



PUBLIC HEALTH NETWORK CYMRU  
— E-BULLETIN —

JUNE 2023

**TACKLING COMPLEX  
PUBLIC HEALTH ISSUES –  
THE NEED FOR EFFECTIVE  
COLLABORATION AND  
PARTNERSHIPS**





# Welcome

**W**elcome to June's e-bulletin. This month we have a range of articles which highlight the successes and challenges of partnerships which seek to tackle complex public health issues. They demonstrate the importance of multiple perspectives, shared leadership and how partnerships can actively seek to understand each other's strategic priorities and the relationships between priorities.

Do you have any projects, research or case studies to share with the wider public health community in Wales? Send your articles to [Publichealth.network@wales.nhs.uk](mailto:Publichealth.network@wales.nhs.uk) or [@PHNetworkCymru](https://twitter.com/PHNetworkCymru)

## **We need your feedback on our systems thinking in public health webpage!**

Tools and methods from systems thinking are useful when looking at complex public health issues and enable policy makers and practitioners to look at the relationships between different parts of a system, where to intervene in the system and intended and unintended consequences of making changes in a system.

We have noticed that there has been a large increase in visits to our systems thinking in public health page and we want to ensure we are providing relevant information/content for our members. Please complete our [short survey](#).

Let us know what you think of our e-bulletin by answering [two questions](#).

## **Contact us**

### **Email us**

[publichealth.network@wales.nhs.uk](mailto:publichealth.network@wales.nhs.uk)

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Research

## Crafting a collaborative culture in Public Services Boards

Dr Elizabeth Mary Woodcock, Honorary Research Associate, Bangor University

**P**ublic Services Boards (PSBs) are the key institution for collaboration between public bodies and civil society established by the Well-being of Future Generations Act. In the early days of the Act, Gwynedd and Môn PSB joined with me in an extended piece of action research as part of my doctoral studies. Together we explored how to craft a collaborative culture to negotiate the dilemmas of strategic partnerships. Currently, I am engaging with PSB members and other networks in Wales to co-write Policy Briefings and build on the research findings.

### The PSB experience

Despite a clear desire to collaborate and a real pride in the quality of their Board's engagement with local communities, PSB members identified three main dilemmas as they tried to work together.

**First**, members contributed high levels of strategic expertise, but also needed to develop an understanding of each other's fields to create joint plans. The timetable

of the Act created pressure that limited time for in-depth discussion. Creating sub-groups with specialist fields of expertise enhanced the focus on delivery but further restricted the opportunities for dialogue between different organisations.

**Second**, members attempted to include each others aims and local communities' needs equally in their plans, but without mutual understanding and under time pressure, they had to choose between conflicting priorities. By distinguishing between 'statutory' and 'invited' members, the Act implicitly gave the former greater influence over the choice of

well-being objectives.

**Third**, sub-groups were aligned to single well-being objectives for accountability but had to gain approval, 'commissioning' by the full PSB. The lack of understanding of each PSB partner's strategic aims resulted in delays to agreement. Consequently, the PSB risked losing legitimate authority over its local objectives, as sub-groups began to align their strategies to regional and national policies to gain authority to act.



PRIFYSGOL  
BANGOR  
UNIVERSITY

### **Crafting a collaborative culture**

With PSB members' help, I established a research group where members from public bodies and third sector organisations contributed their diverse forms of knowledge as chief executives, practitioners and volunteers. As co-researchers we aspired to the principles of action research: to create reciprocally beneficial relationships between our organisations, to identify which organisations had more influence and how that was used, and to acknowledge how our own organisations used power.

Three key practices of shared learning helped us to deliver our aspirational principles. We engaged in dialogue focussed on how our organisations could contribute to each other. We reflected on joint projects to understand who contributed and who benefitted most. We developed a shared language based on the strategic principles used by each organisation.

Our growing understanding of the need for collaboration and the inequalities of power and influence motivated us to persist in negotiating plans for action. By combining strategic principles from each of our organisations we created a joint strategy with ecological, public health and community development benefits, which we called 'Wild Pathways'.

I am currently discussing the research findings with PSB managers, chairs, Public Health Wales and Natural Resources Wales representatives. Further opportunities are emerging to hold workshops in collaboration with the Future Generations Commissioner's team and Co-Production Network Cymru.

The accompanying Policy Briefings are available here:

[Enhancing partnership working in Public Services Boards - Bangor University](#)

[Using a Wild Pathways strategy to extend the Local Nature Partnerships alliance - Bangor University](#)

If you would like to explore these opportunities further, please contact me on [e.woodcock@bangor.ac.uk](mailto:e.woodcock@bangor.ac.uk)

Practice

# Taking a population health approach to climate and nature action in Swansea Bay

Hayley Beharrell, Sustainability Planning Manager and  
Marc Davies, Consultant in Public Health Medicine,  
Swansea Bay University Health Board

**I**n March 2023 Swansea Bay University Health Board adopted the first Swansea Bay Population Health Strategy, setting out guiding principles by which the Health Board and its partners will seek to improve the overall health and well-being of the population and reduce health inequities. The climate and nature emergency is a key population health challenge and it's critical we ensure a focus on this area by taking action on poor air quality, harnessing nature based solutions and embedding health into local and regional development plans to benefit current and future generations.



Having listened to our colleagues and partners, four key pillars were identified which recognise the various roles and influences we have in implementing a population health approach and will help turn this ambition into action. Here are some examples of current activity within climate and nature action across the four pillars:

- **Pillar 1- As a healthcare provider:** developing an award-winning pilot of Pharmacist-led inhaler decarbonisation asthma clinics and developing materials to support staff and patients in their green journey.

- **Pillar 2- As an employer:** an active staff-led Swansea Bay Green Group facilitates collaborative projects amongst colleagues across the Health Board area, e.g. improving active travel facilities, healthy food environments and sharing best practice at departmental meetings.

- **Pillar 3- As an anchor institution:** as part of the decarbonisation agenda, the Health Board was the first NHS organisation in the UK to have its own solar farm. We have also collaborated with Hywel Dda UHB on the Green Teams Initiative, supporting 12 teams to reduce emissions, make financial savings and understanding the wider social benefits.

- **Pillar 4- As a productive partner:** this has included working in local partnerships such as Public Service Boards on our regional climate and nature priorities, collaborating with partners on the Healthy Travel Charter, working closely with local authority planning colleagues through local development planning processes and engaging with national forums in NHS Wales. Framing the issue from a population health perspective and the use of the four pillars helps to highlight the

Partnerships in all their forms are key to our approach as we are facing local and global threats to health through the climate and nature emergencies that cannot be solved by any one organisation alone. Through working together with communities, local, regional and national partners we can all start to build the change needed.

Given the scale of the challenges we need to be bolder in our actions and take a long-term view in our commitments,



complexity of these issues but also emphasises that we are all part of the change in our various roles.

This is just the start of us starting to describe our journey towards further embedding a population health approach in all that we do. Working across these four pillars will be essential in order to build on what we are already doing and successfully deliver the strategy locally.

making sure we challenge ourselves and focusing on the unrelenting need to tackle the high levels of inequity across our population.

For more Information contact Hayley Beharrell [hayley.beharrell@wales.nhs.uk](mailto:hayley.beharrell@wales.nhs.uk) or Marc Davies [marc.davies@wales.nhs.uk](mailto:marc.davies@wales.nhs.uk)

# Maturity Matrix for the implementation of the Well-being of Future Generations Act

Future Generations Commissioner for Wales

This [Maturity Matrix](#) is a self-assessment tool produced by the Future Generations Commissioner for Wales in conjunction with the Welsh Government in 2022. It can help organisations understand where they are in relation to the five ways of working (long term, prevention, integration, collaboration, involvement) and identify the steps needed to implement the Well-being of Future Generations Act.



Comisiynydd  
Cenedlaethau'r  
Dyfodol  
Cymru

Future  
Generations  
Commissioner  
for Wales

## Maturity Matrix for the implementation of the Well-being of Future Generations Act

**Future Fit  
Governance**

futuregenerations.wales

# Nature and Us: Imagining a future Wales, where nature and communities thrive

Russell De' ath, Corporate Strategy and Development Team, Natural Resources Wales

In February 2022 Natural Resources Wales began a national conversation with the people of Wales, asking what future we all want for the natural environment? The aim was to build a shared vision for 2050, created by people in Wales, to provide a longer-term focus for everybody in Wales – across the public, private and community sectors – and to drive a decade of action. It was seen as an opportunity to grow our collective understanding of what people want, alongside our scientific understanding of what nature needs.

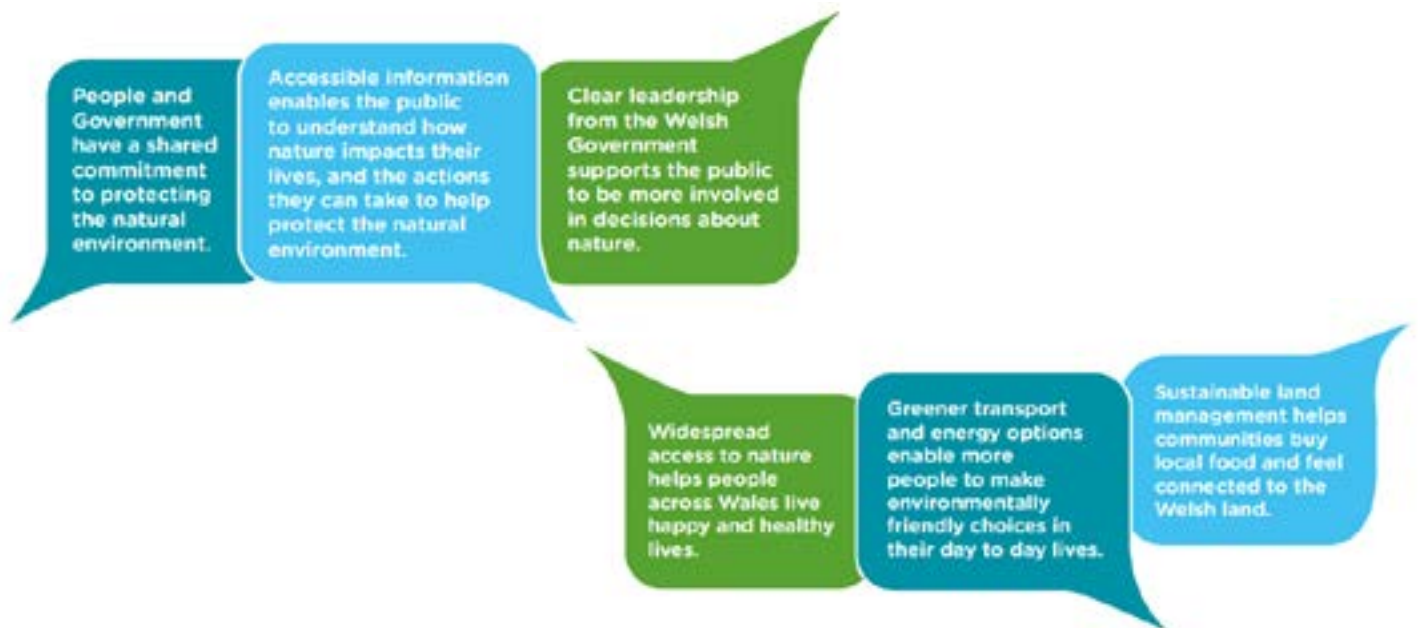
The outcome from this process, the shared vision for nature and us, has been created by people in Wales and is a powerful reminder of the future we are all trying to shape.

A Citizens' Assembly was established to conclude the findings from the national conversation and to help draw together the shared vision. As part of the package of evidence presented to the assembly, participants heard about the health inequalities that we have in Wales and how, unless we act now, these would only be exacerbated by the nature and climate emergencies.





## In 2050, when people and nature thrive together...



The process itself has been rewarding and challenging in equal measure. The “people of Wales” are as diverse as our nature and landscapes themselves. What we discovered is the depth of values that people share, not just around nature, but around social justice, equality of access, fair land use, accountability for actions; and just how interconnected these things are to our daily lifestyles. These are not only environmental issues, they are cultural issues – it touches on what customs and traditions we hold dear, and what we see as the core components of a successful, thriving society.

Not everyone shares our passion for nature, or the need for transformational change. We have heard from a microcosm of Welsh citizens – perhaps no more than 5,000. But the key difference between this and

previous involvement exercises is the continual challenge to reach as diverse an audience as possible, and to remain as detached as possible from the writing up of the final conclusions. We used a variety of techniques and tools to gather viewpoints, including working with creative artists, in partnership with Literature Wales, and we captured peoples voices too in a series of [sound-clips](#).

We are now releasing this “people’s” vision on 24th July, with the ask of organisations and individuals across Wales to reflect on the role we all can play to make the vision a reality. We encourage organisations to speak out, to share their commitment to this vision, and together help to make action for nature and climate part of everything we do. Because without nature, there is no us.

Nature and Us: The Vision for 2050, and reports on all engagement work can be found at [www.natureandus.wales](http://www.natureandus.wales)

Russell De’ ath works in the Corporate Strategy and Development Team within Natural Resources Wales [Russell.de-ath@cyfoethnaturaioicymru.gov.uk](mailto:Russell.de-ath@cyfoethnaturaioicymru.gov.uk)

# The Grapevine

## Draft Child Poverty Strategy for Wales 2023

Welsh Government are seeking your views on the [draft Child Poverty Strategy for Wales](#). They are consulting on 5 objectives which they think will change the lives of children and young people in poverty:

- To reduce costs and maximise the incomes of families.
- To create pathways out of poverty.
- To support child and family wellbeing, including those with protected characteristics.
- To ensure children, young people and their families are treated with dignity and respect by support services.
- To ensure effective cross-government working.

**Consultation ends: 11 September 2023**

## Greener Primary Care Wales Framework and Award Scheme

Angharad Wooldridge, Senior Public Health Practitioner, Primary Care Division, Public Health Wales  
Sian Evans, Consultant in Public Health, Primary Care Division, Public Health Wales

The [Greener Primary Care Wales Framework and Award Scheme](#) was launched nationally in June 2022. It is a tool to support independent primary care contractors (general practices, community pharmacies, community optometry and primary care dental) to undertake climate friendly actions in their day-to-day work.

The framework consists of a mixture of clinical and non-clinical actions, aligned to key policy and legislation e.g. The NHS Wales Decarbonisation Strategic Delivery Plan, UN Sustainable Development Goals, Well-being of Future Generations (Wales) Act 2015, where possible.

The Scheme was designed to support primary care contractors achieve net zero decarbonisation targets by 2030 and 2050 and implement the NHS Wales Decarbonisation Strategic Delivery Plan 2021-2030.

The Scheme is a 3 year programme led by the Primary Care Division, Public Health Wales and delivered in partnership with SOS-UK. The project formed part of the Bevan Exemplar programme in 2022.

The actions in the framework were co-produced with an Expert Group consisting of representation from the Welsh Government, professional and user bodies (Royal College of General Practitioners, British Dental Association, Royal Pharmaceutical Society, Optometry Wales and Community Pharmacy Wales) and clinicians.

Following registration, teams self-select the actions they would like to implement within their practice and subsequently submit evidence to an online platform demonstrating that completion. One point is awarded per completed action, and audits are conducted each winter to recognise practices with either a bronze, silver or gold award.

The Scheme is now in its 2nd year and learning has been taken from an initial pilot in early 2022 as well as feedback from teams registered during the Scheme’s first year in 2022. The work was also selected as part of the Bevan Exemplar Programme cohort 6 and an evaluation was conducted as part of this process.

What difference has the scheme made:

- The first environmental sustainability framework and award Scheme for all 4 primary care contractors in Wales.
- 109 practices and 162 individuals registered Year 1.
- Based on only 4 actions, estimated 44,088kg of CO<sub>2</sub> saved. Work commissioned to calculate carbon savings for other actions.
- 16 bronze, 11 silver, 8 gold levels awarded.
- Yearbook (1) of case studies and animation developed.
- Legislative changes to GP improvement grants – legislative change.
- Inclusion in a small number of Cluster IMTPs
- Systems influence in raising the profile of primary care – as a result the National Climate Change Emergency Fund re-orientated towards primary care for 2023/24

If you work in general practice, community pharmacy, optometry or primary care dental and would like to find out more:

- Contact us on [greenerprimarycare@wales.nhs.uk](mailto:greenerprimarycare@wales.nhs.uk)
- Register for free
- Engage your team in the work
- Start small and the momentum will build
- Share within your professional collaborative and cluster – get others on board

Find out more via our [website](#) where you will find plenty of useful resources such as our 2022 Yearbook and a short animation explaining the Scheme.

Learning for others – start with the innovators, don’t wait for the data or evidence to catch up before starting, plan your evaluation and measures from the start.

(1) <https://primarycareone.nhs.wales/topics1/greener-primary-care/greener-primary-care-wales-2022-yearbook/>



Canolfan Datblygu ac Arloesi  
Gofal Sylfaenol a Chymunedol  
Datblygu Gofal Sylfaenol yng Nghymru

Primary and Community Care  
Development and Innovation Hub  
Developing Primary Care in Wales





# Wellbeing at Taff

At Taff we recognise there is a direct correlation between colleague engagement, happiness, and wellbeing. We are committed to fostering a supportive and inclusive work environment and living our value of Kindness.

The wellbeing team at Taff focus on enhancing and supporting the wellbeing of colleagues. They plan an annual calendar of events each year, based on feedback, to mark key wellbeing dates. Meet monthly, they plan a wide range of events such as fundraising activities, meditation sessions, photography competitions, massage sessions, lunchtime walks, gardening days and information sessions.

Last year, Taff organised a Strategy and Wellbeing Day, this focused on how colleagues and teams at Taff could help bring Taff’s values of Trust, Ambition, Learning and Kindness to life. Alongside this, a Wellbeing Fair was organised throughout the day offering meditation and chair massages, financial awareness, a menopause cafe, health and wellbeing support services from Canada Life – We Care offer, as well as benefits such as Costco Membership.



This year, having recognised a need for support and awareness around Menopause and Mens Mental Health, we are striving to foster a culture where colleagues feel able to talk openly about these subjects. In 2023, our aim is to raise awareness, provide education, and offer support for all employees navigating these issues.



We have partnered with Equality Counts to run a series of Menopause Awareness workshops, the role of managers role in providing support, and training for Menopause Mentors. Ongoing sessions supported by a qualified nurse specialising in women's health, are planned throughout the year to enable continued conversation and to address queries from our colleagues. We have successfully completed the Menopause Awareness and Managers workshops thus far which has a garnered great feedback, improved understanding, and increased openness. Taff is also seeking certification as a Menopause Friendly organisation.

During COVID we saw an increase in the mental health challenges faced by our colleagues, with male colleagues being more vocal with their acknowledgement and need for mental health support. In recognition of this, Taff contacted the 'Time to Change Wales' and put a plan in place to build awareness, break barriers about mental health, and provide support. A representative from the 'Time to Change Wales' campaign

attended our colleague briefing sessions to talk about reducing the ongoing stigma relating to men's mental health. We will continue to work with them on this important area. We have also committed to sign the Time to Change Wales pledge.

As part of our ongoing commitment to colleague wellbeing, we offer access to an Employee Assistance Program, this is a confidential counselling service that provides professional support for various personal and professional challenges, including those related to both physical and mental health. We also promote an early intervention service and counselling support service offered by Canada Life our Permanent Health Insurers.

We believe that by promoting better menopause awareness and men's mental health, we can create a workplace environment where everyone feels seen, understood, and supported. We continue to work together to make Taff a great place to work!

# Videos



## Detection and prevention of illicit trade in drugs, alcohol and tobacco in Wales

The significant increase in deaths and hospitalisations associated with illicit drug and alcohol use, alongside the persistent risk posed by tobacco, is a public health crisis that requires cross-sector and multi-agency collaboration and coordination. Illegally traded drugs, alcohol and tobacco have a damaging impact on population health and well-being...

[Watch](#)

## Addressing health inequities in Wales: The Welsh Health Equity Solutions Platform

Join Public Health Wales, Welsh Government and World Health Organization Europe who are launching a new innovative web platform, the – Welsh Health Equity Solutions Platform. The platform has been designed as a resource to find data and solutions relating to health equity. It includes an interactive data dashboard, policy and healthy equity frameworks and international case studies.

[Watch](#)

## The Socio-economic Duty – maximizing opportunities for health and wellbeing for people and communities experiencing socio-economic disadvantage in Wales

The Socio-economic Duty came into force in Wales on the 31st of March 2021 and aims to deliver better outcomes for those who experience socio-economic disadvantage in areas such as health, life expectancy and educational attainment.

[Watch](#)

Explore our video library  
on our website

[View all  
our videos](#)

# News & Resources



[The health, well-being and equity impact of the Comprehensive and Progressive Trans-Pacific Partnership \(CPTPP\)...](#)

11-07-2023



[Optimising the impact of your efforts – two new tools to deploy behavioural science](#)

04-07-2023



[Restriction on high fat, sugar and salt products to be introduced](#)

28-06-2023

[All News](#)

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## [A Healthier Wales: The Oral Health and Dental Services Response](#)

Welsh Government

## [Dental Public Health](#)

Public Health Wales

[All Resources](#)

# Topics

## Prevention and Improvement in Health and Healthcare

Nursing Now Cymru/Wales

Mental Ill Health

Mental Health Conditions

Suicide and self-harm prevention

Non-communicable Diseases

Diabetes

Communicable disease

Foodborne Communicable Diseases

Influenza (Flu)

Sexually Transmitted Infections

Coronavirus (COVID-19)

## People

LGBT+

Gender

Learning, physical and sensory disabilities

Maternal and newborn health

Offenders

Older adults

Ethnicity

Carers

Working age adults

Children and young people

Early years

Adverse Childhood Experiences (ACEs)

## Health related behaviours

Psychoactive substances

Alcohol

Food and Nutrition

Healthy Weight

Accident and Injury Prevention

Smoking and vaping

Physical Activity

Oral Health

Sexual health

## Mental Wellbeing

Stress and resilience

Arts and health

Spirituality

## Wider determinants of health

Poverty

Income and debt

Benefits

Housing

Homelessness

Fuel poverty

Housing quality

Education and Training

Preschool

School

Further, higher and tertiary education

Community

Assets Based Approaches

Social capital

Environment

Climate change

Natural environment

Sustainable development

Built environment

Employment

Unemployment

Precarious work

Good, fair work

## Health in all policies

Health Inequalities

Social justice and human rights

Wellbeing of future generations

## Approaches and methods in public health practice

Communities4Change Wales

Systems thinking in public health

Evaluation

Behavioural Science

All Topics



# Next Issue

## IMPLEMENTING THE SOCIO-ECONOMIC DUTY

Not everyone has the same opportunities to live, thrive and prosper and socio-economic disadvantage affects many people in Wales. Socio-economic disadvantage leads to unequal outcomes in education, work, living standards, community participation and personal security.

The Socio-economic Duty was introduced in Wales on 31 March 2021 and gives public bodies including local authorities, NHS Trusts and Fire and Rescue Authorities an opportunity to do things differently. Building on the good work already being undertaken, the Duty puts tackling inequality at the heart of decision-making by asking organisations to consider how their strategic decisions impact on those experiencing socio-economic disadvantage.

We are looking for articles for our next e-bulletin which demonstrate how organisations have improved the outcomes for those who are affected by socio-economic disadvantage and therefore contributed towards developing a fairer and more prosperous Wales. We would welcome articles which highlight the successes and challenges of implementing the Duty.

[Contribute](#)

