FUTURE WELLBEING OF WALES:

TRANSFORMING HEALTH AND SOCIAL CARE SERVICES CLOSE TO HOME

Report

for Wales Council for Voluntary Action

Carolyn Wallace and Mark Llewellyn

Welsh Institute for Health and Social Care · University of South Wales

June 2020

CONTENTS

1. INTRODUCTION AND CONTEXT

Professors Carolyn Wallace and Mark Llewellyn of the University of South Wales have been working with WCVA to gather insights into the future role of the voluntary sector in achieving wellbeing for the people of Wales. This study was commissioned to explore the role of voluntary organisations as influencers, supporters and deliverers of health and social care services close to home, within the context of 'A Healthier Wales', the Social Services and Wellbeing (Wales) Act and Brexit.

PURPOSE OF THE STUDY

The specification asked us to explore the role of voluntary organisations as influencers, supporters and deliverers of health and social care services close to home. It noted that voluntary organisations have historically been and continue to be frontline providers of care and support services and that they are recognised as key partners in achieving sustainable and seamless health and social care services.

At the outset, WCVA asked us to consider the opportunities for voluntary organisations to be deliverers in a mixed and creatively designed health and social care market and reflect on the key mechanisms voluntary sector organisations could use and how they can contribute to transforming health and social care services. In addition the study was to consider what role voluntary organisations can play in supporting people to take responsibility for their own health, wellbeing and care needs through their active involvement in the design of care and support services in a post-Brexit Wales.

Originally, we propose a study comprised of a series of three deliberative workshops to explore the issues with key stakeholders within the voluntary sector to inform the development of the report (the think-piece) for the study. However, the situation pertaining to the COVID-19 lockdown meant that was not deliverable. As such, and as outlined below, we took an alternative approach to the study.

This involved thinking more broadly about the range of influences on the voluntary sector at this moment, and to consider the role that voluntary organisations could and should have in achieving greater wellbeing for the population of Wales post-2020. It also involved moving to a two-phase study which used an online consensus building method in the first instance to generate a series of thematic concepts and key statements, and an online collaborative stakeholder workshop to reflect on the findings from the first phase and to identify key priorities for the sector.

2. METHOD AND APPROACH

The whole study was conducted between 20th April and 2nd June 2020. Ethics approval was sought and given by the University of South Wales, Faculty of Life Science and Education low-risk ethics panel.

This study had two sequential parts using two different consensus methods (Figure 1). Part 1 used an online consensus method called Group Concept Mapping to explore the role of the voluntary organisations in achieving greater wellbeing for the population of Wales, and Part 2 used an online collaborative stakeholder event to explore the findings and ask 'what does the voluntary sector need to do next?'
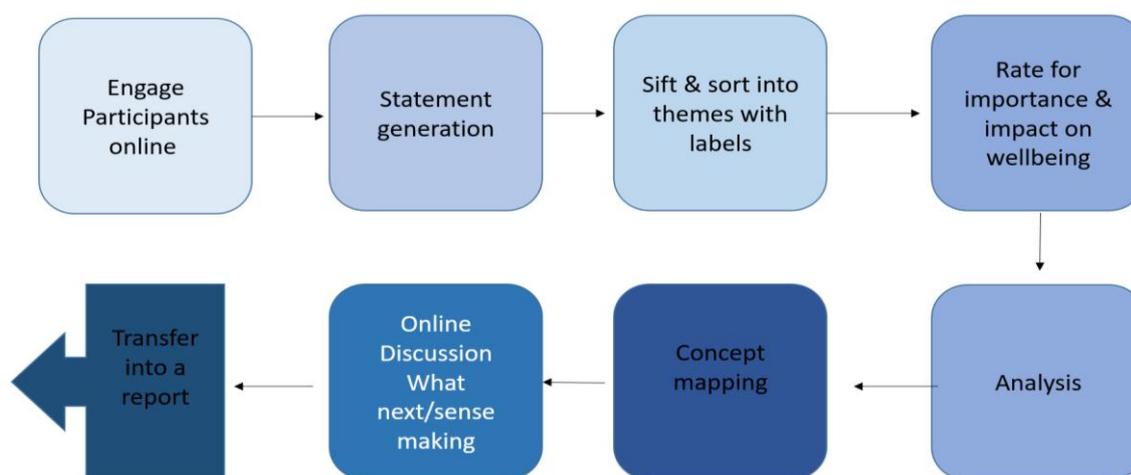
Figure 1: The research process

PART 1: GROUP CONCEPT MAPPING

This explored the role of the voluntary organisations in achieving greater wellbeing for the population of Wales using the Group Concept Mapping (GCM) method three activities; statement generation, sifting and sorting statements into themes with labels, rating each statement for importance and impact on wellbeing. GCM offered an opportunity for virtual groups of geographically dispersed participants (voluntary sector employees or volunteers) to participate using online software to help them individually organise and present their ideas supported by a trained facilitator. Participants answered five demographic questions:

  − How would you define your role?

  − In which area of Wales do you mainly work?

  − Which phrase describes the area you work in?

  − In which size and type of voluntary organisation do you work?

  − Language: do you provide support through…..[list of options]

The GCM facilitator-led methodology used Group Wisdom™ software for data collection, data integration, analysis and later presentation of results to part 2 method participants. This first part of the study was conducted bilingually in Welsh and English.

Part 1 data analysis used the online software to conduct four steps of data analysis following data review, cleaning and acceptance processes:

- Step 1 – Participant demographic responses were analysed using descriptive statistics.

- Step 2 – A similarity matrix was created from the participant sorted statements. This demonstrates the number of participants who sorted the statements together.

- Step 3 – Multidimensional scaling analysis of the similarity matrix which produced a point map. Each participant statement is allocated a point on a two-dimension (XY) axis (Figure 7).

- Step 4 – Ward's algorithm used in hierarchical cluster analysis of statement clusters to produce a cluster map with cluster labels (see Figure 6), cluster rating (Figures 7 and 8), go-zone analysis (Figure 9) to identify the top five ways in which voluntary organisations should consider in achieving greater wellbeing for the population of Wales; and a pattern matching report on any differences between city/town/valleys and rural responses to importance and impact on wellbeing.

PART 2: ONLINE COLLABORATIVE STAKEHOLDER EVENT

An online event was used to ask participants to review the findings and focus on four key questions:

1. What are your first impressions?

2. How should we interpret the data?

3. What should we do with it?

4. What does the voluntary sector need to do next?'

The event was not recorded but notes of the discussion were taken by the two facilitators. Analysis was conducted in response to the questions posed.

3. FINDINGS

PART 1: IDENTIFYING THE ROLE OF THE VOLUNTARY ORGANISATIONS IN ACHIEVING GREATER WELLBEING FOR THE POPULATION OF WALES

3.1   WHO WERE THE PARTICIPANTS?

Fifty participants were recruited using purposive sampling and enrolled onto the Group Wisdom™ software. They were recruited through the WCVA networks. Participants completed the following:

- Participant Questions- n=45
- Brainstorming activity- n=38
- Finished sorting activity- n=26
- Finished importance rating activity- n=32
- Finished impact on wellbeing rating activity- n=24

The majority of participants defined their role as a paid worker (70%) whilst 8% of participants were both paid workers and volunteers (Figure 2).
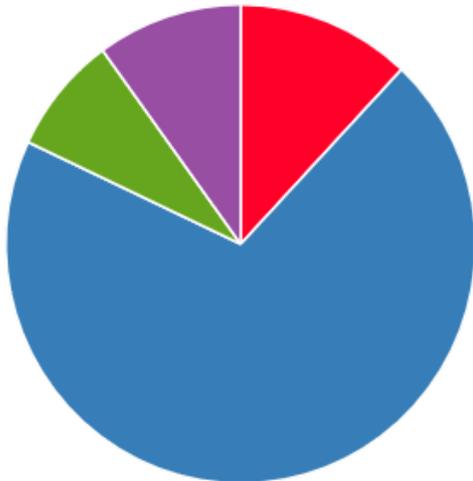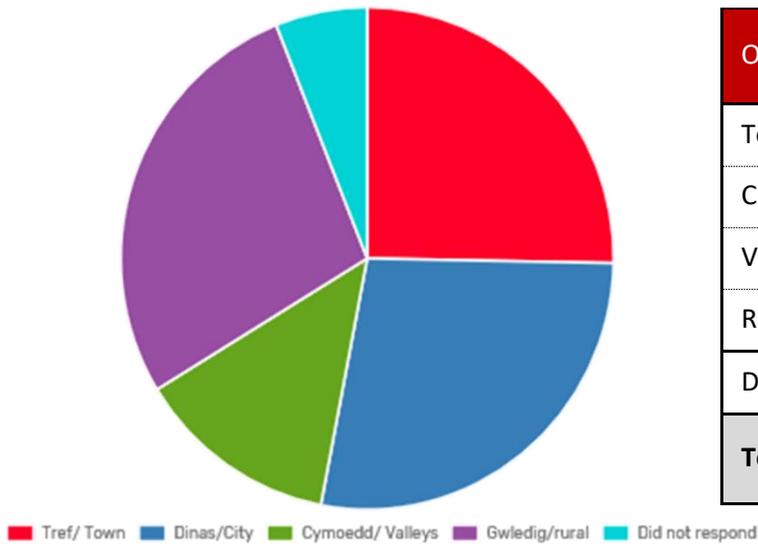

OPTION	FREQUENCY	%
Volunteer	6	12%
Paid worker	35	70%
Both	4	8%
Did not respond	5	10%
Total	**50**	**100%**

■ Gwirfoddolwr/ Volunteer ■ Gweithiwr cyflogedig/ Paid worker ■ Both/y ddau ■ Did not respond

Figure 2: Defining the role of the participants

Participants worked in all regions of Wales (Figure 3). They described themselves as mainly working in the south (42%), west (21%), north (18%) and east (13%).

We asked participants to identify themselves as working in town, city, valleys or rural settings (Figure 4). Giving them the opportunity to identify with more than one phrase. The city and rural settings were equally represented (28% each) whilst the valleys were least represented (13%).

OPTION	FREQUENCY	%
Town	21	25%
City	23	28%
Valleys	11	13%
Rural	23	28%
Did not respond	5	6%
Total	**50**	**100%**

■ Tref/ Town ■ Dinas/City ■ Cymoedd/ Valleys ■ Gwledig/rural ■ Did not respond

Figure 3: Description of type of area worked in

The majority of participants provided support through Welsh and English (56%), whilst 28% communicated in English only and 6% provided support through a combination of other languages. Participants mainly worked for local voluntary organisations (34%) whilst only 6% only worked for a UK wide organisation (Figure 4).
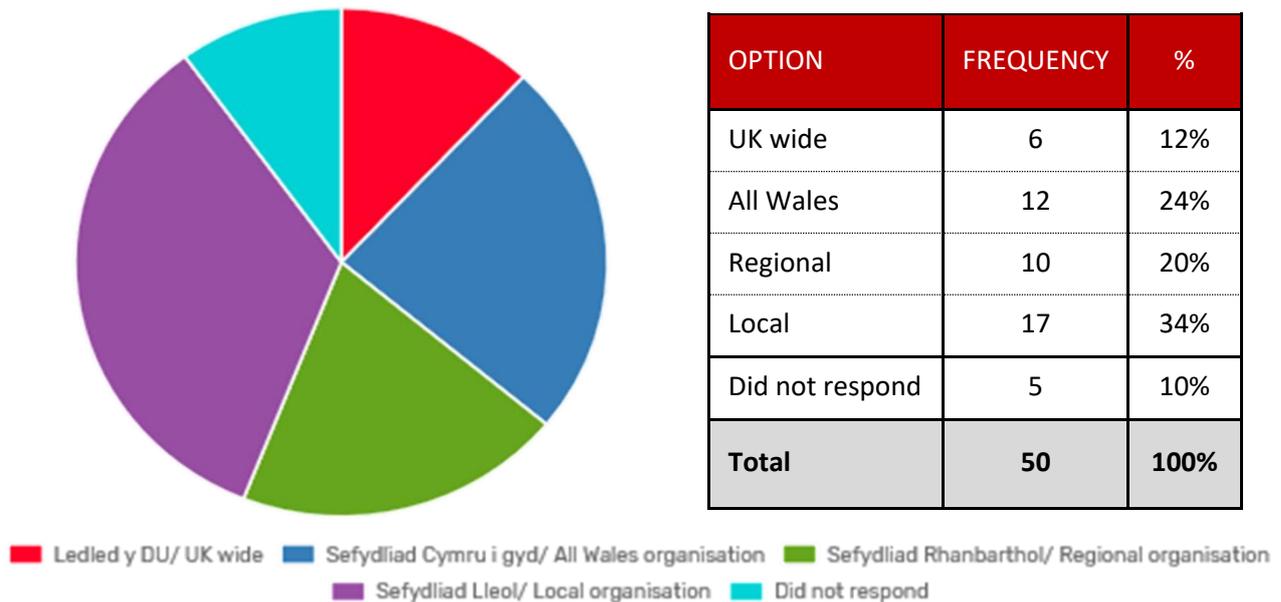
OPTION	FREQUENCY	%
UK wide	6	12%
All Wales	12	24%
Regional	10	20%
Local	17	34%
Did not respond	5	10%
Total	**50**	**100%**

■ Ledled y DU/ UK wide ■ Sefydliad Cymru i gyd/ All Wales organisation ■ Sefydliad Rhanbarthol/ Regional organisation
■ Sefydliad Lleol/ Local organisation ■ Did not respond

Figure 4: Size and type of voluntary organisation.

3.2 IDENTIFYING AND ANALYSING THE 110 WAYS VOLUNTARY ORGANISATIONS SHOULD HELP PEOPLE TO ACHIEVE GREATER WELLBEING

Activity 1 – Brainstorming

During this activity n=38 participants together provided 110 statements to complete the single online focus prompt '*post 2020, I think voluntary organisations should help people to achieve*

greater wellbeing by…' Examples of statements can be seen in Table 1.[1] No statements were discarded, reframed or split. Three statements were provided in Welsh.

Statement no	Statement
1	Ensuring that people within communities design the programme of events. And that the programme is inclusive.
2	Ensuring that they gain significant amounts of funding to continue the work they've started - work which is right at the heart of communities, and reaching those on the edges of society.
3	Continuing to work with the statutory services to reach those hardest to reach. The Covid19 response has shown how the statutory services have relied on the work of third sector and voluntary organisations to keep afloat.
4	Being the catalyst for change in their geographic area

Table 1: The first four statements provided by participants

Activity 2 – Grouping/sorting

In this activity participants were asked to sort and group all the statements into piles and provide each pile with an individual label. The software at first generated a point map showing all the 110 statements (Figure 5).

Figure 5: Computer generated point map of 110 statements

---

[1] The full list of statements is available from the authors.

The dataset had a final stress value of 0.2863 – the acceptable range is 0.205-0.365, and therefore this is considered to be similar to reliability (Kane and Trochim, 2007).[2] The stress value is situated towards the middle of the range and so is considered to be a good fit. The closer the statements (represented by a point) to one another the more frequently they were sorted together by participants. For example statements 103 and 102 are close together and so have been sorted together most frequently. Whilst statement 102 and 25 are on opposite ends of the map and were either not sorted together often or not at all.

The software then provided a cluster map where the statements had been distributed across seven clusters- The empowerment process, communication, improving links between statutory and 3rd sector, strategic planning, campaigning, volunteering and mobilising their communities (Figure 6). Statement placement in a cluster originates from participants' grouping and rating of each statement. For example statement 91 'working with citizens as equal partners' is positioned in the 'empowerment process' cluster because that is where the majority of participants placed the statement. The conceptual relationship between clusters is shown by the distance between them. Therefore the cluster called 'the empowerment process' is closer to 'mobilising their communities' and 'communication' than it is to the other four clusters.

Figure 6: Cluster map with labels from the participant grouping exercise

[2] Kane, M., and Trochim, W. M. K. (2007). *Concept Mapping for Planning and Evaluation.* Thousand Oaks, CA: Sage

The empowerment process cluster had most statements (n=29) with improving links between statutory and voluntary sector close behind it (n=25); whilst the campaigning cluster had least statements (n=8). Table 2 shows the number of statements per cluster and Table 3 (overleaf) provides three statements examples per cluster.[3]

Construct	Empowerment process	Communication	Improving links between sectors	Strategic planning	Campaigning	Mobilising their communities	Volunteering
Number of statements	29	10	25	15	8	12	11
Average rating of importance of statement	4.02	3.92	3.97	3.64	3.65	3.41	3.74
Ave rating of impact of statement on wellbeing	3.85	3.43	3.27	3.07	3.38	3.53	3.63

Table 2: Cluster characteristics

Activity 3 – rating for importance and impact on wellbeing

In this activity participants were asked to rate all 110 statements using importance and impact on wellbeing Likert type scales. The cluster-rating maps in Figure 7 (and Table 2 above) demonstrates that the cluster called 'the empowerment process' is considered the most important of all seven clusters, when considering ways in which voluntary organisations should help people to achieve greater wellbeing (4.02).
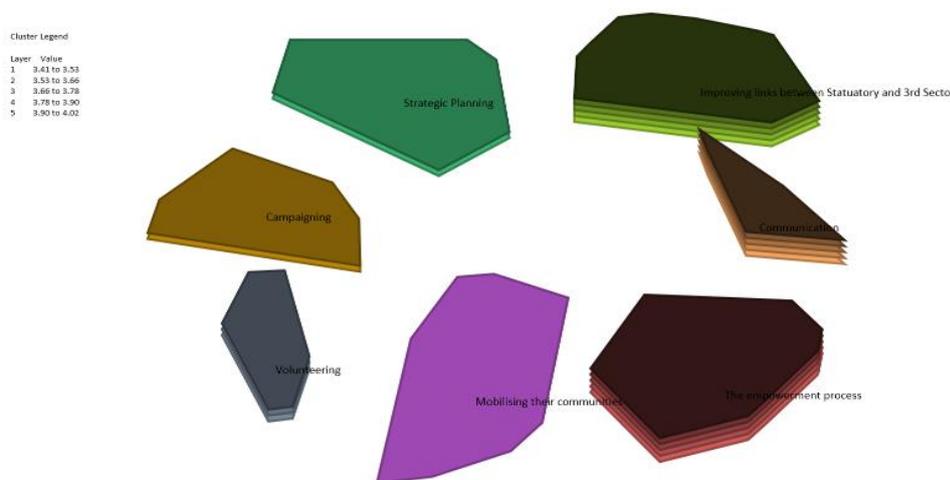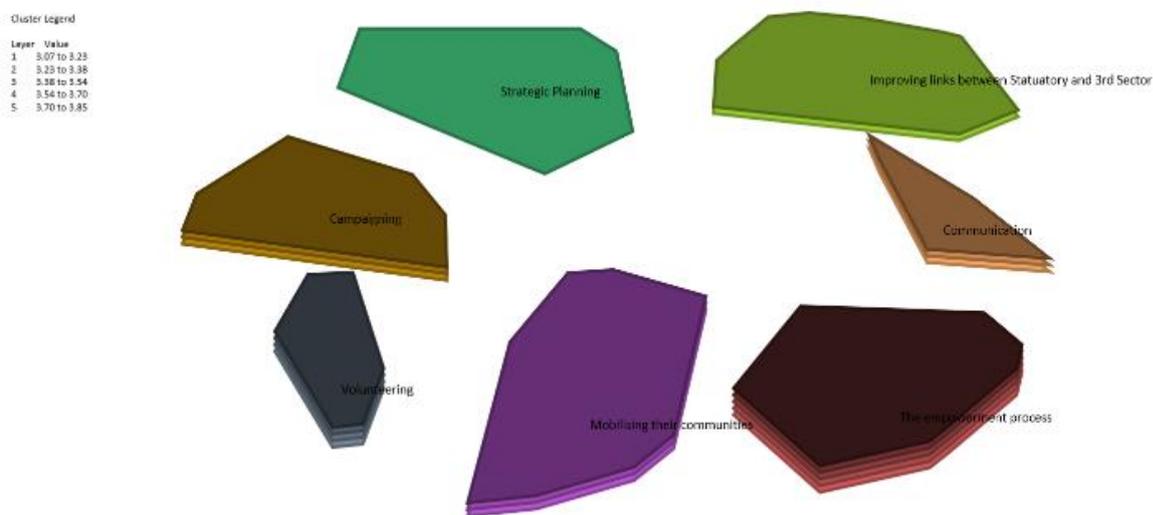

Figure 7: Cluster rating map – importance of ways in which voluntary organisations should help people to achieve greater wellbeing

---

[3] The full list of statements by cluster is available from the authors.

| No.	Wording
THE EMPOWERMENT PROCESS	
1	Ensuring that people within communities design the programme of events. And that the programme is inclusive.
4	being the catalyst for change in their geographic area
7	Asking people what they want/ need, enabling people to support their own local communities in relevant ways in a more participative doing with not for approach
IMPROVING LINKS BETWEEN STATUTORY AND 3RD SECTOR	
3	..continuing to work with the statutory services to reach those hardest to reach. The Covid19 response has shown how the statutory services have relied on the work of third sector and voluntary organisations to keep afloat.
5	I think the issue is more about how commissioners & statutory partners help us all to achieve greater wellbeing - legislation in wales states we should all be working together - covid19 has shown the value of human kindness & the impact of volunteers
16	Disrupting the system--breaking down barriers between health, social care, and third sector.
COMMUNICATION	
23	having a greater voice in the whole commissioning process - from identifying needs, to designing interventions, to delivery and co-evaluation
25	Refreshing town & community councils so that they are truly citizen-led and locally accountable for the investment of local funding (precept) in assets and activities that matter to local people
31	making sure their support is based on principles of co design and co-production
STRATEGIC PLANNING	
2	ensuring that they gain significant amounts of funding to continue the work they've started - work which is right at the heart of communities, and reaching those on the edges of society.
8	Ensuring they evidence the difference they make to society - linking with statutory partners to ensure best use of resources (financial and human resources)
10	by being able to lobby that wellbeing is a socio-economic & unhealthy work culture issue to create a fairer society. Wellbeing isn't fixed by increasing the price of alcohol eg. Problems are never treated at the source. Also-yoga in schools!
VOLUNTEERING	
6	The Covid 19 response will give us a legacy in appreciation of how we can all help others who are struggling - volunteering can be informal as well as formal. All citizens can provide a helping hand to their neighbours and many more now do
9	Providing varied and diverse volunteer involving and volunteer led opportunities
11	Making volunteering more flexible and accessible to young people, full time workers, etc. as we need a volunteer workforce for the future.
CAMPAIGNING	
13	Increasing support for minority groups who are disproportionately affected by discrimination, ill health, hate crime, poverty, abuse, etc.
15	Campaigning for programmes and services that take holistic approaches to improving wellbeing.
33	encourage 3rd sector opportunities as a great career choice
MOBILISING THEIR COMMUNITIES	
26	Encouraging and supporting people to protect and value nature, live sustainably, re-use and recycle, develop local supply chains, and generally protect environmental resources
28	being as inclusive as possible by reflecting the diversity of our communities
32	encourage people on holiday to feel part of communities through volunteering, beach cleans, etc

Table 3: Examples statements in each of the seven clusters

Analysis was also undertaken on the cluster of statements which had the most impact on wellbeing (3.85) (figure 8). The second most important cluster of statements was 'improving links between statutory and voluntary sector' (3.97). The cluster 'mobilising their communities' was considered the least important (3.41) but ranked third when rated on impact on wellbeing (3.53) behind volunteering (3.63).

Figure 8: Cluster rating map – impact on wellbeing

We then used both the cluster map and the rating scales to develop a Go-Zone (Figure 9).
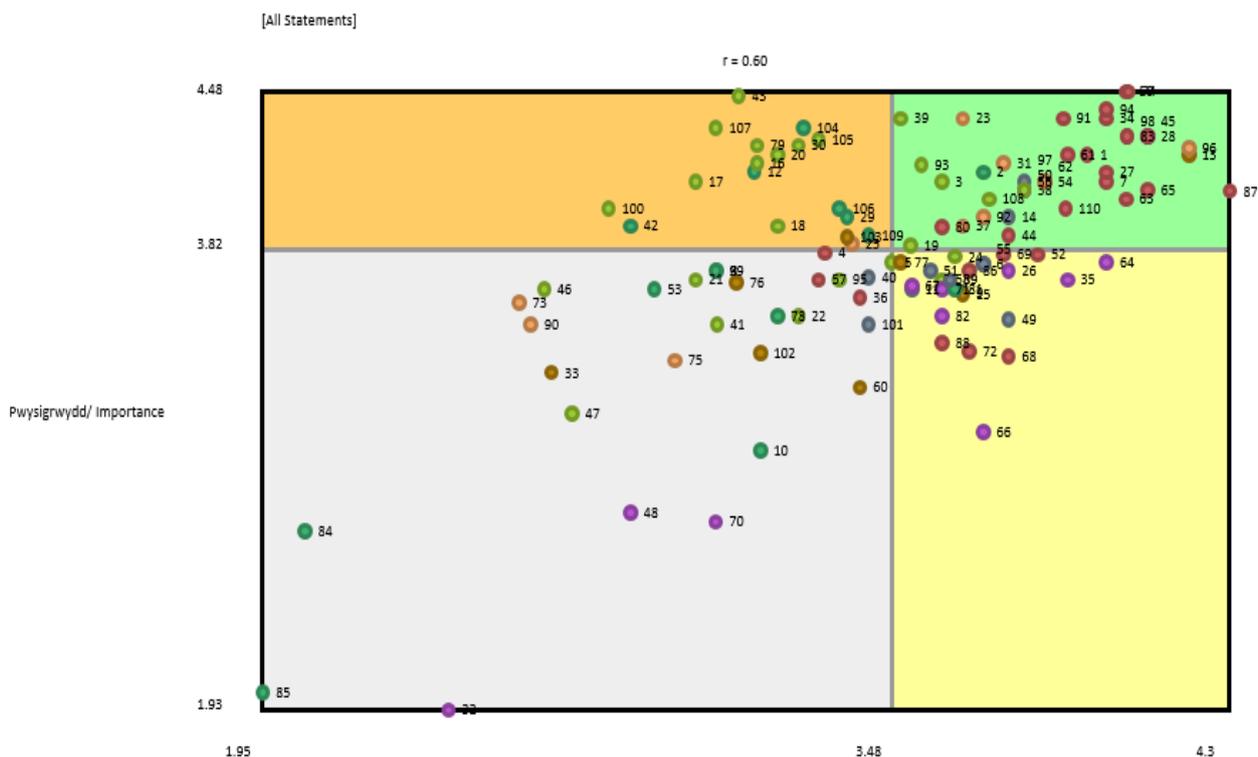
Figure 9: Go-Zone report displaying how each statement is rated in relation to importance and impact on wellbeing

This shows which statements were above or below the mean (average) across the two chosen rating criteria of 'importance' and 'impact on wellbeing'. Statements above the importance mean (3.82) were most important and are in the orange and green zones. Statements above the impact on wellbeing mean (3.48) are the statements which have most impact on wellbeing i.e. the green and yellow zones. Figure 9 shows that the statements presented in the green zone are most important and most have most impact on wellbeing, and those in the orange zone are most important but least impact. Statements in the yellow zone are least important but have most impact, and those in the grey zone are statements of least importance and least impact. Example statements from each quadrant can be seen in Table 4. These zones may be of interest to commissioners, providing an indication of those statements which they may wish to consider in the commissioning and decommissioning processes.

No.	Wording
GREEN QUADRANT [n=38]	
1	Ensuring that people within communities design the programme of events. And that the programme is inclusive.
2	ensuring that they gain significant amounts of funding to continue the work they've started - work which is right at the heart of communities, and reaching those on the edges of society.
3	..continuing to work with the statutory services to reach those hardest to reach. The Covid19 response has shown how the statutory services have relied on the work of third sector and voluntary organisations to keep afloat.
ORANGE QUADRANT [n=18]	
12	Being brave enough to stop doing things that aren't working.
16	Disrupting the system--breaking down barriers between health, social care, and third sector.
17	Breaking down silos between organisations and increasing collaborative working.
GREY QUADRANT [N=29]	
4	being the catalyst for change in their geographic area
5	I think the issue is more about how commissioners & statutory partners help us all to achieve greater wellbeing - legislation in wales states we should all be working together - covid19 has shown the value of human kindness & the impact of volunteers
8	Ensuring they evidence the difference they make to society - linking with statutory partners to ensure best use of resources (financial and human resources)
YELLOW QUADRANT [n=25]	
6	The Covid 19 response will give us a legacy in appreciation of how we can all help others who are struggling - volunteering can be informal as well as formal. All citizens can provide a helping hand to their neighbours and many more now do
9	Providing varied and diverse volunteer involving and volunteer led opportunities
11	Making volunteering more flexible and accessible to young people, full time workers, etc. as we need a volunteer workforce for the future.

Table 4: Example and total number of statements from each quadrant.

By examining the thirty-eight statements from the green quadrant (the most important and most impact on wellbeing), we can identify the top five statements and their respective clusters.

The top statement is number 74 'Engaging directly with the service users and drawing on their ideas and thoughts, including children and young people' which had a mean average of 4.265 and can be found in cluster 'the empowering process.' The other top four statements can be found in the 'communication' (No 96), campaigning (No 13), the empowering process (No 94) and 'Mobilising their Communities' (No 28) (Table 5).

Cluster	Statement	Impact on wellbeing	Importance	Mean
Empowering people	Engaging directly with the service users and drawing on their ideas and thoughts, including children and young people	4.05	4.48	4.265
Communications	Build stronger communities and partnerships, developing a broader range of services available to the communities and robust networks.	4.20	4.25	4.225
Campaigning	Increasing support for minority groups who are disproportionately affected by discrimination, ill health, hate crime, poverty, abuse etc.	4.20	4.22	4.21
Empowering people	Working at a local level with our communities to build stronger and resilient communities, that can respond and meet local needs.	4.00	4.41	4.205
Mobilising their communities	Being as inclusive as possible by reflecting on the diversity of our communities	4.10	4.30	4.2

Table 5: The top five most important with most impact on wellbeing statements by cluster.

PART 2: AN ONLINE COLLABORATIVE STAKEHOLDER EVENT

In this second part of the study, we used an online collaborative stakeholder event with ten participants and two facilitators to test and validate the findings from Part 1. Seven participants were either stakeholders working in the NHS, university, business sectors; or voluntary sector senior managers who were unable to participate in Part 1. One individual from WCVA was a senior manager participating in both parts of the study. One of the facilitators presented the finding from part one in the first instance, whilst the other facilitated the conversation (Patton, 2015).[4] The purpose was to discuss the results using the following questions.

WHAT ARE YOUR FIRST IMPRESSIONS?

The findings were thought to be important evidence base for the voluntary sector role in a world where policy ebbed and flowed. It reflected current thinking about the role of the voluntary sector. The participants agreed that there was nothing new included but the results captured and presented the role in a new way which highlighted three unique aspects of the voluntary sector i.e. the empowerment process, mobilising their communities and volunteering. The other four clusters (communication, improving links between statutory and voluntary sector, strategic planning and campaigning) were viewed as tools to deliver these three unique aspects.

The findings triggered conversation about statements within the clusters, the rural barriers of doing the empowerment process, the ability to maximise the top five statements, the digital world and health literacy, the changes in relationships during the COVID-19 pandemic, the changing nature of volunteering during 2020, the quality and transparency of the data collection process.

HOW SHOULD WE INTERPRET THE DATA?

Whilst the data as presented was found to be useful it was felt that further data analysis comparing the rural v city/town/ valley perception of the importance and impact on wellbeing would be worthwhile. Figures 10 and 11 provide relative pattern matches using ladder graphs between the two groups of participants and their cluster ratings. Relative as opposed to absolute pattern matches are presented because n=8 rural participants and city/town/valleys participants (n=18) completed the data collection process.

The ladder graph in Figure 10 shows relative consensus in the way they rated the importance of three of the clusters i.e. communication, improving links between the statutory and voluntary sector, and mobilising their communities. There is a difference between the groups in the way they rated the empowerment process, with the rural participants considering it more important that the 'city/town/valleys' group. Likewise campaigning, volunteering and strategic planning are considered relatively more important by city/town/valleys participants than rural participants.

---

[4] Patton, M. Q. (2015). Qualitative Evaluation and Research Methods. Thousand Oaks, CA: Sage.
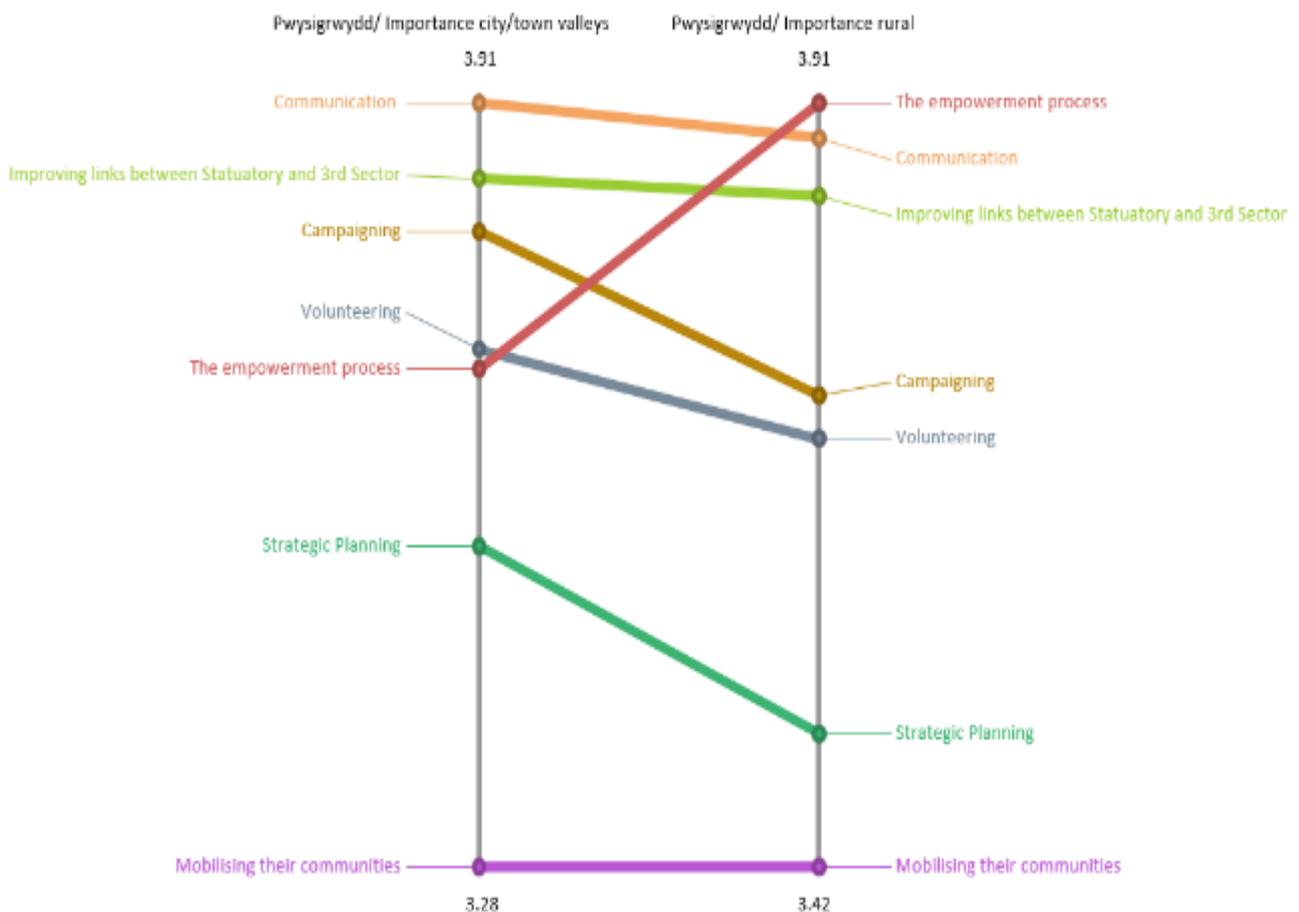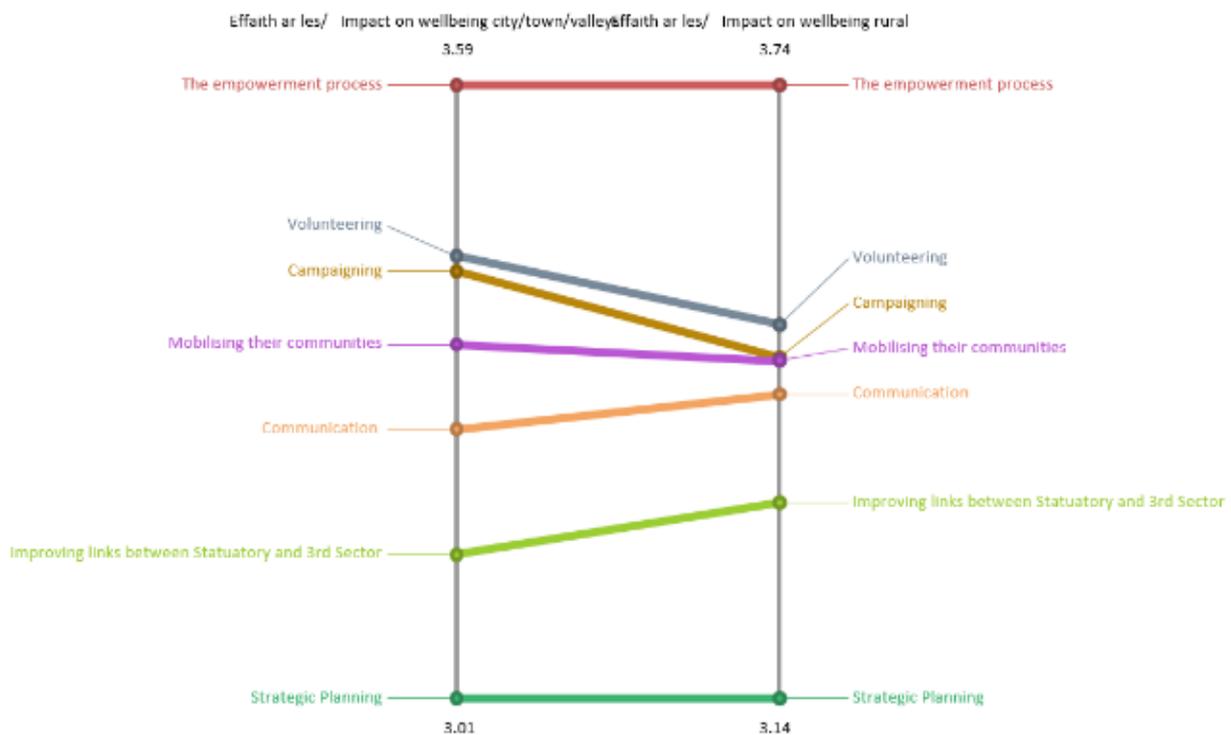
Figure 10: Ladder graph comparing importance variable between city/town/valleys and rural participants

However, when we consider both group responses to the impact on wellbeing in Figure 11 (overleaf), we can see that there is consensus between the groups on how they rated the empowerment process, mobilising their communities and strategic planning. Whereas volunteering and campaigning are seen by the rural group to have slightly less impact on wellbeing, whilst communication and improving links between statutory and the voluntary sector is viewed by the rural group as having slightly more impact on wellbeing.

WHAT SHOULD WE DO WITH IT?

Whilst the findings are open to interpretation the participants in the online stakeholder event discussed possibly using the whole data for strategic planning. The concept maps provide data which could be used to link strategy to action. The clusters themselves providing themes or a framework for future action. The statements within each of the clusters could be analysed further to consider the types of actions suggested by their contents. For example statement no. 31 'making sure their support is based on principles of co-design and co-production' suggests actions for skills and actions for service development process. Building a framework for action could also provide opportunity to explore further local evidence around the need for each action and the resources required to deliver them. The relative pattern matches in Figures 10 and 11 suggest that there may be some local differences to consider.

Figure 11: Ladder graph comparing the impact on wellbeing variable between city/town/ valleys and rural participants.

WHAT DOES THE VOLUNTARY SECTOR NEED TO DO NEXT?

The top five most important with most impact statements could be considered as hierarchical priority statements for voluntary sector consultation going forward, meaning that they enable the voluntary sector to focus quickly on the specific roles which the participants in this study thought voluntary organisations should do in order to help the people of Wales achieve greater wellbeing. They are both people and community centred:

1. Engaging directly with the service users and drawing on their ideas and thoughts…
2. Building stronger communities and partnerships…
3. Increasing support for minority groups…
4. Working at a local level with our communities to build stronger and resilient communities…
5. Being as inclusive as possible…

4. DISCUSSION AND CONCLUSION

The stakeholder meeting was very effective at identifying a series of 'next steps' for the sector. Given the complexity of the current circumstances, it is difficult to know how the impact that these will have over the coming period – what is certain is that a condition of uncertainty is here to stay for a considerable time. These ten points reflect the views expressed during the meeting.

DISCUSSION – NEXT STEPS FOR THE SECTOR

1. The voluntary sector is responding to the challenge of the current circumstances but it is struggling to keep pace with all of the changes that are happening. Groups and organisations need to be supported – financially and otherwise – if they are to keep engaging effectively in the post-crisis, post-2020 world.

2. An ongoing voice from the voluntary sector needs to be heard which reflects in no small part those communities that are sometimes marginalised in discussions around wellbeing. Certain groups have been more negatively impacted than others in these difficult times, and as important decisions are taken post-2020 about the future shape of health and social care services and around new models of care, these voices need to resonate. We have to start with people in their communities.

3. A new approach to engagement is needed that fully involves communities in their own wellbeing. The resonant plea to empower people and mobilise communities to support them in achieving their own wellbeing came powerfully through the study and subsequent discussion. This starts with the voluntary action of individuals but needs to be nurtured by organisations within the sector so that their key partners can hear these perspectives.

4. There is both an opportunity and a risk to the groundswell of people who have become volunteers, or have registered to become volunteers during this period, to support people in need. This is clearly very positive, and there is therefore potentially a huge legacy for the sector post-2020 of people who are helping to secure wellbeing outcomes for others alongside improving and enhancing their own wellbeing. The risk is that people may become disenfranchised if they have not found volunteering opportunities easy to come by. A strategy for retaining their support and engagement needs to be developed.

5. Some voluntary sector organisations have found that their statutory sector partners have been open to more innovative and flexible ways of working in recent months. There is a potential for slip-back post-2020, so the sector should be focused on recording and documenting what is enabling this more flexible way of working to become a reality. This evidence-base could then be reflected upon should there be a retrenchment in working practices in the future.

6. There is great complexity in existing relationships, especially between the voluntary sector and its statutory sector partners. Collaboration and partnership have been key words for many years, but are we clear about what these terms mean? There are inhibitors to collaboration and partnerships, and developing shared values and vision would be a very good way to establish common ground. In one sense the COVID-19 experience has catalysed partnership working, with a greater recognition and value placed in the work of the voluntary sector to support people's wellbeing. Effective partnership after this time will mean more of this.

7. How do we ensure that the groundswell in community action and in support for the sector doesn't dissipate after this time? There is a need to bolster the key strategic relationships, but as importantly to continue to be responsive to the needs of people in communities across Wales.

8. There is a need to equalise the relationships such that the voluntary sector don't feel subservient to those commissioning and funding them. There are some signs of this happening, towards more mature and trusting relationships rather than contract management. This will go some significant way to allowing the voice of individuals as represented by the voluntary sector to focus on wellbeing.

9. Given the importance of digital technology in general, and in specific terms at this time, there are a range of challenges in ensuring that people are not digitally divided. Their wellbeing is at risk if this is not resolved.

10. Definitions of wellbeing are contested and complex. The purpose of this exercise was not to add to this debate and discussion, but it is important to consider how these definitions relate to individuals post-2020 so that they feel they are being supported on terms that make sense and matter to them.

CONCLUSION – DEALING WITH (UNKNOWN) NEW NORMS

So, where does this leave us and what might we conclude about the future that we will be facing?
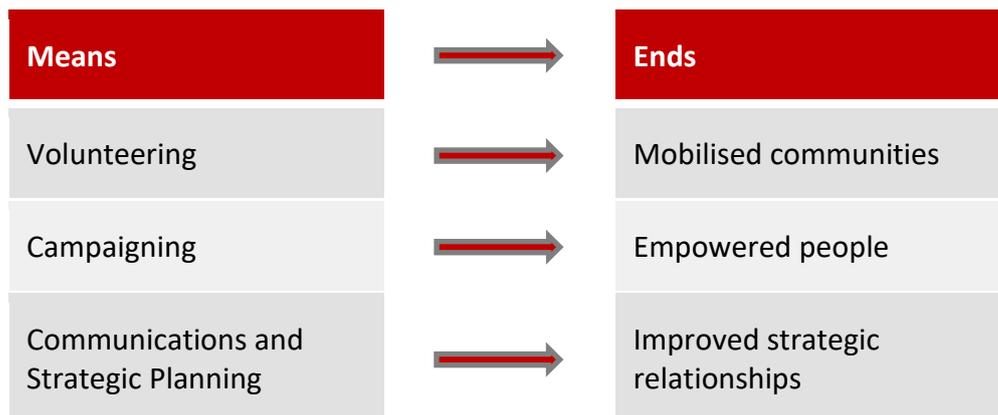
In many ways, the circumstances facing the voluntary sector in Wales could be described as reaching a new normal stage. There is a growing role for sector in contracted services in the huge and ambitious, but as of yet still-to-be fully implemented, legislative agenda. Austerity over the last ten years has been difficult for the voluntary sector in Wales, and the impact of Brexit and COVID-19 is almost impossible to predict. There are also new realities in the relationship between the public and voluntary sector, which are impacting and changing how people work. This change has meant that in parts of Wales the relationship within the voluntary sector has become less collaborative and more competitive.

WITH 2020 FORESIGHT – HOW WILL WE REFLECT BACK ON THIS PERIOD IN FIVE YEARS TIME?

What should we make of the messages in this paper? It is important to think about the next five

years as an opportunity to take on board the points made above, and embed practices, cultures, behaviours and relationships that address the evidence. This study has provided an evidence-base upon which the principles and values of the new (but currently unspecified) norms could be based.

Thinking about 2025, it is useful perhaps to think about what 'good' strategic and sustainable relationships between the public and voluntary sectors might look like, and what this study tells us about them. Taking the seven concepts identified above, it is possible to see them a means and ends for achieving better wellbeing outcomes for people across Wales:

Means		Ends
Volunteering	→	Mobilised communities
Campaigning	→	Empowered people
Communications and Strategic Planning	→	Improved strategic relationships

It is perhaps also useful to consider the five most important and impactful statements that came from the study. Merged into one 'meta' statement below, they provide a useful touchstone and reference point for the sector in its work over the coming years:

Post 2020, voluntary organisations should help people to achieve greater wellbeing by engaging directly with everyone to build stronger partnerships, develop more resilient communities, be as inclusive as possible by reflecting on the diversity of our communities, Increase support for minority groups who are disproportionately affected by discrimination, and work to respond to and meet local needs.

The reason for doing this? That without exception everyone recognises that there is more to be done to improve wellbeing outcomes for people in Wales. No single organisation can achieve this on its own. What is crucial here is the concept of reciprocity – change will only come about if both the voluntary sector and the public sector work in unison to improve the current situation.