why public services need radical change and how it can be achieved.**	New Local.
Lloyd-Jones, S. and Holtom, D.	2020	**A community response to Covid**	Building Communities Trust.
McCabe, A., Wilson, M., Macmillan, R. and Ellis Paine, A.	2021	**Now they see us: Communities responding to COVID-19**	Local Trust.
Morgan, C. and Tiratelli, L.	2020	**How is Covid-19 changing the relationship between communities and public services?**	New Local.
National Development Team for Inclusion.	2023	**Valuing community led support**	National Development Team for Inclusion.
New Local.	2023	**Rapid review of community agency and control, as final outcomes, or enablers of place-based interventions to improve community wellbeing.**	What Works Wellbeing.
NHS Confederation	2021	**What the NHS white paper means for the future of health and care in England**	NHS Confederation.

Authors	Date	Title	Publisher
NHS England.	2020	**Integrating care: next steps to building strong and effective integrated care systems across England: member briefing**	NHS England.
NHS Providers	2022	**Realising the benefits of provider collaboratives**	NHS Providers.
North Wales Social Care and Well-being Services Improvement Collaborative.	2020	**Covid-19 innovations and lessons learned: initial findings**	North Wales Social Care and Well-being Services Improvement Collaborative.
Oxford Consultants for Social Inclusion.	2023	**How Everton in the Community use Local Insight to strengthen funding bids**	Oxford Consultants for Social Inclusion.
Public Policy Projects.	2021	**Addressing the national syndemic: place-based problems and solutions to UK health inequality**	Institute of Health Equity.
Rees, S., Lundie, J., Crawford, L. and Jones, R. D.	2021	**Mobilising Voluntary Action in Wales: Learning from volunteering activity to support post COVID-19 recovery Briefing Paper.**	Mobilising UK Voluntary Action.
Relationships Project.	2021	**The Bridge Builders Handbook**	Relationships Project.
Research Works.	2021	**Volunteer Passporting Research**	UK Government.
Resourceful Communities Partnership.	2022	**Working with communities**	Resourceful Communities Partnership.
Scottish Government.	2022	**Coronavirus (COVID-19) Scottish Third sector perspectives volunteering - third sector perspectives: survey report**	Scottish Government.
Social Care Wales.	2021	**Supporting the development of community resourcefulness**	Social Care Wales
South, J., Southby, K., Freeman, C. and Bagnall, A.	2021	**Community Wellbeing Case Study Synthesis**	What Works Wellbeing.
Stepczack, P.	2023	**Building Stronger Communities: A Comprehensive Model for Effective Community Engagement**	Medium.
Taylor, M. and Wilson, M.	2020	**Locally rooted: the place of community organising in times of crisis**	Community Organisers.
Taylor-Collins, E., Havers, R., Durrant, H., Passey, A., Bagnall, A. and South, J.	2021	**Volunteering and wellbeing in the pandemic. Part 1: Learning from practice**	Wales Centre for Public Policy.
The Young Foundation.	2021	**Understanding local patterns of volunteer activity during COVID-19**	The Young Foundation.

Authors	Date	Title	Publisher
Thiery, H., Cook, J., Burchell, J. and McNeill, J.	2022	**Communities are doing it for themselves: lessons from the mutual aid experience**	The MoVE Project
Tiratelli, L.	2020	**Key findings: How to mobilise communities**	New Local.
Tiratelli, L.	2020	**Community Mobilisation: Unlocking the Potential of Community Power**	New Local.
UK Government Department of Health and Social Care.	2022	**Integrated care partnerships: engagement findings**	UK Government.
Volunteer Scotland.	2022	**The Road to Recovery Lessons learned from Scotland's volunteering response to Covid-19.**	Volunteer Scotland.
Wales Council for Voluntary Action.	2020	**Equalities, Local Government and Communities committee inquiry: the impact of COVID-19 on the voluntary sector**	Wales Council for Voluntary Action.
Wallace, J., White, D. and Davidson, S.	2020	**Building Back for the Better: A Perspective from CUKT**	Carnegie UK Trust.
Welsh Government.	2020	**Written Response by the Welsh Government to the report of the Equality, Local Government and Communities Committee entitled Impact of Covid-19 on the voluntary sector.**	Senedd Wales.
Welsh Parliament Equality, Local Government and Communities Committee.	2021	**Impact of Covid-19 on the voluntary sector**	Senedd Wales.
Wilson, M. and McCabe, A.	2021	**Rapid research COVID-19: Community responses to COVID-19: striking a balance between communities and local authorities**	Local Trust.
Woodcock, E.	2023	**Creating a 'Wild Pathways' strategy A policy brief for Local Nature Partnerships**	Bangor University.
Woodcock, E.	2022	**Cross-sector collaboration for Wales' national well-being**	Bangor University.
Young, R. and Goodall, C.	2021	**Rebalancing the relationship: final report**	National Council for Voluntary Organisations (NCVO).

Case studies

Case study number	Title	Date	Location
1	Communities Creating Homes	No date	No specific location
2	'Nothing about us, without us, is for us' . A Roadmap to Inclusive coproduction	2022	No specific location
3	£6.9 million to support 3 projects across Powys	2023	Powys
4	A Cut Above: Domestic Violence Awareness with Local Hairdressers/ Beauticians.	2020	Neath Port Talbot
5	BAVO Community Navigator Film	2023	Bridgend
6	BAVO Evaluation of the Covid-19 response – March 2020 to March 2021.	2020	Bridgend
7	Building the Future: Next steps for active community-led transformation.	2022	Wales-wide
8	Camarthen and Pembroke's £19 million investment for community hubs	2023	Camarthen and Pembroke
9	Caring Communities of Change - Project Update	2023	Wales-wide
10	Case studies from Wales	No date	Wales-wide
11	Case studies: Library of things/ community focussed schools	2020-2023	Neath Port Talbot
12	Case Study: Building more resilient, happier and healthier communities	July of 2023	No specific location
13	CAST - Coronavirus Action St. Mellon's & Trowbridge - Emergency community support	2021	St. Mellon's
14	Cefn Golau Multi Use Games Area (MUGA)	2021	Tredegar
15	Client A and Local Area Coordination 1 to 1 Case Study	No date	Neath Port Talbot
16	COAST - Creating Opportunities Across Swansea Together	2023	Swansea
17	Community Connections and Swansea Spaces: A collaborative learning event' (July 24th 2023)	2023	Swansea
18	Community groups encouraged to apply for the Mayor's Foundation Grant Fund	2022	Vale of Glamorgan
19	Community groups given chance to pitch for shared prosperity funding	2023	Vale of Glamorgan

Case study number	Title	Date	Location
20	Community Living Room Series - On the Couch with Lucy Powell from Outside Lives. Eden Project Communities	2022	North Wales
21	Community Navigators Service proves to be a lockdown lifeline for Bridgend woman	2021	Bridgend
22	Council opens Strong Communities Grant Fund	2022	Vale of Glamorgan
23	Council promotes Vale 50+ Strategy Forum's 'Have Your Say' Events	2023	Vale of Glamorgan
24	Covid Support Team Evaluation/Front-End Model.	2021	Gwynedd
25	Cwm Taf Morgannwg Regional Partnership Board. Transformation Fund Deep Dive Review, Overview Report.	2020	Cwm Taf Morgannwg
26	Cwm Taf Morgannwg Transformation Workstreams and Programme Review. Bridgend Ambition 3 – Developing Resilient Co-ordinated Communities	2020	Cwm Taf Morgannwg
27	Demonstrating the value of housing: health and care toolkit	Live document - last update 2022	No specific location
28	Dozens of people come together for Mold's first ever Come Dine With Me event.	2020	North Wales
29	Everyone's Garden opens to the community	2022	Vale of Glamorgan
30	First school road closure to promote active travel starts off with success	2023	Vale of Glamorgan
31	Gwerthusaiad Hybiau Cefnogi Cymunedau Gwynedd / Gwynedd Communities Support Hubs Evaluation	2022	Gwynedd
32	Heart of the Community' project	2021–2023	Aberporth
33	How do we collaborate to support a 'whole system' approach to support community-led responses to increase resilience?	2021	Rhondda Cynon Taff
34	Hubberston & Hakin Covid Response	2021	Hubberston and Hakin
35	IMPORTANT CS –Trauma-Informed Communities: A Comparative Study of Welsh Models of Practice	2023	No specific location
36	Inclusion and Integration: Unlocking the power of coproduction. Creating opportunities for equal participations and empowering communities to take action.	2021	No specific location

Case study number	Title	Date	Location
37	Inspiring Futures	June 2022-July 2023	No specific location
38	Leisure and Culture Trusts Health and Wellbeing Support to the NHS in Wales.	2022	Wales-wide
39	Llantwit Food Hub Launch a Great Success	2022	Vale of Glamorgan
40	Llifon Alliance: Children and Young People Subgroup	No date	Isle of Anglesey
41	Local Area Coordination in Swansea: Our Stories (Georgia, Eric, Marvin, Anne, Mervyn's stories)	2022	Swansea
42	Local Area Coordination Swansea.	Various (2015-2023].	Swansea
43	Lost Peatlands Community Engagement Evaluation	2022/2023	Neath Port Talbot, Rhondda Cynon Taff
44	Maesgeirchen	2021	Gwynedd
45	Mold: Outside Lives helping dreams become reality for volunteer, Mark.	2023	North Wales
46	Mold: Outside Lives seeking thoughts and views ahead of proposed move	2023	North Wales
47	Most significant change story collection exercise.	No date	Bridgend
48	Multiagency Wraparound Trauma-informed Support for Welcome Centres.	2022	No specific location
49	New study uncovers the science of relationships in Local Area Coordination.	2023	Swansea
50	Newydd's commitment to helping residents living with sight loss recognised with RNIB award	2023	No specific location
51	North Wales charity transforming lives through power of outdoors	2023	North Wales
52	Outside Lives Ltd launches new events to bring communities together (news article)	2021	North Wales
53	Participatory budgeting in Newport	2023	Newport
54	Place Shaping	2021	Isle of Anglesey
55	Play Streets' pilot initiative launches in the Vale	2023	Vale of Glamorgan
56	Priority improvements proposed for Penarth Esplanade.	2023	Vale of Glamorgan
57	Prosiect Môn a Menai	2023	Isle of Anglesey

Case study number	Title	Date	Location
58	Public Health Wales. We Love Morriston Project.	2021	Swansea
59	Royal Voluntary Service - transport services	No date	No specific location
60	Shared Prosperity Fund Projects: Tackling Poverty Service	2023	Swansea
61	Social worker Lucy Powell introduces direct payments to help meet an individual's well being outcome.	2022	North Wales
62	The benefits of volunteering in health and care	2023	No specific location
63	The future we create: lessons from pandemic volunteering in Wales	2023	Wales-wide
64	The Land, Plas Madoc	2021	Wrexham
65	Theory of Change - Accelerating the pace of change. Ambition 3: Developing Resilient Coordinated Communities	No date	Bridgend
66	Thirteen dedicated Welsh housing associations shortlisted in National TPAS Cymru Good Practice Awards	2023	No specific location
67	Transforming County Anchor: Regeneration Swansea	Powerpoint presentation given 18th July 2023	Swansea
68	Vale launches Two Communities Grant Funds	2023	Vale of Glamorgan
69	Video of Newport City Council's most recent Participatory budgeting event (April-May 2023)	2023	Newport
70	Volunteers transform area near Denbighshire into wildlife haven for community	2023	North Wales
71	Warm Welcome programme helps thousands of Vale residents	2023	Vale of Glamorgan
72	What Works in the Prevention and Early Intervention of ACEs at the Community Level? Identifying and Supporting Projects across Wales.	2022	No specific location
73	What Works to Prevent Adverse Childhood Experiences (ACEs) at the Community Level?: An Evidence Review and Mapping Exercise. Addis, S., Wey, T., Toll, E., Hopkins, J.C.	2022	No specific location

Report authors

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About the Wales Centre for Public Policy

Here at the Centre, we collaborate with leading policy experts to provide ministers, the civil service and Welsh public services with high quality evidence and independent advice that helps them to improve policy decisions and outcomes.

Funded by the Economic and Social Research Council and Welsh Government, the Centre is based at Cardiff University and a member of the UK's What Works Network.

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