



Public Health
England

Protecting and improving the nation's health

Annual Business Plan 2019/20

Credible, independent
and ambitious

April 2019

Welcome to the PHE business plan



Duncan Selbie
Chief Executive

Public Health England's mission is to protect and improve health and tackle inequalities.

Our scientists work around the clock to keep people safe from infectious disease and other environmental hazards, including chemicals and radiation and this year we will be finalising a new infectious diseases strategy for the next 5 years.

Our responsibility to improve the health of the nation is largely discharged through the work of local government, the NHS and central Government, where

we strive to have health at the heart of all policies. Our focus in the coming year will be to support the Government's commitment to a Green Paper on Prevention and implementing the prevention commitments of the NHS Long Term Plan. Both are central to helping people live longer in good health, to use the NHS less and later in life, to stay in their own homes when unwell for longer and to stay in work for longer. This is as much an economic imperative for the UK as it is about tackling health inequalities.

We will continue to develop our use of digital technologies and behavioural science to ensure we are reaching those people in the poorest health where the biggest difference can be made, in the places they live and in the choices they make. The Government's investment in state of the art facilities at a new national campus for PHE in Harlow will help us to strengthen our place at the cutting edge of public health science and turn advances in research into real improvements in health outcomes.

I am indebted to the people of Public Health England and the whole of the public health system on whom all of this relies who strive 24/7 to keep the country safe and well.

There are three significant matters that will guide our year.

First, the implementation of the NHS Long Term Plan and the agreement to re-establish the role of regional director of public health on the leadership teams for the 7 new NHS regions. This marks a turning point in how we provide healthcare across England and puts prevention centre stage, with a particular focus on alcohol, cardiovascular disease and smoking. Delivering on this new role will be a team effort for the whole of PHE and will address an important gap in public health expertise in the NHS that resulted from the 2013 changes.

Second, the forthcoming Green Paper on Prevention with its promise to place improving health into all of Government policy. This will highlight where we can better join the dots between individual personal responsibility and that of national and local government, alongside the NHS, business and the third sector, all focused on the places where people live and work.

Third, preparing for the 2019 Spending Review by providing evidence on the impact of investment in services which improve and protect the public's health. We will also work with the Department for Health and Social Care to develop an appropriate assurance framework for the local public health system, alongside other developments in local government financing.

Our purpose

PHE exists to protect and improve the nation's health and wellbeing, and reduce health inequalities. We do this through world-leading science, research, knowledge and intelligence, advocacy, partnerships and the delivery of specialist public health services. We are an executive agency of the Department of Health and Social Care, and a distinct delivery organisation with operational autonomy. We provide government, local government, the NHS, Parliament, industry and the public with evidence-based professional, scientific and delivery expertise and support.



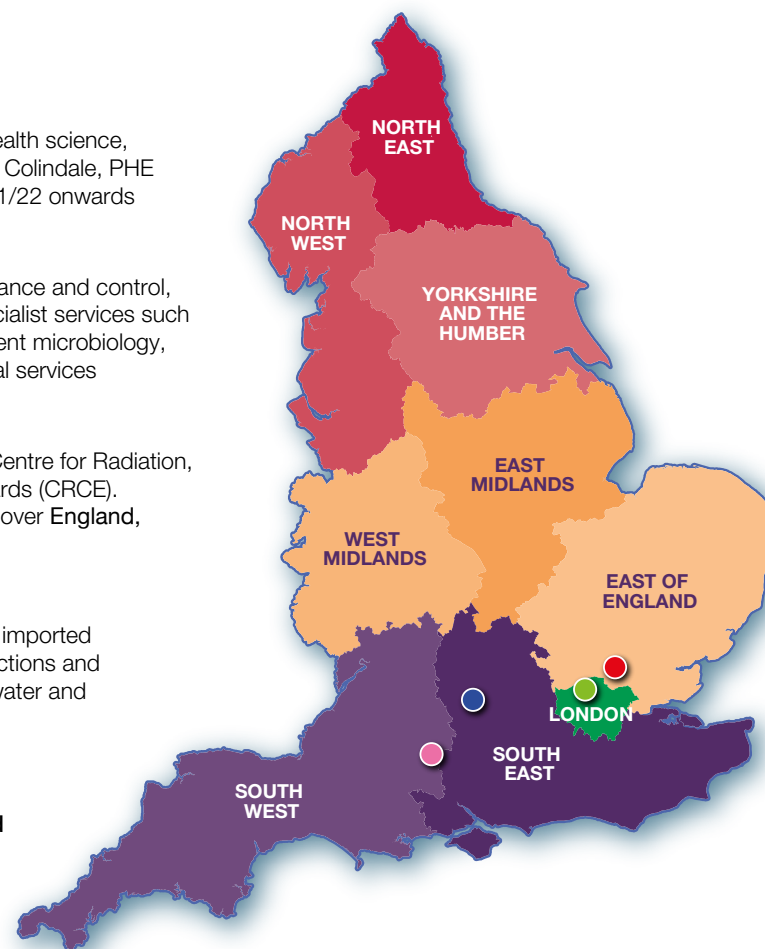
Our national and local presence

PHE has 9 teams in 4 regions around England to support implementation where people live and work. We are a nationwide organisation offering a range of specialist public health services to support the work of local government, the NHS and the whole public health system in every part of the country.

Our staff work from 49 locations

- PHE Harlow**
 PHE national campus for public health science, bringing together the work of PHE Colindale, PHE Porton and the PHE HQ from 2021/22 onwards
- PHE Colindale**
 includes infectious disease surveillance and control, reference microbiology, other specialist services such as sequencing and high containment microbiology, plus food, water and environmental services
- PHE Chilton**
 includes the headquarters of the Centre for Radiation, Chemical and Environmental Hazards (CRCE). CRCE operates from 11 locations over England, Scotland and Wales
- PHE Porton**
 includes departments for rare and imported pathogens, research, culture collections and emergency response, plus food, water and environmental services

PHE has a number of regional public health laboratories based in large NHS hospitals and a food, water and environment laboratory in York



Some of our achievements in 2018/19



Keeping the public safe

We work 24/7 to protect people from infectious diseases, public health emergencies and environmental hazards. This year:



- we responded to more than 10,000 **disease outbreaks and emergencies** across England, including meningitis, measles, E. coli and the first ever UK case of monkeypox

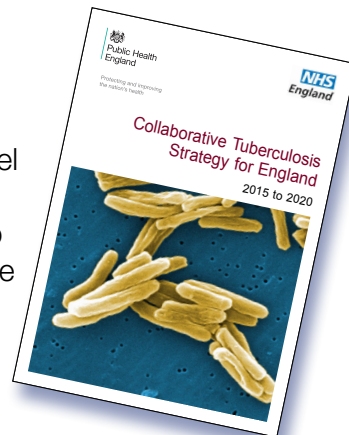
- we introduced the **gold standard flu vaccine** this winter



- the **UK Public Health Rapid Support Team** has responded to emergencies across the world, including in Bangladesh, the Democratic Republic of Congo and Nigeria

- we delivered a global **major incident exercise** focused on anti-microbial resistance for the G20 in Argentina

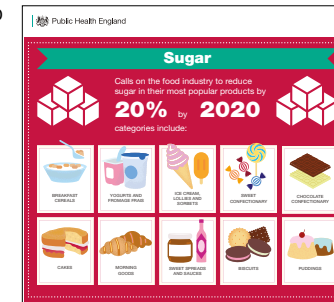
- cases of **tuberculosis** have fallen to the lowest level since records began, a drop of 43.6% since 2011



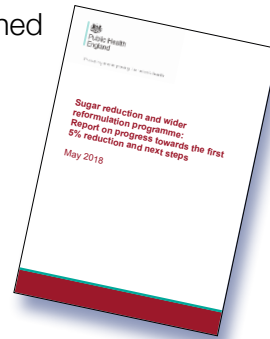
Helping people to be healthier

Locally and nationally PHE is having a positive impact on people's health. This year:

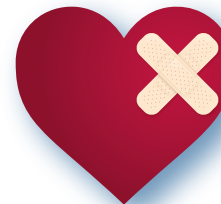
- we launched the most ambitious food reformulation programme in the world to reduce 20% of **calories** in the food that children eat the most



- we published our first progress report on **sugar** reduction



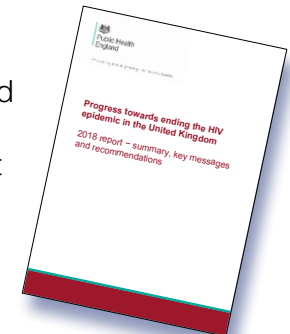
- we worked with 40 partner organisations to create the first ever national ambitions to prevent **cardiovascular disease**



- we contributed to the lowest levels of **smoking** prevalence since records began



- our **HIV annual report** confirmed that new HIV diagnoses are at their lowest level since 2000



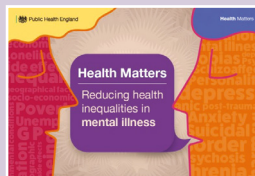


Evidence into action

Our expertise in data analysis and research means we are a credible source of evidence for policymakers. This year:

- we developed the **Public Health Dashboard** supporting local decision-making and increasing transparency
- our landmark **Health Profile for England** report brought together for the second time a full picture of the health of the people in England. This helped to determine the priorities for the NHS's Long Term Plan

- we published 13 editions of our **Health Matters** series, setting out the evidence for what works in tackling major public health challenges



- we have continued to help commissioners and policy professionals maximise the value from the local pound, including through the launch of a new **Prioritisation Framework** and building on our suite of **return on investment tools**

- we published a world-first evidence review about **physical activity and disability**, showing the link between physical activity and positive health outcomes for disabled adults
- we published **evidence reviews** on e-cigarettes, mortality trends in England, the importance of muscle and bone strengthening and air quality



Science at PHE

We have 2,500 scientists – many of whom are international leaders in their fields. This year:

- we supported Defra with the development of the UK Government's **Clean Air Strategy**, which also included the launch of the air pollution cost tool and the production of a **Clean Air Quality and Health Plan**

- to help eliminate **hepatitis C**, we developed a new whole genome sequencing test for roll out in laboratories across England



- we worked with NICE to review and develop **guidelines for antibiotic prescribing** in primary care, including a revision of prescription lengths in order to reduce antibiotic consumption



- almost 1,000 **research papers** were published in leading peer-reviewed journals



- we used whole genome sequencing to determine the susceptibility of tuberculosis to antibiotics and used innovative genomics tools to guide the response to the **Lassa fever** outbreak in Nigeria

- our laboratories carried out more than 5 million **microbiology tests**



- we published a new study demonstrating that the **HPV vaccine** reduced the number of young women carrying the two main cervical cancer-causing types of HPV by nearly 90%



Developing PHE

Our ambition is to be the most effective public health agency in the world. This year:

- building works for our new **public health science campus** in Harlow began



- we achieved Top 30 status in the **Employer for Working Families** awards, sustained our **Disability Confident Leadership** status and were recognised as a **Best Employer for Race** by Business in the Community



- the 2019 Ipsos MORI stakeholder survey gave PHE the second best score for **positive advocacy** of any public body they have worked with over the past decade



- we achieved our financial targets, delivering **recurrent efficiency savings of over £13 million** and achieved our highest ever **staff engagement** index of 61%

- we have provided opportunities for under-represented or disadvantaged groups through a number of **Pathways to Work placements**, including Ambitious about Autism, Movement to Work and Project SEARCH

- received an unqualified opinion from the National Audit Office on our assurance processes to ensure the ring-fenced **public health grant** was used in accordance with the grant conditions by local authorities



Engaging people

We use targeted, digital first social marketing campaigns to help people make the healthy choice the easiest choice. This year:

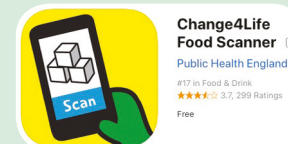
- we launched our first '**Cervical Screening Saves Lives**' campaign



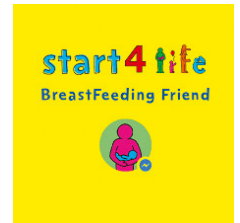
- we developed a new **digital 'Personal Quit Plan'** tool to provide tailored quitting support to smokers

- we supported London's **digital mental health** service which has now been used by 180,000 people

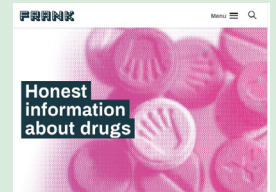
- our **Change4Life 'Food scanner'** app has been used over 50 million times to help people identify how much sugar, salt and saturated fat is in their food



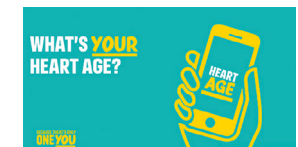
- we created a **Start4life 'Breastfeeding Friend'** voice assistant on Google, building on the ground-breaking Amazon Alexa skill



- we refreshed the **FRANK website** using the latest digital technology, achieving a 43% increase in visits



- we refreshed our **Heart Age Test**, achieving 3 million completions of the test in the first four weeks



A changing environment – opportunities and challenges

The public's health

Making the economic case for prevention

Evidence shows that prevention and early intervention represent good value for money. Well-chosen interventions implemented at scale, help avoid poor health, reduce the growth in demand on public services, and support economic growth.

Building a fairer society

Economic growth leads to longer healthier lives. Health and wealth are inseparable, so spreading economic prosperity by creating jobs that local people can get is an economic as well as public health priority. A fairer society includes a good start in life, good education, decent work and strong communities.

Optimising behavioural science

The decisions we make about the way we live our lives impact on our health. Evidence shows we often find it difficult to follow through on our best intentions. Behavioural science is developing a better understanding of what works and how to make the healthy choice the easy choice.

Harnessing progress in science and research

The world is changing: society, diseases and technology are constantly evolving. We will continue to invest in science, research and innovation, tackling infectious disease, air quality and non-communicable disease, and developing our scientists.

Working to reduce the health gap

Those living in the most deprived communities in England die on average between 7 and 9 years earlier and spend around 19 fewer years in good health than people living in the most affluent areas of the country. This is not inevitable. There are well-evidenced preventative interventions that would address this injustice.

Realising the potential of new technologies

From online tools to wearable devices, technology is opening up new opportunities to monitor our health, identify problems earlier and reach people with tailored advice and support. The expanding role of technology within public health goes hand in hand with advances in how we collect, combine, analyse and utilise different kinds of population and personal data.



Our actions for 2019/20

We will work as One PHE, delivering alignment and synergies across all parts of our agency, using the skills and commitment of our staff to deliver the biggest impact and best value for the taxpayer and our partners.



National government

Promoting health in all policies

Support DHSC to develop and publish a **Green Paper on prevention** by providing robust analysis and evidence on interventions to prevent ill health and reduce health inequalities; and support engagement with local and national partners both prior to and following publication

Support DHSC in preparations for the 2019 **Spending Review**, including by providing evidence on the impact of investment in services which improve and protect the public's health

Deliver the PHE-led actions in the Tobacco Control Plan Delivery Plan and work with NHS England to realise their **smoking**-related commitments in the NHS Long Term Plan

Deliver PHE's contribution towards the government's commitment to halve **childhood obesity** by 2030, including: working with industry on the sugar reduction and calorie reduction programmes; revising the nutrient profile model; supporting delivery of the obesity-related

approaches in the NHS Long Term Plan; and leading on a programme of reformulation work to significantly reduce the population's **salt** intake

Support the delivery of the Government's strategy set out in 'Improving Lives: The Future of Work, Health and Disability' by working with local government and the NHS on mainstreaming '**work as a health outcome**' products across local health and care systems and collaborating in the development of work-focused musculoskeletal prevention activity

Implement the PHE-led actions in the UK **AMR** National Action Plan, and support DHSC to deliver the UK global AMR-related commitments including the Global Burden of Disease project

Contribute to the **drugs** review commissioned by the Home Secretary and the delivery of key commitments in the Home Office's **Serious Violence** Strategy

Publish evidence reviews on the public health impacts associated with **prescription drug dependence** and **gambling**

Make agreed contributions to cross-government initiatives on the environment including working with Defra to support implementation of the **Clean Air Strategy**



Local government

Sharing our expertise and evidence on what works

Continue to support the development of an appropriate **future assurance framework** for the public health system, alongside other developments in local government financing

As part of modernising the **Healthy Child Programme** initially focussed on the first 1001 days and early years, produce a pre-conception and maternity pathway to reduce risk and improve wellbeing, and publish a speech, language and communication pathway to improve outcomes for children and reduce inequality in school readiness

Support the commissioning and delivery of services to reduce variations in outcomes for **sexual and reproductive health** and **HIV** across England, and support NHS England and local government in the PrEP Impact Trial

Collaborate with local partners on a programme of work to increase adoption of the **Prevention Concordat for Better Mental Health**

Assist local authorities and health commissioners by publishing guidance on improving the health of rough sleepers in line with the Government's commitment to end **rough sleeping**



The NHS

Getting serious about prevention, support for STPs and integrated care organisations

Support NHS England with the delivery of preventative interventions in the **NHS Long Term Plan**, including commitments on **alcohol, CVD, diabetes** and **cancer**

Work alongside NHS England to develop the menu of interventions on tackling **health inequalities** promised in the NHS Long Term Plan

Implement relevant recommendations from the Independent Breast Screening Review; the Public Accounts Committee report on the management of **adult health screening**; and agreed recommendations from Professor Sir Mike Richards' review of national cancer screening programmes

Support NHS England in improving childhood **vaccination** uptake and the planning and delivery of an extension of the Human papilloma virus vaccination programme to eligible adolescent boys

Lead delivery of the prevention workstream within NHS England's programme to transform **maternity care** to improve safety, choice and reduce inequalities



Developing the public health system

Building capacity and capability

EU exit: Lead on public health security and protection from serious cross-border threats to health. PHE will ensure its preparedness to respond to, and co-ordinate the response to, public health emergencies and management of incidents, including those caused by disruption at the border and of the supply chain. This includes ensuring continuity of access to nationally procured vaccines, countermeasures supply and public health laboratory functions; continuing to develop

strategic engagement with European Public Health Institutes and multi-agency public health agencies, to maintain close working relationships with these organisations after leaving the EU; and collaborating with the DHSC Operational Response Centre by providing information, advice and data

Work with Government and NHS partners to strengthen the capability of the health and care system to respond to **enhanced health protection incidents**

Develop the **wider public health workforce**, extending the efficacy, reach and adoption of initiatives such as Making Every Contact Count and All Our Health

Work with academic researchers to develop new National Institute for Health Research (NIHR) **Health Protection Research Units** and support the NIHR School for Public Health Research and other major research investments to produce evidence on how to meet major population health challenges

Deliver national statistics for England on **cancer incidence, mortality and survival** including a detailed publication of cancer stage completion of tumour sites to support the Government's early diagnosis ambition and work with NHS Digital and system partners to establish an **all-disease registration service**



Directly to the public

Making the healthy choice the easiest choice

Deliver a national campaign to encourage and empower people to look after their **mental health** in support of the target to engage and improve the mental health literacy of 1 million people

Build on PHE's industry-leading expertise in targeted, personalised and digitally enabled social marketing to develop with system-wide partners an accelerated approach to testing and learning from innovative **predictive prevention** interventions which impact at population and individual level

Help people to take control of their own health by delivering high profile **behaviour change programmes**



Global health

Protecting people living in the UK

Produce a new PHE **Global Health Strategy**, defining PHE's contribution to UK action to address threats to global health

Deliver our commitments to strengthen **global health security** and outbreak emergency response, in collaboration with global partners

Work with DFID, DHSC and international partners to **strengthen public health systems in partner countries and regions**

Share information and evidence on best practice for **Emergency Preparedness, Resilience and Response functions** with key national and international partners including the World Health Organisation and the International Association of National Public Health Institutes



Developing PHE

Strengthening skills, building resilience

Prepare PHE for the delivery of the organisation's new **five-year strategy** from April 2020

Develop and begin to implement a new **Infectious Diseases Strategy**

Submit a Full Programme Business Case to DHSC for approval to create a new **national campus for public health science** at PHE Harlow

Develop PHE's analytical capability by establishing a new **non-communicable disease modelling unit**

Develop and update the organisation's **knowledge strategy**

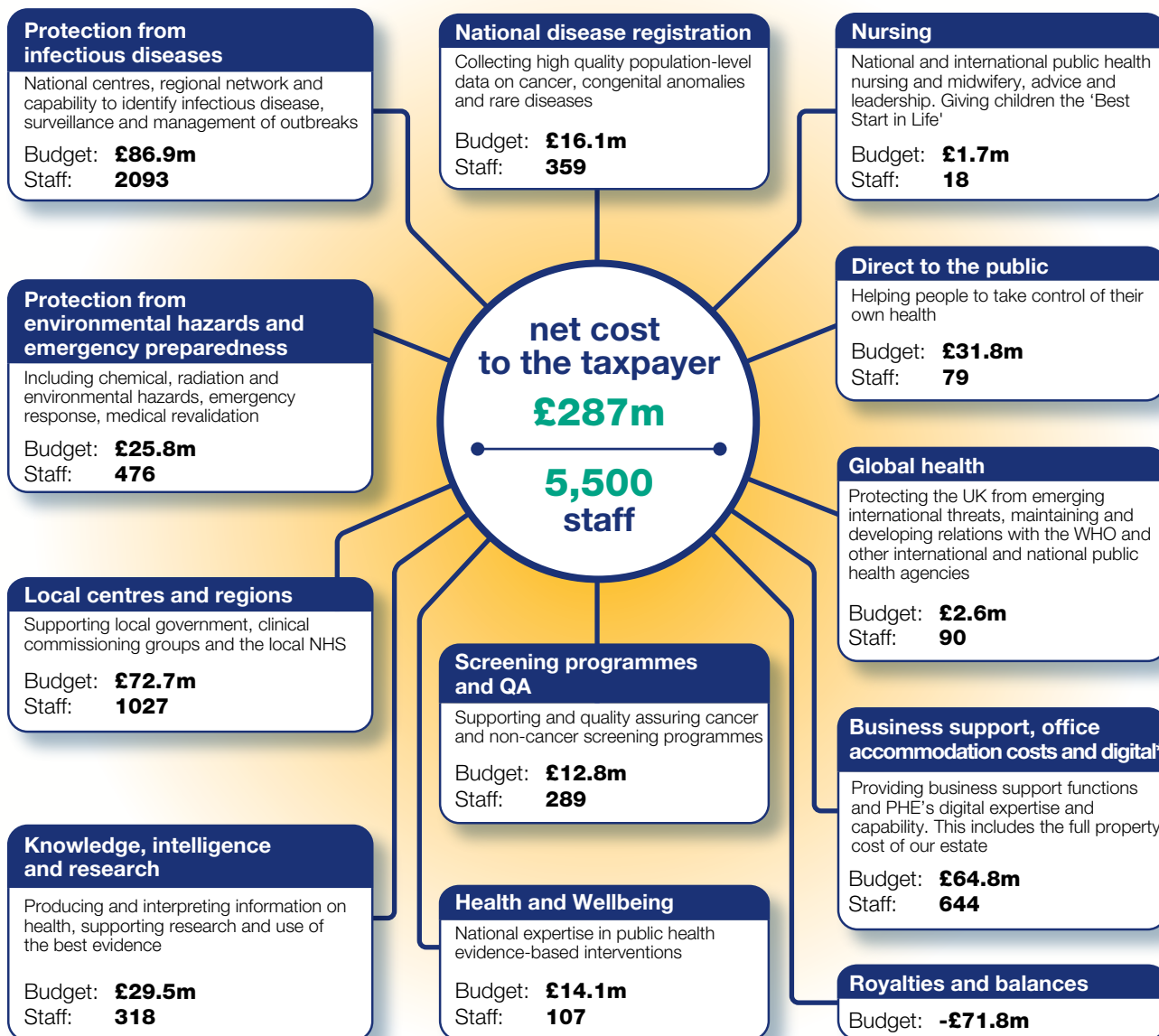
Continue to strengthen **staff engagement** across PHE to ensure the organisation is an improving place to work for all staff

Continue to implement the **Taxpayer Value Strategy** to ensure value for money in all PHE activities

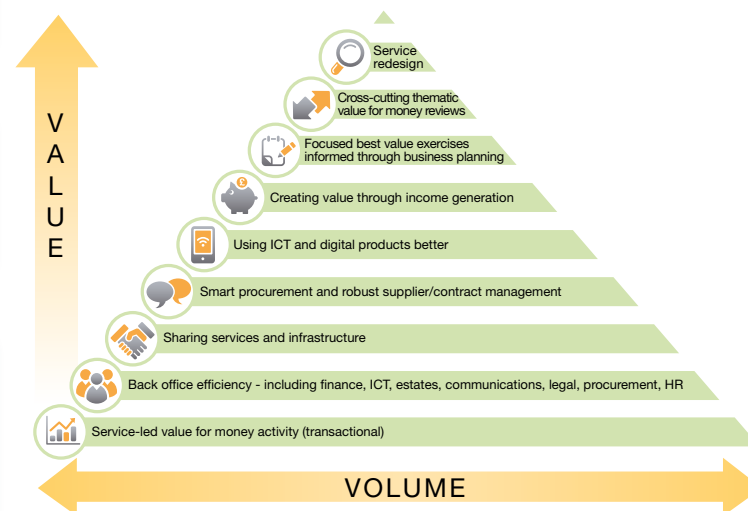
Deliver continuous improvement in assuring the **health and safety** of staff, with a particular focus on our scientific campuses and network of regional microbiology laboratories

Develop a consistent and secure approach to **managing data** that maximises its availability for use by PHE and by others, whilst providing protection from **cyber threats**

People and resources



Our Taxpayer Value Strategy is as ambitious as it is comprehensive and we take a stratified approach to identifying opportunities to deliver more and better services for less:



Other funding:



* Financial and commercial, Communications, Corporate affairs, People, PHE Harlow, Strategy, Infrastructure (ICT, Digital and Estates)

About Public Health England

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Public Health England

Wellington House

133-155 Waterloo Road

London SE1 8UG

Tel: 020 7654 8000

www.gov.uk/phe Twitter: @PHE_uk

Facebook: www.facebook.com/PublicHealthEngland

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