



Public Health
England

Protecting and improving the nation's health

Annual Business Plan 2018-19

Credible, independent
and ambitious

April 2018

Welcome to the PHE business plan

Today in England, people living in the most deprived areas of the country spend nearly a third of their lives in poor health, twice as long as the most affluent.

These health inequalities are present in our chances of dying early from heart disease, being obese, taking up smoking or surviving cancer and at all stages of life. This is not inevitable and much can be done to close this health gap.

There are many factors affecting health beyond treating illness. The most important of these is for our children to have the best start in life and being ready to start school, and for our young people to enter adulthood ready for work. For adults it's about having a secure job and home and for all ages to have friendship in their life. Health and wealth are two sides of the same coin and having a decent income is the main determinant of outcome. For those out of work, the best public health intervention would be to help them get a job. Helping people to stay well for longer, to be able to work and live at home for longer is at the heart of an effective public health system. The decisions we make about the way we live our lives are important too, from the food we eat, to whether we smoke and how much exercise we take.

This is about collective and individual action. For PHE this is a moment to refresh how we can best support national and local government, the NHS, business and industry, the voluntary and community sector, and people themselves to assume more control and responsibility for their own health.

We are stepping up our work at the interface of new digital technologies, behavioural science, big data and genomics. We aim to improve outcomes and foster greater innovation, increasing our reach and relevance to those in the poorest health, and extending choice and personalisation wherever possible.

“PHE has established itself as a credible, co-ordinated, and efficient public health agency rivalling any in the world”

International Association of
National Public Health Institutes
November 2017



Sir Derek Myers
Interim Chair



Duncan Selbie
Chief Executive

There are three further themes that will thread through this year:

First, local government has led the local public health system for five years and is doing a great job. We plan to refresh our covenant with them on how we can best support and challenge each other to be even more ambitious for the next five years.

Second, we will give top priority to tackling childhood obesity, mental health, poor air quality, variation in outcomes from cardiovascular disease, adult obesity and cancer survival and supporting employers to ensure people are healthy and productive at work.

Third, we are responsible for the national critical infrastructure for public health science. We will be furthering our plans for our move between 2021 and 2024 to Harlow in Essex, a purpose-designed science campus and future HQ for PHE as a whole.

And finally, during 2017 PHE was subject to an international peer review which concluded that PHE has established itself as a public health agency of global standing. To our PHE colleagues who, together, protect and save lives every day and make a positive difference to the wealth and health of our country, we say thank you.

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, 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.



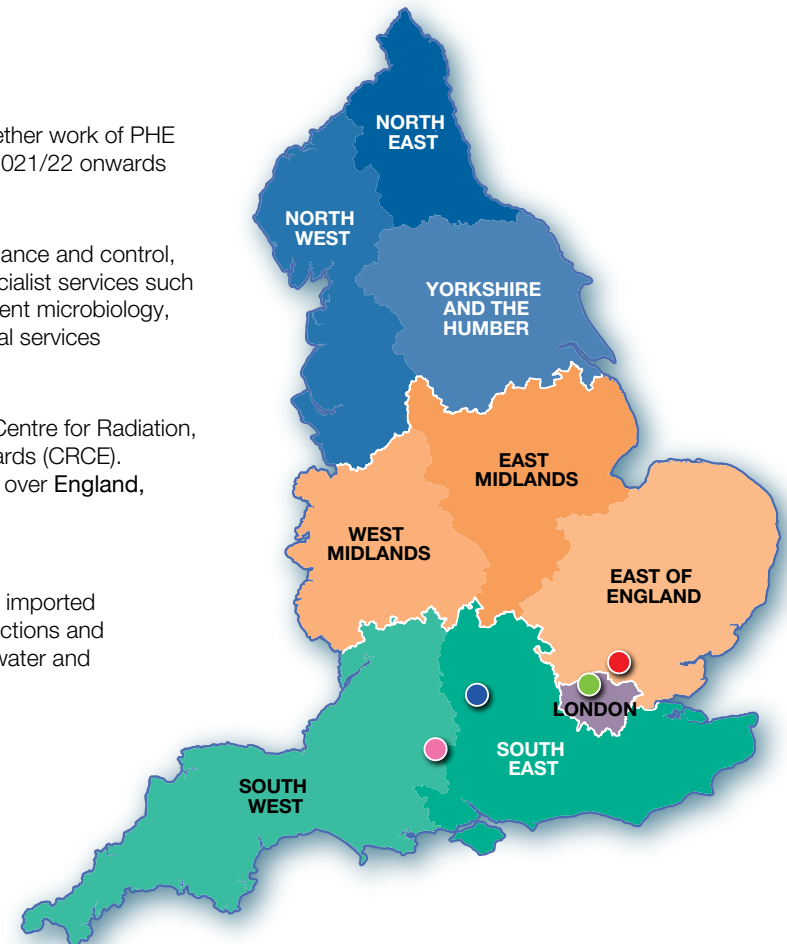
Our national and local presence

PHE has nine teams in four 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 52 locations

- PHE Harlow**
 PHE national centre, bringing together work of PHE Colindale and PHE Porton, 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 eight regional public health laboratories based in large NHS hospitals



Some of our achievements in 2017/18



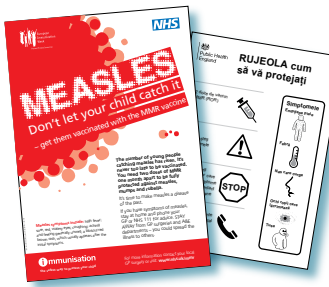
Keeping the public safe

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

We responded to 10,000 disease outbreaks and emergencies. Up and down the country our health protection experts worked alongside local authorities and emergency services to keep the public safe. Our expertise was exemplified in our response to the Manchester Arena bombing, the Grenfell Tower fire and the Salisbury poisoning.



We achieved official 'measles elimination status' by the World Health Organization, thanks to the hard work and perseverance of public health and NHS professionals and our world-leading vaccination programme.



To help eliminate hepatitis B, we successfully introduced a new hexavalent vaccine into the childhood vaccination programme.



Helping people to be healthier

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

Reached the milestone of over 6 million people benefiting from an NHS HealthCheck – the largest prevention programme in the world. People from our most disadvantaged communities are benefitting the most.



Launched the most ambitious food reformulation programme in the world to reduce 20% of sugar from the food that children eat the most.



Supported NHS Sustainability and transformation partnerships with data, advice and economic analysis to help shape new care models.

Contributed to new HIV diagnoses among men having sex with men falling by 17% in England and by 25% in London.

Partnered with the NHS and Diabetes UK to scale the Diabetes Prevention Programme to cover 75% of England, one year ahead of schedule.



Contributed to the lowest levels of smoking prevalence since records began.



Signed up 35 national organisations to our national Prevention Concordat for Better Mental Health.



Speaking to people

We use social marketing campaigns to help people make the healthy choice the easiest choice. This year we:

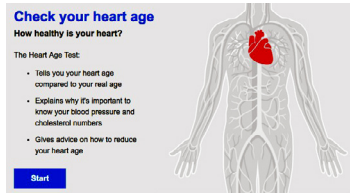
Launched our first 'Keep Antibiotics Working' Campaign.

Keep **Antibiotics** Working



Delivered a new sexual health campaign to remind young people of the importance of wearing condoms.

Reached 1.8m people with our Heart Age Tool.

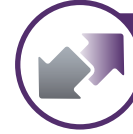


Helped nudge over 2 million families to make healthier choices through our 'Sugar Smart' and 'Be Food Smart' apps.



STAY WELL THIS WINTER

Supported the NHS with our 'Stay Well This Winter' campaign that won the 2017 Civil Service Award for outstanding communications.



Evidence into action

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

Our landmark Health Profile for England report brought together for the first time a full picture of the health of the people in England.



Subscriptions to our popular Health Matters evidence series have more than doubled.

Healthmatters

Published our fifth Routes to Diagnosis, covering over 3 million cancer diagnoses, making it the most comprehensive data of its kind worldwide.

The government's Drugs Strategy, Tobacco Control Plan, Clean Air Plan, Industrial Strategy and Improving Lives Plan are underpinned by PHE evidence.





Science at PHE

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

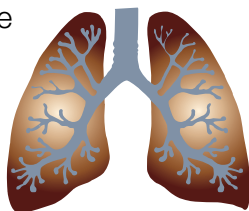


For the first time worldwide we used whole genome sequencing to diagnose tuberculosis.

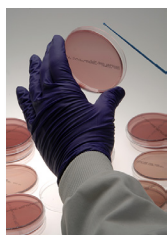
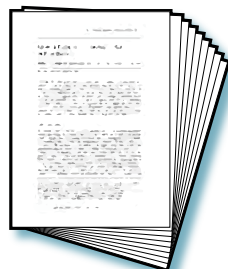
In partnership with the North Bristol NHS Trust, a new state-of-the-art pathology laboratory was opened at Southmead Hospital.

Expanded our award winning National Cancer Registry to include data on over 200,000 non-melanoma skin cancers.

Contributed to the sustained annual decline in the number of new TB cases by a further 10%.



More than 850 peer-reviewed scientific and clinical papers were published in prestigious academic journals.



Our laboratories carried out more than 6 million microbiology tests.

Our radiation experts carried out personal dosimetry tests helping to ensure the safety of more than 70,000 NHS clinicians and other workers handling X-ray equipment and other sources of radiation.



Developing PHE

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

Our plans to create a new world-leading science campus at Harlow took an important step forward with confirmation of planning permission. Building works begin next year.



We achieved our financial targets delivering efficiency savings of over £13 million including through the implementation of our new taxpayer value strategy.

The latest Ipsos MORI stakeholder survey gave PHE the third best score for positive advocacy for the work of any public body surveyed by MORI over the past decade.



We achieved Top 30 status in the Employer for Working Families awards and have successfully implemented mentoring schemes for BAME and LGBT staff.

We further improved our staff engagement score by 3% to 59%, our best so far.



Our regions and centres

Nine teams and four regions around England support implementation where people live and work:

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.

PHE West Midlands hosts a Violence Prevention Alliance – a collaboration



focused on preventing and reducing violence. Projects include working with GPs to help recognise, support and refer victims of domestic violence; and promote classes in personal resilience to help young people cope with home and school.



PHE South East organised the largest ever meningitis B vaccination exercise following the tragic death of a student at university.

In the North West, we have been working with the Greater Manchester Health and Social Care Partnership, to support their ambition to reduce smoking prevalence levels at a pace and scale greater than any other major global city as set out in the city region tobacco strategy – ‘Making Smoking History: A Tobacco Free Greater Manchester’.

Alongside the Mayor of London and London councils, we were co-signatories to a historic pledge to join the global Fast-Track Cities initiative, a major commitment to reduce rates of new HIV infections.



PHE London signed a ground-breaking devolution deal alongside the Mayor of London, London Councils and the Secretary of State for Health and Social Care, giving London’s leaders more control over health and care in the capital.



Our North East team worked with the local NHS and other partners to develop the Weight off your Mind programme – a healthy weight plan for patients in contact with mental health services.

In Kent, we led the response to the discovery of a potential invasive insect – the Tiger mosquito and minimised any risk to the local population.

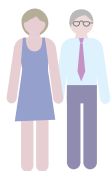


A changing environment – opportunities and challenges



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.



Maximising the value from the local pound

By working ever more closely together in a place, public services can secure better outcomes for their population. This will create opportunities to further strengthen place-based approaches and support the process of integrating services locally, including through the devolution of powers.



Optimising behavioural science

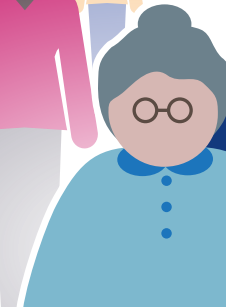
The decisions we make about the way we live our lives impact on our health. Evidence shows we often find it difficult to follow through on our best intentions. Behavioural science is developing a better understanding of what works and how to make the healthy choice the easy choice.

Promoting our world-leading science and evidence

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

Working to reduce the health gap

Those living in the most deprived communities have poorer health and die earlier than the most affluent. This is not inevitable. There are well-evidenced preventative interventions that could address this injustice. We will work with the NHS and local government to adopt these interventions and prioritise cardiovascular disease, obesity and cancer survival.



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.

Our actions for 2018/19

This section highlights how we plan to put the third year of our strategic plan into action. We will work as One PHE, delivering alignment and synergies across all parts of our agency so that we use 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

Deliver the agreed programme of work to significantly reduce **childhood obesity**, including sugar reduction and total calorie reduction programmes; support local delivery of the childhood obesity plan, including by the wider public health workforce, and working with industry, schools, local government and the NHS; and continue work to reduce salt intake within the population.

Make agreed contributions to cross-government initiatives on the environment, including the **Clean Air Plan**, and implementation of public health recommendations in the Department for Environment, Food & Rural Affairs **25 Year Plan** to improve the environment. Support the revision of the **National Adaptation Programme** for climate change.

Support the government's goal to slow the growth of **antimicrobial resistance** (AMR) by continuing work on surveillance and contributing to the human health aspects of the revision of the AMR strategy and supporting NHS Improvement and NHS England in delivering on Gram negative bloodstream infections and of reducing inappropriate prescribing, including better use of diagnostics, respectively.

Improving work and health outcomes:

Support improved health and wellbeing by helping people to enter, return to and stay in work, delivering the commitments set out in 'Improving Lives: The Future of Work, Health and Disability' and 'Thriving at Work' Stevenson Farmer review on mental health and employers; and support the development of an employers' network.

Assist local authorities to deliver the Home Office programmes to tackle **child sexual abuse** and exploitation; and support the public health and criminal justice system to implement the Home Office's **Drugs Strategy**.

Deliver a programme of work to reduce **alcohol** related harm in line with cross-government priorities and support DHSC to address the needs of children living with alcohol-dependent parents.

Implement the PHE-led commitments in the government's **Tobacco Control Delivery Plan**.

Inform and support action on **gambling related harm** as part of the follow up to the Department for Digital, Culture, Media & Sport led **review of gaming machines and social responsibility**.

Support the government's strategy on **genomic technologies** in healthcare, by contributing to the 100,000 Genomes project and delivering the PHE-led recommendations in the Chief Medical Officer's Generation Genome report and the Life Sciences Industrial Strategy.

Pollution – with DHSC, respond to the PHE-led recommendations in the annual report of the Chief Medical Officer, 'Health Impacts of All Pollution – what do we know?'

Continue to support the government's aim to eliminate viral **hepatitis C** as public health threat by 2030, including through the provision of information and evidence to support local case-finding activity.

As part of the Cabinet Office review, consider the working arrangements of the infection and environmental **Departmental Expert Committees** hosted by PHE.

Review the scale and distribution of **prescription drug dependence**, and the optimal means of reducing it.

Review the impact on **migrant public health** and health-seeking behaviour arising from the disclosure of administrative data.

Review the evidence for effective **air quality** interventions and provide practical recommendations for actions to improve air quality, stratified by their health and economic impacts.



Local government

Sharing our expertise and
evidence on what works

Continue to support local authorities to discharge their duty to comply with the grant conditions for the **ring fenced public health grant**, ensuring the regularity of public health spending.

Local authority public health funding – with DHSC, develop an appropriate future assurance framework for the public health system, alongside other developments in local government financing.

Support local authorities, combined authorities and elected mayors to **improve outcomes** and **reduce variation**, including evidence-based advice on return of investment.

Sexual and reproductive health – support the commissioning and delivery of services, focusing on helping delivery organisations reduce the variation in outcomes for reproductive, sexually transmitted infection and HIV services across England; and support NHS England in their PrEP Impact Trial.

Best start in life – work with local government, the NHS and health professionals to drive improvements in outcomes at scale with a particular focus on infant mortality, child health speech, language and communication needs and school readiness.

Transparency to improve outcomes – support better planning and commissioning of public health services by providing greater transparency on data and through appropriate tools, including the Local Authority Public Health Dashboard; lead a refresh of the 2016-2019 Public Health Outcomes Framework; and develop modelling capability and the range of tools and resources to underpin the economic case for prevention at both a national and local level.

Health Matters – communicate topical and accessible information via Health Matters to support the commissioning of effective evidence-based public health interventions at a local level.

Raise awareness and promote the use of the **Fire and Rescue Service** as a strategic health improvement partner, and support the implementation of the **police and public health consensus**.



The NHS

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

Promote good **mental health**, prevent mental health problems and improve the lives of people living with and recovering from mental illness, and continue to deliver the PHE-led commitments on mental health from the Five Year Forward View.

Health inequalities – support national and local action to improve the health of the poorest fastest, working in partnership with DHSC and its ALBs, other government departments, the Local Government Association, local government, the NHS and other relevant bodies; focused specifically on supporting progress on inequalities in cardiovascular disease, obesity and cancer.

Prevention – provide advice and support to NHS England, NHS Improvement, and local government on the implementation of preventative interventions at scale, focusing in particular on high-risk cardiovascular conditions, obesity and cancer, on reducing health inequalities in these areas and on optimising access to and follow-up of the NHS Health Check.

NHS planning – support and inform a focus on population health, as part of national and local work on new models of care; and continue to support the implementation of public health related CQUINs, including those on alcohol, tobacco, AMR, sepsis and mental health.

Lead delivery of the year 2 prevention workstream within the **Maternity Transformation Programme**, leading and supporting prevention initiatives designed to improve maternal and neonatal outcomes and reduce health inequalities, in support of the national maternity safety ambition, across the local NHS and local government.

Improve the world-class **screening and immunisation** programmes, including supporting the implementation of the faecal immunochemical test, supporting planning and delivery of an optimal flu vaccination programme and national roll out of the human papillomavirus vaccination programme for men having sex with men.

Implement a new public health **microbiology and infection** laboratory function for London.



Developing the public health system

Building capacity and capability

Leaving the EU – as part of the government's objective of ensuring a smooth and orderly exit from, and agreeing a new, deep and special partnership with the EU, support DHSC and the government on negotiations with the EU; and to ensure day one readiness for the continuity of health protection and security and, where appropriate, health improvement.

Build **behavioural science** capacity and capability across the system.

Modernise analytics to create more insight and impact by developing **forecasting and predictive modelling** and continue to strengthen the **economic case for prevention** at national and local levels.

Public health workforce – build capability in public health by continuing to implement priority recommendations in 'Fit for the Future', and through succession planning to build public health leadership now and in future.

Accelerate roll out of **All Our Health** through system levers, education and social media.

Support the National Institute for Health Research (NIHR) to deliver future **health protection research** investments that provide timely, reliable evidence about emerging health threats through PHE and academic partnerships; and support the NIHR, School for Public Health Research to deliver evidence from research that improves public health.

Contribute to the development of the **adult social care** green paper.

To review and report on progress since the 2015 report, '**Rethinking the Public Health Workforce**'.

Use the responses to the **local health protection** assurance exercise, to support the local NHS and local government in strengthening their partnerships that prevent and respond to threats to the public's health.



Directly to the public

Making the healthy choice the easiest choice

Support the public through information and **behaviour change campaigns**, including:

- **starting well** – helping every child to have the best start in life through Change4life, Start4life, Rise Above and Frank campaigns
- **living well** – focusing on lifestyle behaviours in the 40-60 age group around smoking, nutrition and physical activity through One You, and promoting positive sexual health behaviours for the 16-24 age group
- **ageing well** – supporting the public to identify signs and symptoms and encourage them to access healthcare when appropriate through Be Clear on Cancer, Act FAST (stroke), AMR and flu immunisation campaigns

Engage 1 million people on how to take care of their own **mental health** and the mental health of others.

Prioritise **behavioural science** interventions in addressing how we communicate the risk and hazards of harmful drinking and on the national programme to reduce the calories in food.



Global health

Protecting people living in the UK

Support the one-HMG approach to **global health**, working closely with DHSC and the Department for International Development on agreed priorities, including the global health security agenda; and respond to emerging threats, specifically delivering the UK Public Health Rapid Support Team work plan in partnership with the London School of Hygiene and Tropical Medicine and the International Health Regulations Strengthening Project.

Support the **development of public health systems** and improve capacity and expertise in specific countries.

Contribute to strengthening cross-border public health **major incident response systems**.



Developing PHE

Strengthening skills, building
resilience

PHE Harlow – invest in the future public health scientific infrastructure by progressing the Government Major Project, including workforce transition planning, to create a national centre of expertise for public health science.

Develop and begin to implement a new **strategic workforce plan** for PHE to ensure a sustainable workforce, including a **pay strategy**.

Driving effective **staff engagement** across PHE, so our people feel valued and to make PHE a great place to work by taking targeted action in response to the annual staff survey.

Refresh our **Strategic Plan** for the next three years.

Embed the new **National Infection Service** organisational arrangements and publish its science strategy.

Implement the recommendations of the external **digital review**, in particular taking forward the digital exemplar programme.

Implement our **cyber security strategy**.

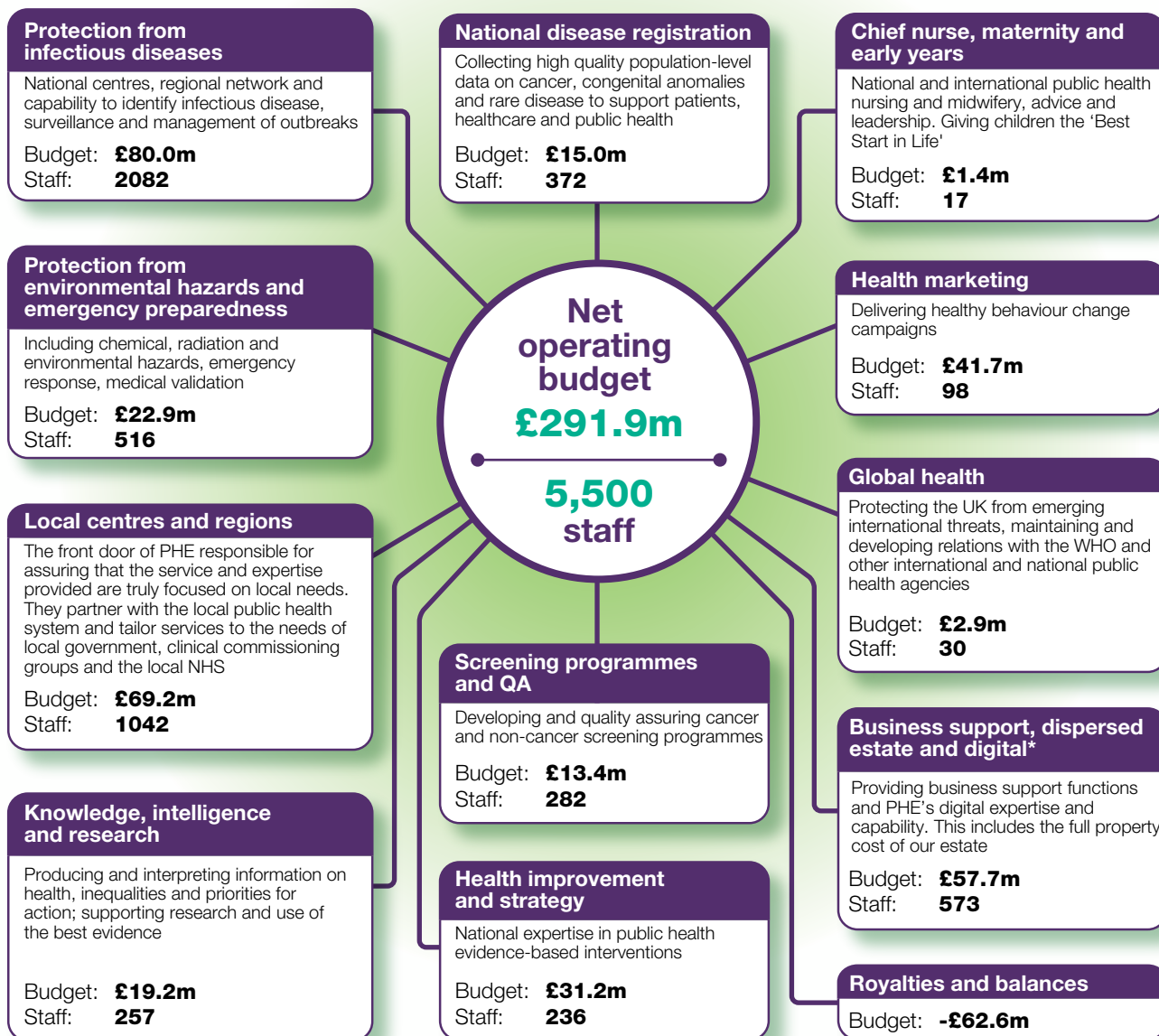
Take forward the recommendations of the **International Association of National Public Health Institutes (IANPHI)** peer review.

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.

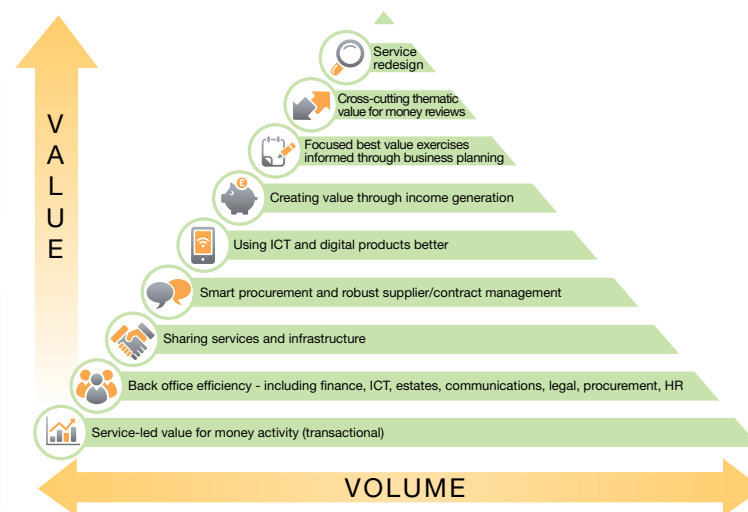
Further embed our **taxpayer value strategy** to deliver more and better services for less, supported by our robust financial governance framework.

Strengthen our relationship with the Food Standards Agency in assuring the **safety and quality of the food supply**.

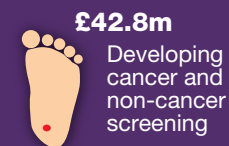
People and resources



As a public body it is incumbent on us to show value for money from our spending and our Taxpayer Value Strategy is our robust approach to meeting this challenge. It 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:



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

PHE Chilton



PHE Harlow



PHE Colindale



PHE Porton



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