

Structure of Public Health England

Factsheet

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HR / Workforce Management	Commissioner Development	IM & T
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Structure of Public Health England



Introduction

Public Health England has been established to protect and improve the nation's health and wellbeing, and to reduce inequalities.

At the beginning of July Public Health England's Chief Executive Designate Duncan Selbie outlined his vision for the new organisation. This document sets out how Public Health England will be structured to deliver that vision.

We hope this provides a helpful guide for the staff who will join the new agency and for its partners.

It shows the proposed structure for 1 April 2013, and will be used as the basis for transition.

The organisation will continue to evolve to ensure it is best placed to deliver its ambitions for improved public health.

The senior leadership team, once appointed, will lead this process, engaging and involving the whole of Public Health England and key stakeholders.

The leadership team

Public Health England will need to be known for what it does as much as what it says. The leadership team for Public Health England has been organised accordingly. The diagram on page 2 shows how the leadership team will be structured.

There is an intentional emphasis on professional health leadership through the appointment of three recognised leaders for **health protection**, for **health improvement and population health** and a **Chief Knowledge Officer**. These directors will lead the ambition for knowledge and research to enable outstanding delivery.

These three professionals will be complemented by a **Chief Operating Officer**, and directors for **strategy, programmes, finance and corporate services**, and **human resources**.

Collectively this team will ensure we have the capability to develop an outstanding agency as well as first-class professional and scientific expertise.

Governance

Public Health England will have a publicly appointed Chair, with an advisory board consisting of the Chair, three non-executive directors and the Chief Executive. As Public Health England will be an executive agency of the Department of Health, its Chief Executive will be accountable to the Secretary of State for Health.

The role of the Chair will be to support and advise the Chief Executive, and provide assurance on strategy and oversight of organisational governance.



Public Health England organisational design: Structure



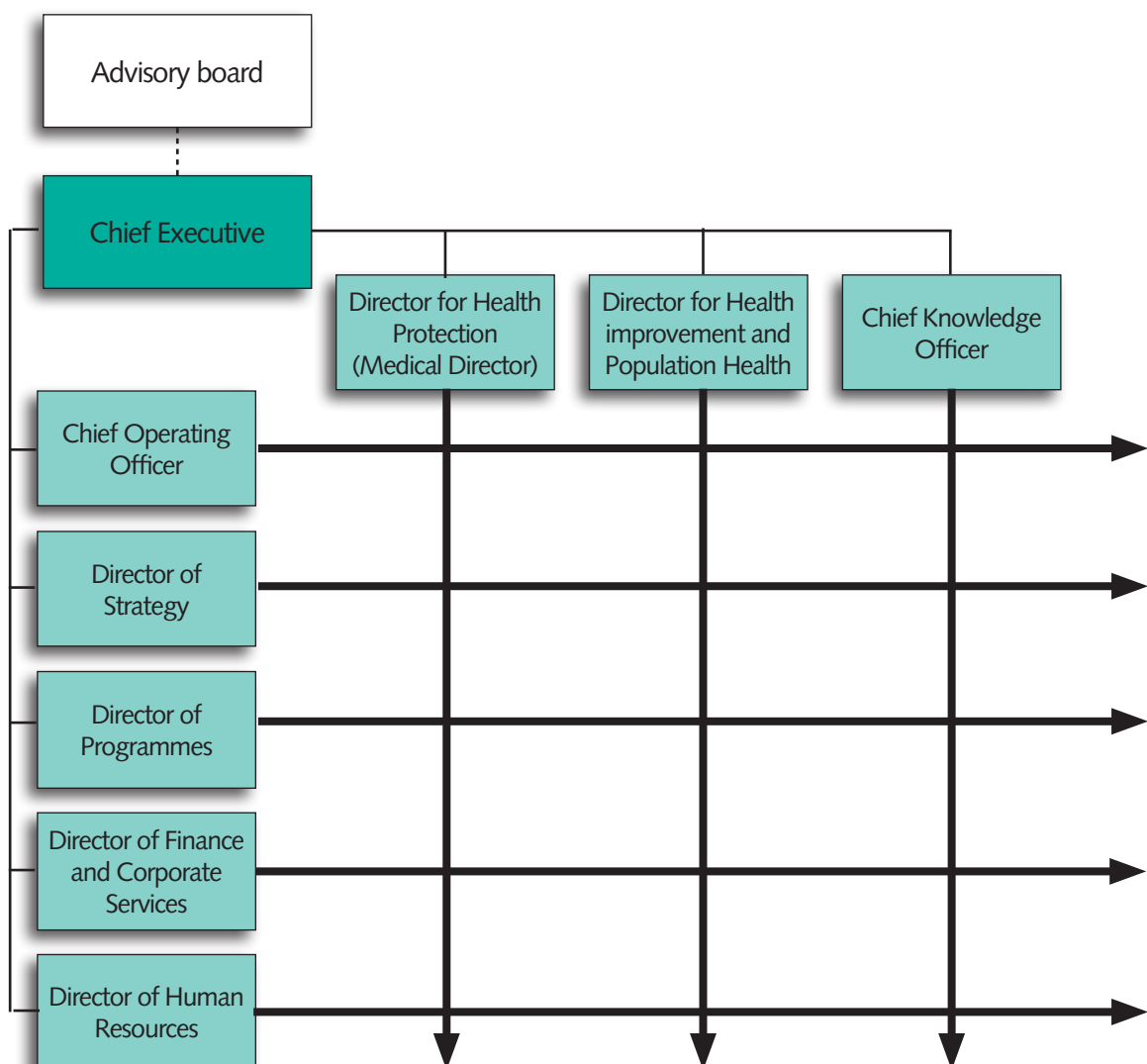
The Secretary of State has asked David Heymann, currently the Chair of the Health Protection Agency, to become Acting Chair of Public Health England ahead of a formal appointment later in the year.

The advisory board will advise on and assure:

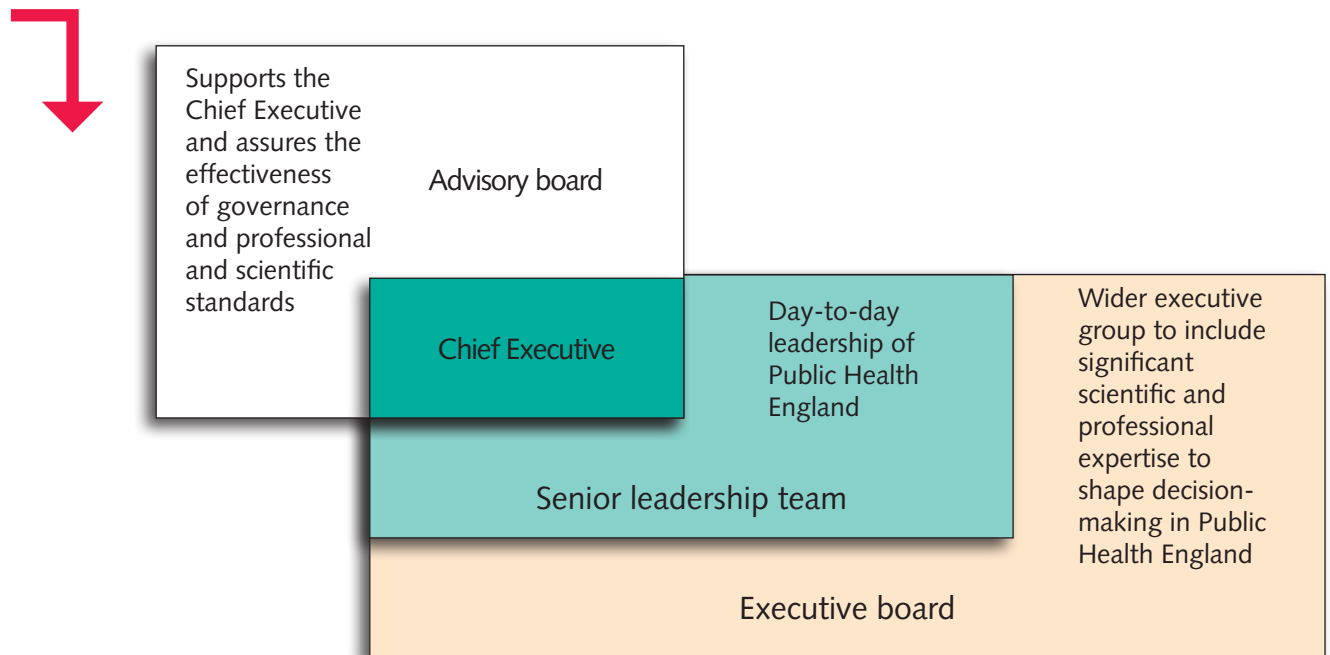
- the development of the agency's strategic plan and annual business plan
- Public Health England's financial and performance targets
- the effectiveness of the agency's corporate governance arrangements to ensure the effective operation of Public Health England

- that Public Health England maintains the highest professional and scientific standards in preparing and publishing its advice, and commands the confidence of the professional and scientific communities related to public health
- issues and policies, both within the public health service and from other Government departments, that could impact on the strategic direction of Public Health England

In addition, the Audit and Risk Committee for Public Health England will report to the advisory board.



Public Health England organisational design: Structure



Public Health England will work collaboratively with the devolved administrations at the highest level of the agency to provide a range of health protection services across the UK. The devolved administrations will continue to have similar access and representation on expert committees as they do now.

An executive board will complement the senior team and ensure Public Health England's decision-making draws on significant senior scientific and professional expertise.

Directorates

Public Health England will rely on its leadership team providing strong strategic leadership and vision for the protection and improvement of the public's health.

The leadership team will lead eight directorates:

- health protection
- health improvement and population health

- knowledge and intelligence
- operations
- strategy
- programmes
- finance and corporate services
- human resources

Directors will provide the leadership to secure integrated working between all directorates and across all areas of public health.

Each of the directorates' priorities and structure is introduced in this document.

The **health protection** directorate will be responsible for health protection services, establishing and maintaining internationally benchmarked best practice. The director will be a credible leader for health protection, providing professional advice to Government, local authorities, the NHS, the devolved administrations and internationally. The postholder will also act as the organisation's medical director.





The **health improvement and population health** directorate will be responsible for the development of a 21st century health and wellbeing service, supporting local authorities and the NHS to deliver the greatest possible improvements in the public's health. As the organisation's chief professional advocate for the public's health, the director will lead the advancement of Public Health England's mission for health improvement nationally and internationally.

The **knowledge and intelligence** directorate will be responsible for the delivery of an internationally recognised, high-performing evidence and intelligence service encompassing research, statistics and know-how. Together this knowledge will inform and support the practice of public health and drive improvements in the public's health. The Chief Knowledge Officer will also be the lead director for research and development.

The **operations** directorate will be responsible for the delivery of consistent high-quality services across the Public Health England delivery chain, ensuring delivery of key targets and priorities within the context of a resilient organisation.

The Chief Operating Officer will lead effective interventions at national, regional and local level that release the potential of the public health system to secure significant and enduring improvements in the public's health.

The **strategy** directorate will be responsible for a coherent, credible and internationally recognised strategy for the transformation of the public's health. The director will lead on the delivery of the Government's vision for a new public health system and will provide the leadership for a widely owned strategic direction for public health that is strongly supported by local authorities, the NHS and other partners.

The **programmes** directorate will be responsible for leading the design, development and implementation of all cross-cutting programmes involving the commissioning of services from statutory and third sector bodies. The director will lead discussions on programme implementation at the interface between commissioning and practical delivery.

The **finance and corporate services** directorate will be responsible for the financial performance of the agency and for leading high-performing and efficient corporate services to support Public Health England in improving and protecting the health of the public.

The **human resources** directorate will meet the human resources requirements for an internationally recognised transformational agency and deliver a professional leadership and workforce development function for the public health system.

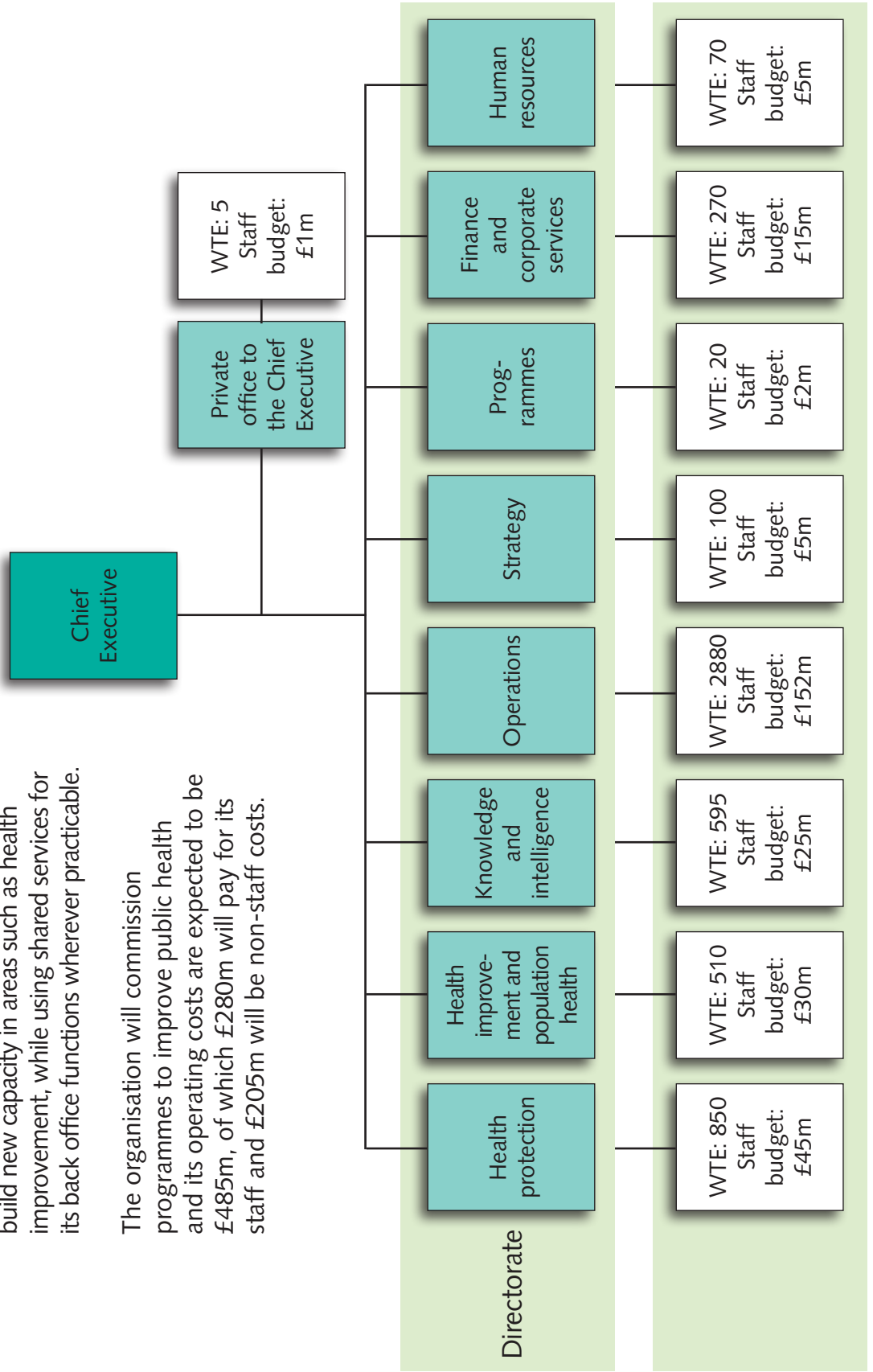


Public Health England directorates

Public Health England will take advantage of the synergies in bringing together the functions of its sender bodies and will build new capacity in areas such as health improvement, while using shared services for its back office functions wherever practicable.

The organisation will commission programmes to improve public health and its operating costs are expected to be £485m, of which £280m will pay for its staff and £205m will be non-staff costs.

The diagram below includes the expected pay budgets and the number of whole-time equivalent staff per directorate in 2013/14.





Health protection directorate

This directorate will deliver health protection services that maintain and deliver best practice to leading international standards.

The director will be a credible leader for health protection, providing professional advice to Government, local authorities, the NHS, the devolved administrations and internationally.

The directorate's first priorities will be:

- establishing the standards for the health protection service including the local centres
- establishing the enduring model for Public Health England's health protection capability to ensure it can deliver reductions in infectious disease and environmental harm
- ensuring the highest possible standards of advice and support to local authorities, the NHS, the Government and international partners
- leading the field epidemiology service in England, to strengthen the epidemiological science underpinning local responses to infectious disease and environmental hazard outbreaks and incidents
- leading Public Health England's emergency preparedness, resilience and response capabilities. The director and the Chief Operating Officer will work closely to ensure the safe delivery of emergency preparedness, resilience and response services

- leading a consistent and high-performing health protection service across England and for specified services for the devolved administrations
- developing the professional and scientific base for health protection services building on the worldwide reputation of the Health Protection Agency, to ensure the population is protected from current and future threats
- marshalling the scientific evidence and independent expert advice to inform Government policy on immunisation programmes
- leading the nationwide elements of the health protection service including national leadership of the immunisation programme, infectious disease public health and the pandemic flu preparedness and response

The directorate will lead across the public health system in securing improvements against the outcomes specified in the Public Health Outcomes Framework's health protection domain.

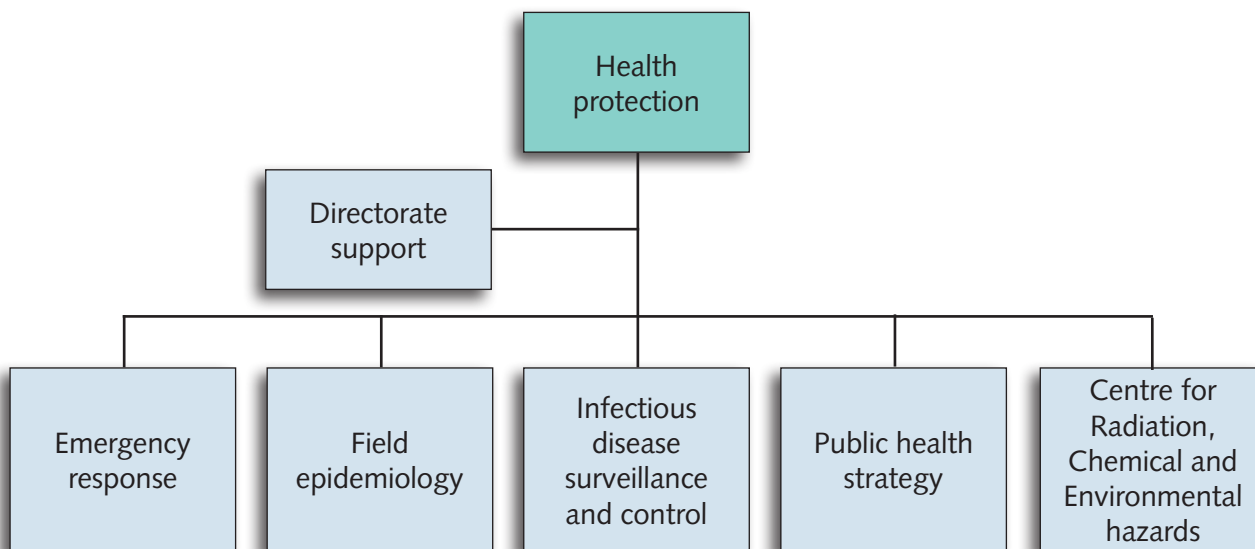
Relevant metrics will allow the public to transparently assess the organisation's contribution to reducing key infections and the impact of environmental hazards, ensuring an effective response to emergencies and securing high levels of stakeholder satisfaction from local authorities and the NHS.

The structure of the directorate is shown in the diagram on page 7.





Health protection directorate



Infectious disease surveillance and control

The role and purpose of the division will be to develop, as a national centre of expertise, and in conjunction with public health delivery partners, effective infectious disease surveillance and control services to realise the potential of the vision for Public Health England.

The division will act as the national focal point for coordinating infectious disease responses and discharge many of the UK's international infectious disease obligations.





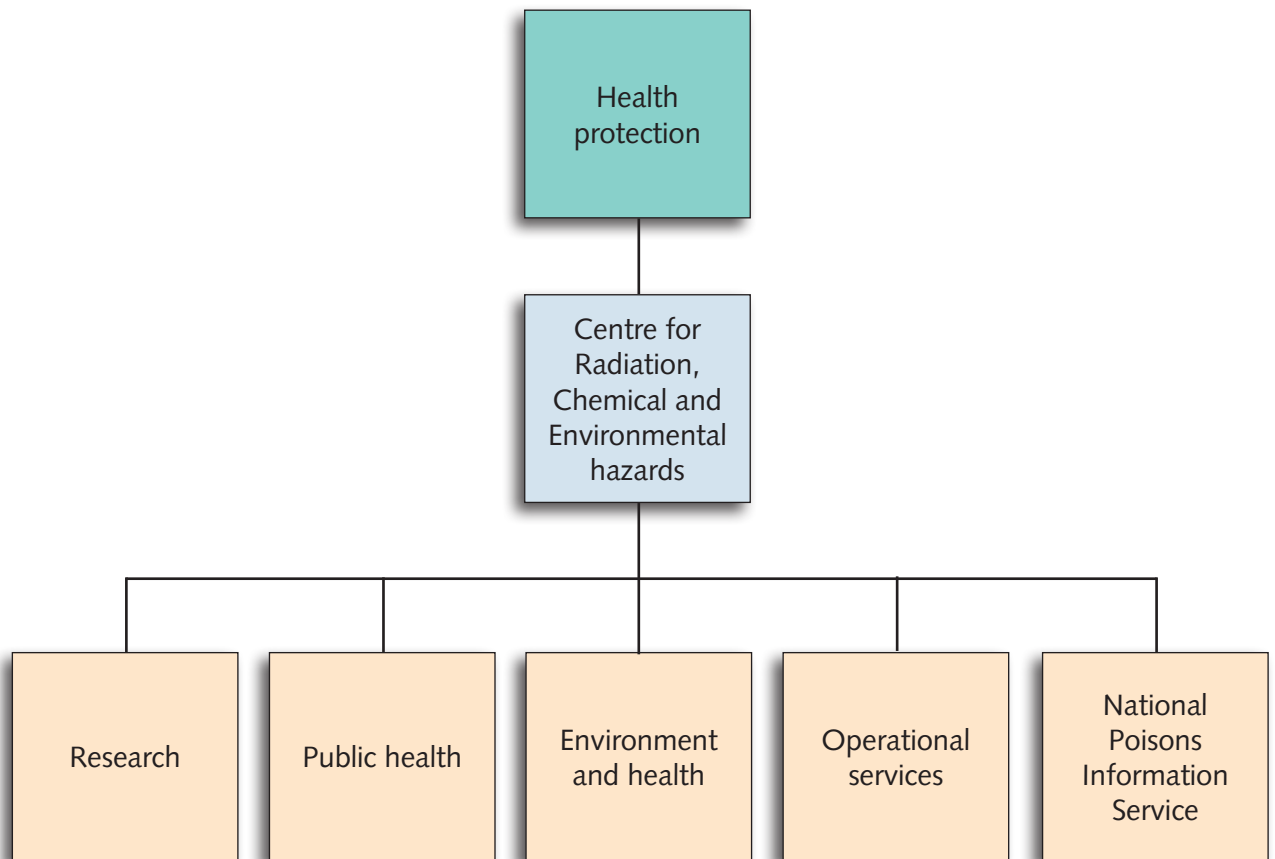
Centre for Radiation, Chemicals and Environmental Hazards

Within the health protection directorate, the role and purpose of the Centre for Radiation, Chemicals and Environmental Hazards will be to ensure the provision of nationally provided expertise and specialist advice in dealing with radiation, chemical and environmental hazards, and to respond to local needs.

Its functions will be to:

- improve understanding of health risks from radiation and chemical exposures and other environmental hazards, and to provide expert advice about how to minimise these risks

- reduce health effects from environmental pollutants, radiation and chemical exposures, climate change, extreme events and poisonings
- reduce harm to people's health from exposures in the workplace and in healthcare settings
- provide commercial services for radiological protection and chemical hazard protection purposes
- provide specialist advice, risk assessment and resources to support chronic and acute response to radiation, chemical and environmental incidents at the local, national and international levels
- provide specialist support to the devolved administrations on matters of radiation, chemical and environmental hazards





Health improvement and population health directorate

The health improvement and population health directorate will be accountable for the development of a 21st century health and wellbeing service, supporting local authorities and the NHS to deliver improvements and reduce inequalities in the nation's health.

As Public Health England's chief professional advocate for the nation's health, the director will lead the advancement of the agency's mission for health improvement nationally and internationally.

The directorate's first priorities will be:

- working with local authorities and the public health profession to design, lead and direct Public Health England's strategy for a 21st century health and wellbeing service, and tackling health inequalities
- securing high-quality professional public health advice and support to the NHS Commissioning Board to effectively influence the NHS role in prevention and reducing health inequalities
- providing advice to commissioning and quality assurance of some NHS services such as screening programmes and specialised commissioning
- championing the use of behavioural science in achieving transformational change
- building credible national and international alliances to promote health and wellbeing and secure a broad-based programme for reform within Government, the NHS, the independent sector, the voluntary and community sector, and internationally

This will involve:

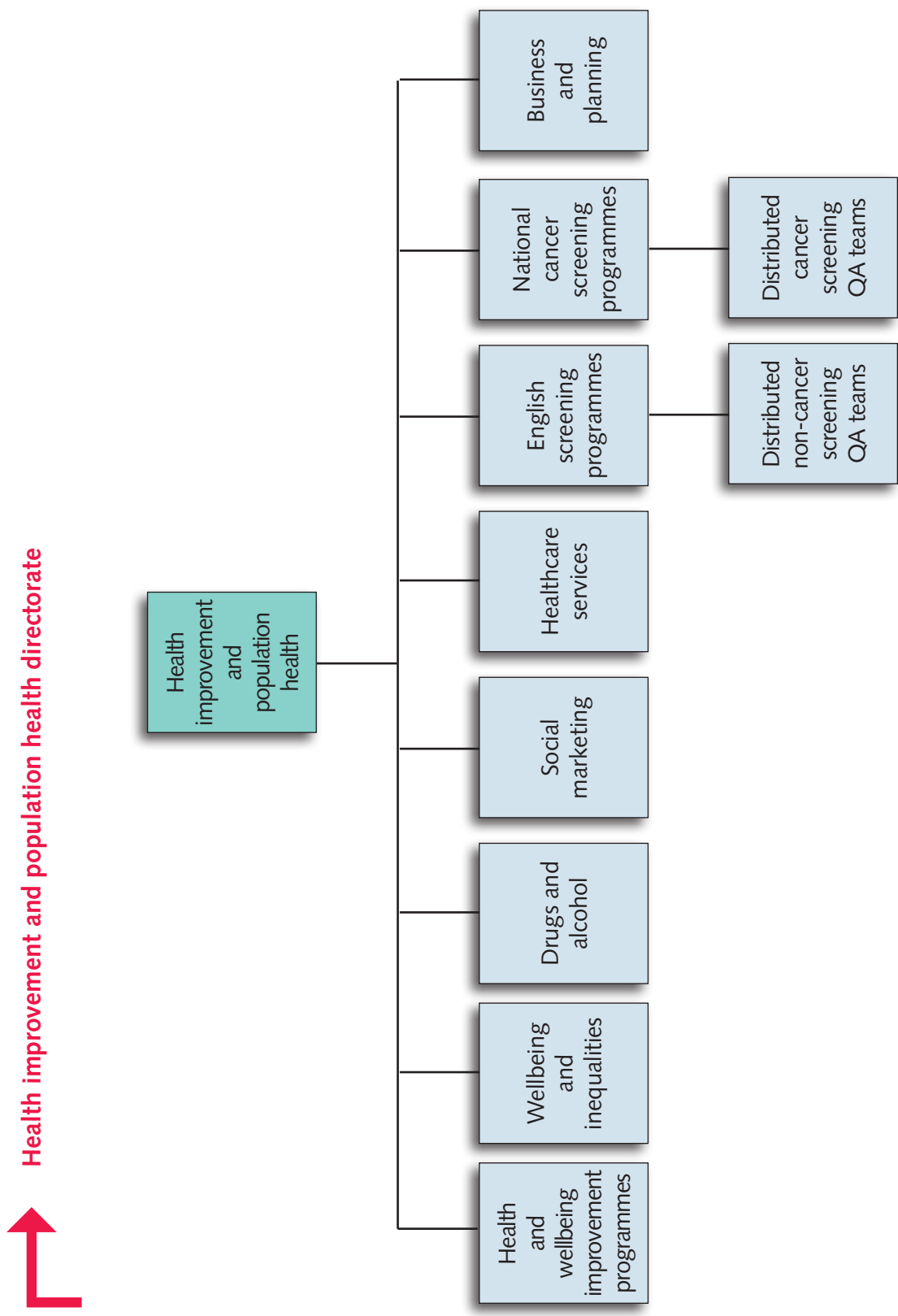
- ensuring outcomes are understood and supporting local authorities to be the best they can be
- at the national level, leading Public Health England's engagement with local government
- leading high-impact national health improvement social marketing campaigns to achieve behaviour change
- promoting innovation in public health delivery and developing Public Health England's capability in emerging fields (including health economics and behavioural economics)
- sharing capability and lessons across the public health system and assessing promising approaches ahead of local adoption
- embedding prevention and health improvements that reduce the burden of disease
- enabling the maximum health gain from the available resource
- supporting and assuring the quality of the delivery of screening programmes
- providing public health advice to support the NHS Commissioning Board in commissioning specialised services

The directorate's key goals will include:

- achievement of improvement outcomes across the Public Health Outcomes Framework's first, second and fourth domains
- high levels of local authority, NHS and voluntary and community sector satisfaction with, and understanding of, Public Health England's role in supporting health and wellbeing improvement and reducing health inequalities

The structure of the directorate is shown in the diagram on page 10.





Health improvement and population health directorate





Knowledge and intelligence directorate

The Chief Knowledge Officer will be accountable for the delivery of an internationally recognised, high-performing evidence and intelligence service encompassing research, statistics and know-how.

Taken together this knowledge will inform and support the practice of public health and drive improvements in the public's health.

The Chief Knowledge Officer will lead a group of information and evidence experts who will lead on the application of knowledge as a critical tool to transform the approach to public health practice and improve the public's health.

The directorate's first priorities will be:

- delivery of a new national evidence and intelligence service that supports transparent assessment of need; tracks performance and progress against key outcomes; in partnership with the National Institute of Health and Clinical Excellence makes available authoritative assessments of interventions to improve and protect health and supports the development and evaluation of innovative approaches and techniques; enables the agency to develop profound knowledge in relation to the public's health and the possibilities for improvement; and secures Public Health England as an evidence and intelligence led organisation
- ensuring a consistent high-performing approach to the collection, collation and quality assurance of data, including in relation to disease registration and the efficacy of drug and alcohol treatment

services, working in close collaboration with the NHS Information Centre and the Office for National Statistics

- defining requirements for informatics and through partnership with the other directorates, ensuring delivery to meet these requirements, including taking a cross-cutting lead on information standards, quality and governance
- establishing an effective Research and Development Office as a central coordination point to support innovative and high-quality research activities carried out throughout Public Health England
- reporting on outcomes for the public health service, ensuring the agency and the public health system more broadly may be held to account for delivery against the Public Health Outcomes Framework

The directorate's key goals will include:

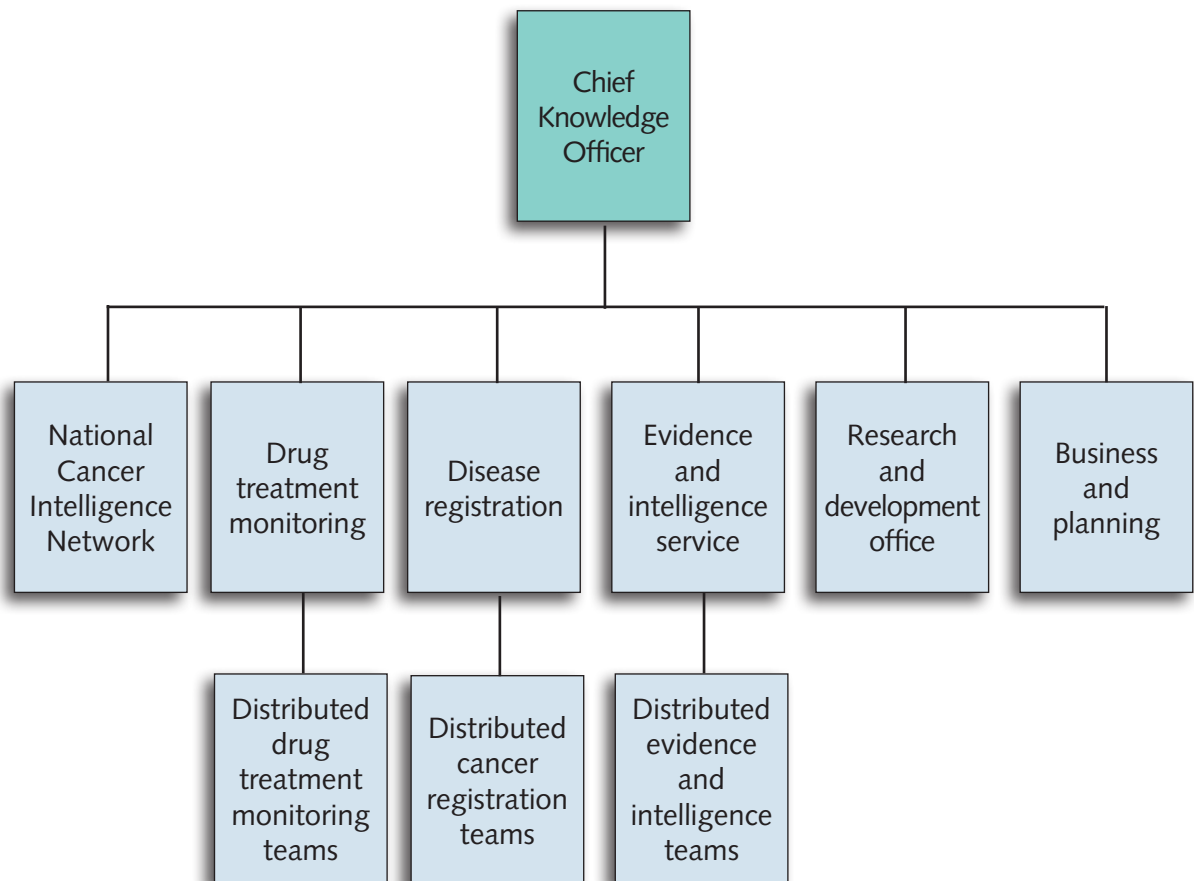
- effectively promoting an evidence-based approach to public health practice across the system
- securing high levels of partner satisfaction, especially within local government, the NHS and the voluntary and community sector for the quality and relevance of the information and intelligence the agency provides
- ensuring high quality in all evidence and intelligence practice across the organisation
- enabling high-quality research that supports Public Health England's vision and objectives as an evidence-based expert organisation

The structure of the directorate is shown in the diagram on page 12.





Knowledge and intelligence directorate





Operations directorate

The operations directorate will be accountable for the delivery of consistent high-quality services across the Public Health England delivery chain, ensuring delivery of key targets and priorities within the context of a resilient delivery organisation and protecting the public's health.

The Chief Operating Officer will lead effective interventions at national, regional and local levels that release the potential of the public health system to secure significant and enduring improvements in the public's health.

The directorate will be accountable for:

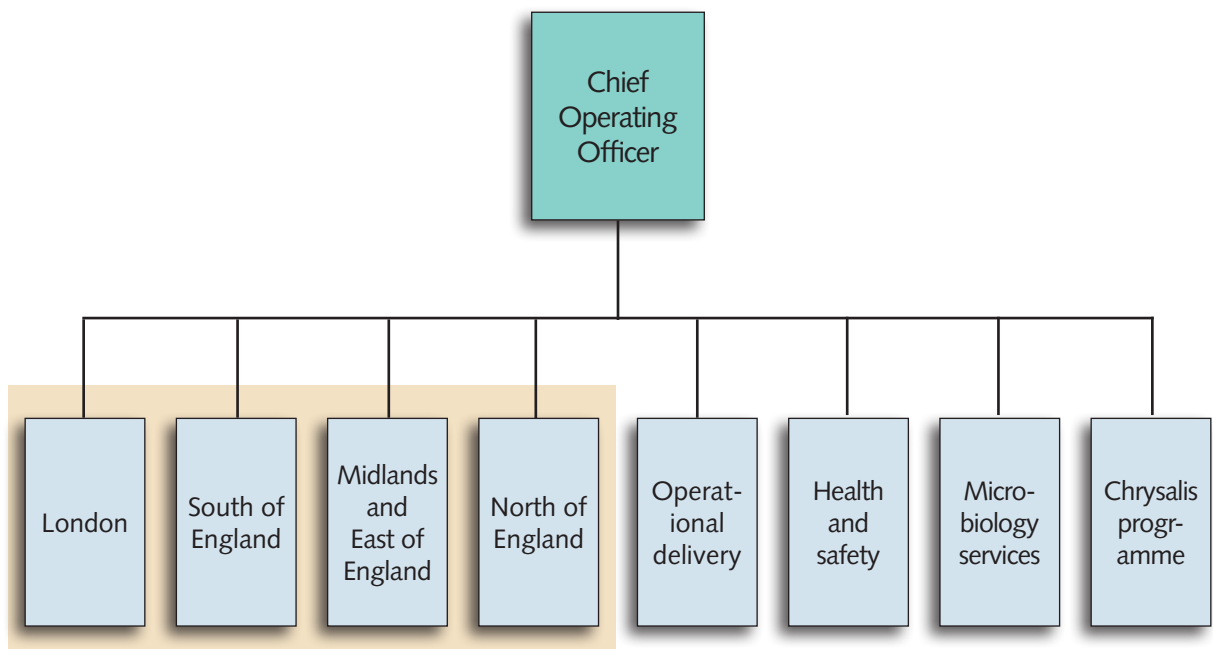
- the performance of the Public Health England delivery chain including the regions, centres and microbiology services
- focusing knowledge and expertise

nationally, regionally and locally on credible and desirable improvements against the Public Health Outcomes Framework

- releasing the full potential of locally based interventions and securing the assent and active engagement of all agencies in securing improvements in the public's health
- leading the alignment of the agency's resources at national, regional and local levels in support of locally led initiatives

The directorate's goals will include:

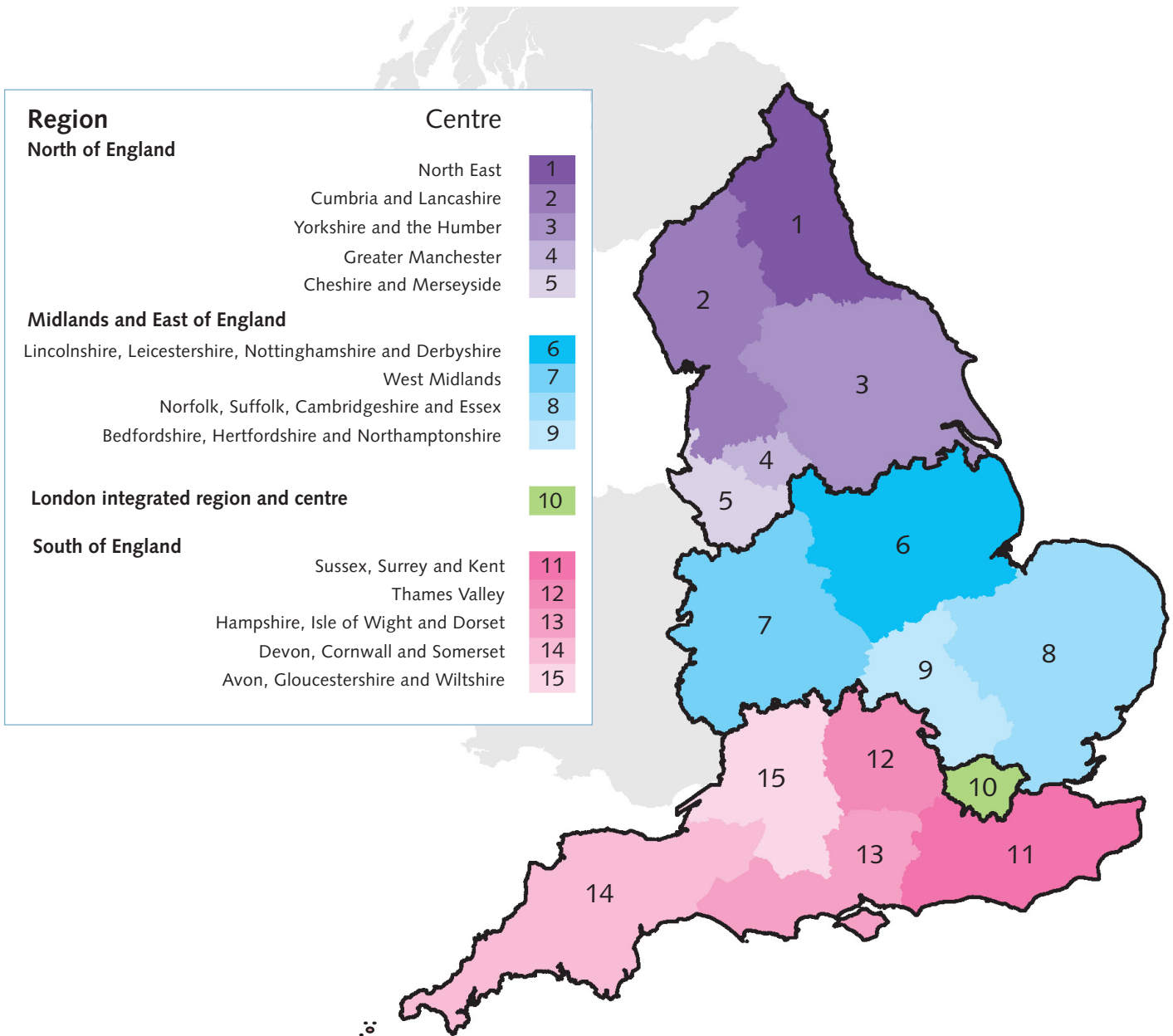
- delivering robust and sustainable improvements against the Public Health Outcomes Framework
- establishing and sustaining a reputation for high-quality, highly valued Public Health England services to local authorities and the NHS across the three domains of public health





Regions and centres

Public Health England will operate through four regions and 15 centres. These are shown on the map below.





Regions

The effective delivery of Public Health England's work will rely on joint action at a sub-national level. The agency will distribute a small number of its national office functions across four regions that are coterminous with those of the NHS Commissioning Board and the Department for Communities and Local Government's resilience hubs.

Public Health England's regions will be focused on the effective functioning and professional development of the public health system, and assuring delivery in its local centres.

Regions' functions will be:

- supporting transparency and accountability across the system, managing strategic discussions with partners including leaders in the NHS Commissioning Board, local government, Health Education England and others, in relation to the achievement of public health outcomes
- providing professional support and leadership to the public health system including the joint appointment of directors of public health, clinical and medical supervision, and professional guidance and leadership
- ensuring consistently high-quality services are provided by the agency's centres, overseeing their contribution to improving health outcomes and in addressing local needs and priorities
- ensuring the delivery of the national emergency planning, resilience and response strategy across their region

Centres

Public Health England's 15 centres will provide the organisation's local presence and leadership.

They will develop and maintain key relationships with local authorities, local resilience forums, the NHS and other partners to support and influence the delivery of improved outcomes for the public's health.

The centres will integrate the different public health disciplines, providing effective services and support for health protection, health improvement and health service public health.

They will provide a single point of access to the full range of Public Health England's specialist skills and knowledge.

The **centres** will lead the delivery of the agency's functions for their geographies, including:

- building Public Health England's relationship with local authorities and providing professional support to enable local authorities and other partners to maximise health improvement for their populations
- the provision of health protection services, maintaining and building on the services offered by the health protection units of the Health Protection Agency
- providing the local NHS with high-quality public health advice, including supporting the local director of public health in their relationship with the NHS



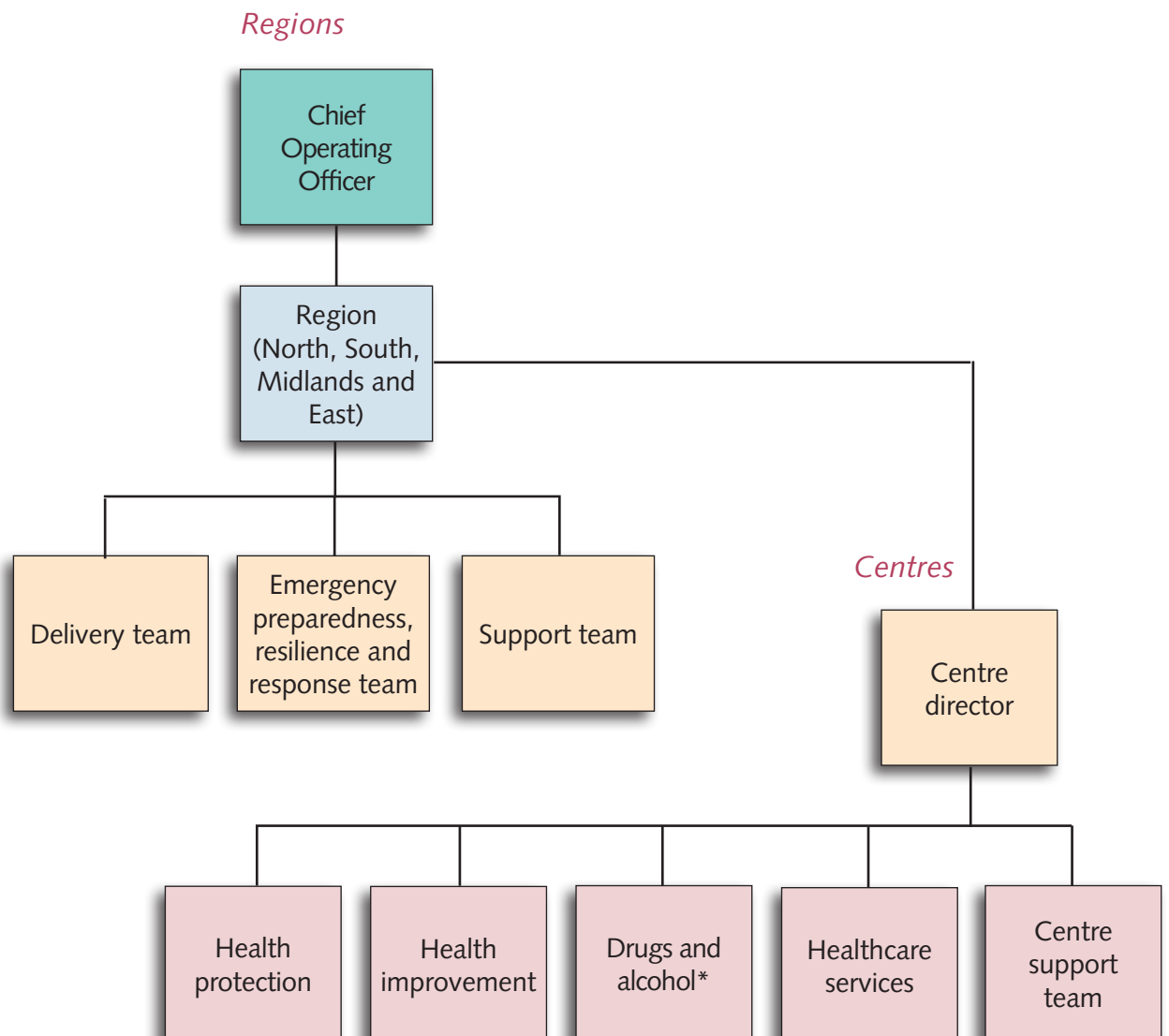
Public Health England organisational design: Structure



- employment and professional development of immunisation and screening teams integrated with the NHS Commissioning Board's local area teams
- development of the specialist and wider public health workforce to support local authorities on public health workforce issues and managing Public Health England's relationship with the local education and training boards
- provide public health specialists to support specialised commissioning and

dental commissioning. It is proposed that public health specialists supporting specialised commissioning at this level will be integrated with their specialised commissioning colleagues in local area teams

- oversee delivery of drug and alcohol services, building on the role and structures of the National Treatment Agency for Substance Misuse



* working across more than one centre





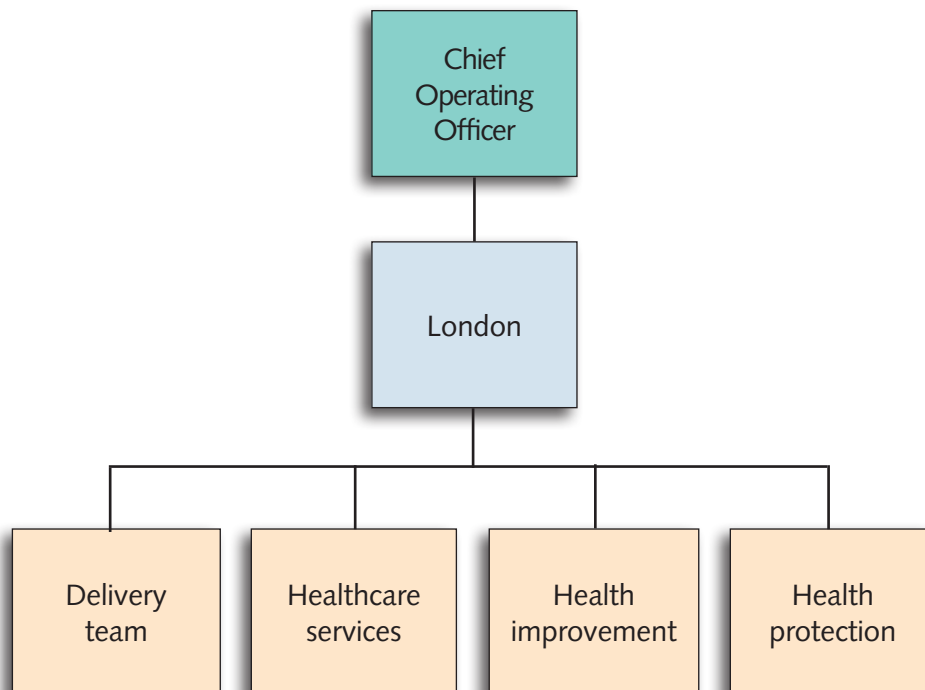
London

Public Health England will be designed to meet the unique challenges of London. The capital has a population of over 7.7 million people, has 33 borough councils and has a large number of NHS providers.

Public England England will have one centre in London. It will not have a separate regional office. The centre will bring together the delivery functions with assurance and professional support functions to provide an integrated service for London.

We are working with the Greater London Authority to ensure that the Mayor of London has access to high-quality public health advice to drive health improvement in the capital in partnership with boroughs and their directors of public health.

We are also engaging with London's local authorities, the NHS Commissioning Board Authority and the current service providers to design Public Health England London so that it will meet their needs in protecting and improving the health and wellbeing of people living in London.





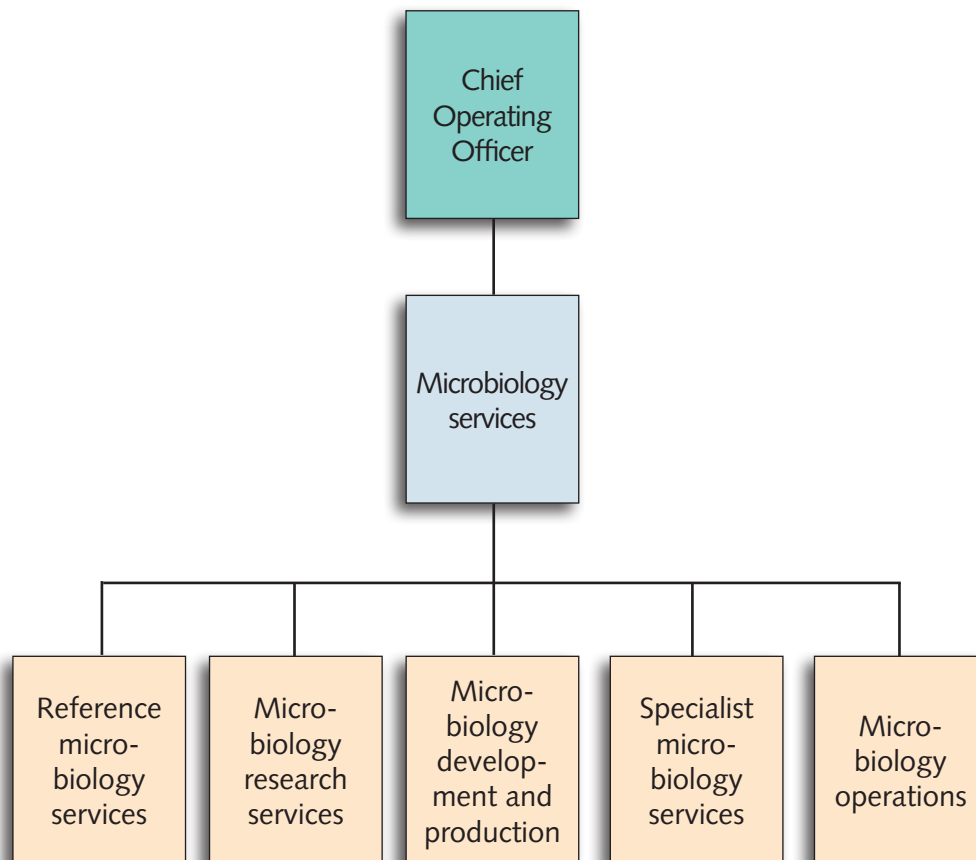
Microbiology services

The role and purpose of Public Health England's microbiology services will be to:

- provide specialist and reference microbiology support generating the national surveillance information and evidence for controlling outbreaks, effective public health interventions and for the prevention of a wide range of infectious diseases affecting the population, at national and international levels
- inform strategy and policy development
- lead technological innovation in public health microbiology
- discharge the UK's statutory function as the National Microbiology Focal Point

These will be achieved by the provision of the following functions:

- a network of regional microbiology laboratories and collaborating laboratories
- national and international reference microbiology
- a network of food, water and environmental laboratories
- translational research to accelerate the development of new public health interventions and wealth creation through support to the UK life science sector
- pharmaceutical development and production facilities
- surge capacity for emergency response capability





Strategy directorate

The strategy directorate will be accountable for a coherent, credible and internationally recognised strategy for the transformation of the nation's health.

The directorate will lead on the delivery of the Government's vision for a new public health system and will provide the leadership for a widely owned strategic direction for public health that is strongly supported by local authorities, the NHS and the independent sector.

The directorate's priorities will be:

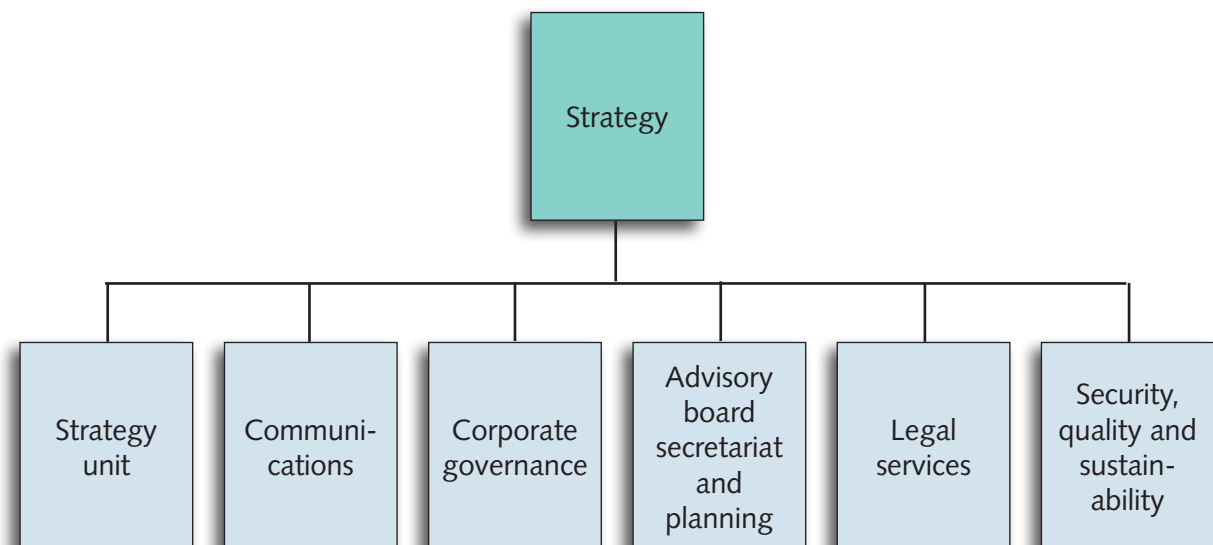
- creating a credible, coherent and compelling strategy for the agency to secure transformation in the nation's health
- leading the debate and setting the direction for public health services in England, providing the leadership needed to secure a widely owned strategic vision for public health
- leading the agency's contribution to delivering the Government's vision for public health in England and managing

the relationship with the Department of Health and wider Government

- delivering the corporate planning, performance and risk management systems to allow the advisory board and executive team to identify priorities and manage performance and risk
- overseeing the organisation's communications strategy to assure a coherent and compelling narrative, strong stakeholder relationships and strong support for Public Health England's vision for the nation's health
- ensuring that Public Health England complies with Care Quality Commission standards and prepares for inspections. This will ensure that Public Health England meets recognised standards and will help to drive service improvement

The directorate will be expected to monitor and assess the agency's impact in:

- engaging and sustaining the commitment of stakeholders
- achieving international recognition as an executive agency of strong repute
- informing health priorities across Government and service commissioners





Programmes directorate

The programmes directorate will be accountable for leading the design, development and implementation of all cross-cutting programmes involving the commissioning of services from statutory and third sector bodies.

The directorate will lead discussions on programme implementation at the interface between commissioning and practical delivery.

The directorate's priorities will be:

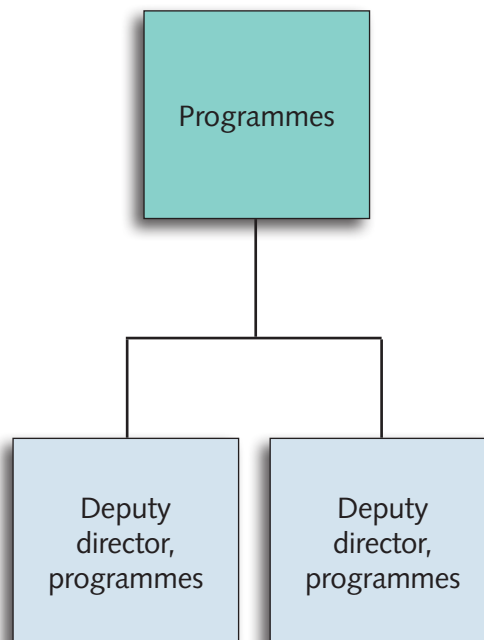
- implementing Public Health England's major cross-cutting programmes – to identify the key changes it will expect to drive across the system
- translating national priorities into

effective cross-cutting programmes of improvement

- assuring the engagement and alignment at a regional and local level of all necessary agencies to support such programmes
- leading the negotiation and agreement with commissioners of services from the statutory and independent sectors to promote public health programmes

The directorate's key goals will include:

- the successful delivery of the priority programmes
- improvements against the Public Health Outcomes Framework
- effective performance relationships between Public Health England and the commissioners of public health services





Finance and corporate services directorate

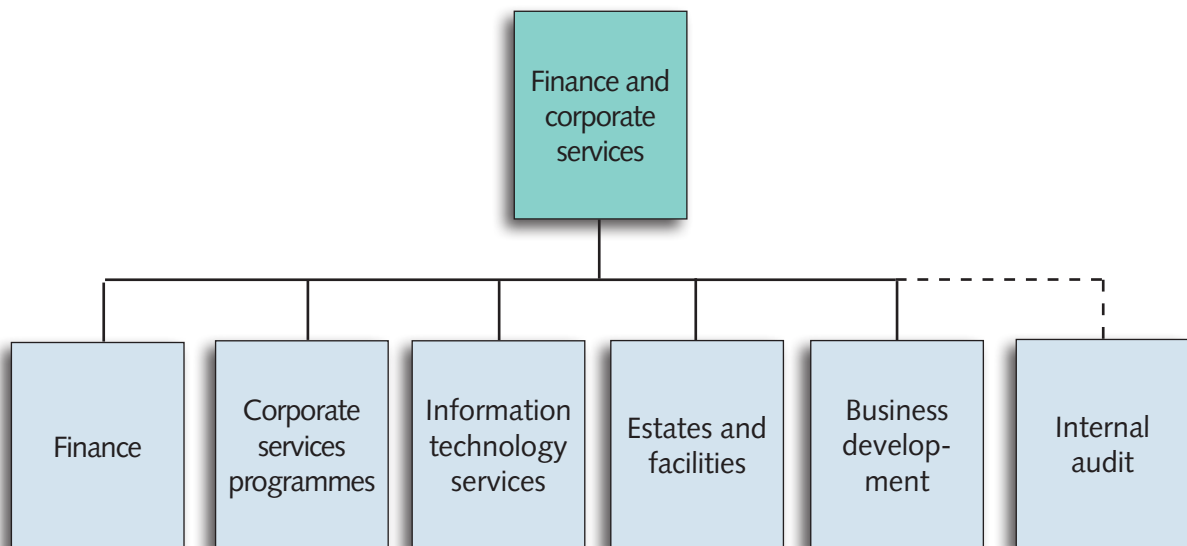
The finance and corporate services directorate will be accountable for the financial performance of the agency and for leading high-performing and efficient corporate services to support Public Health England in improving and protecting the health of the public.

The directorate will:

- manage the financial performance of the agency and its resources, supporting the chief executive to discharge fully his financial responsibilities in his role as accounting officer
- lead the strategic and operational

management of a range of corporate and business services and systems (including finance, estates, ICT and business development)

- throughout transition and transformation oversee the consolidation (and where necessary, the migration) of corporate and business services and systems across the new agency, committing to shared services where they can best allow value for money
- provide the advisory board and the executive group with adequate and timely financial information in order to enable them to make appropriate decisions on the future policy and strategy of Public Health England





Human resources directorate

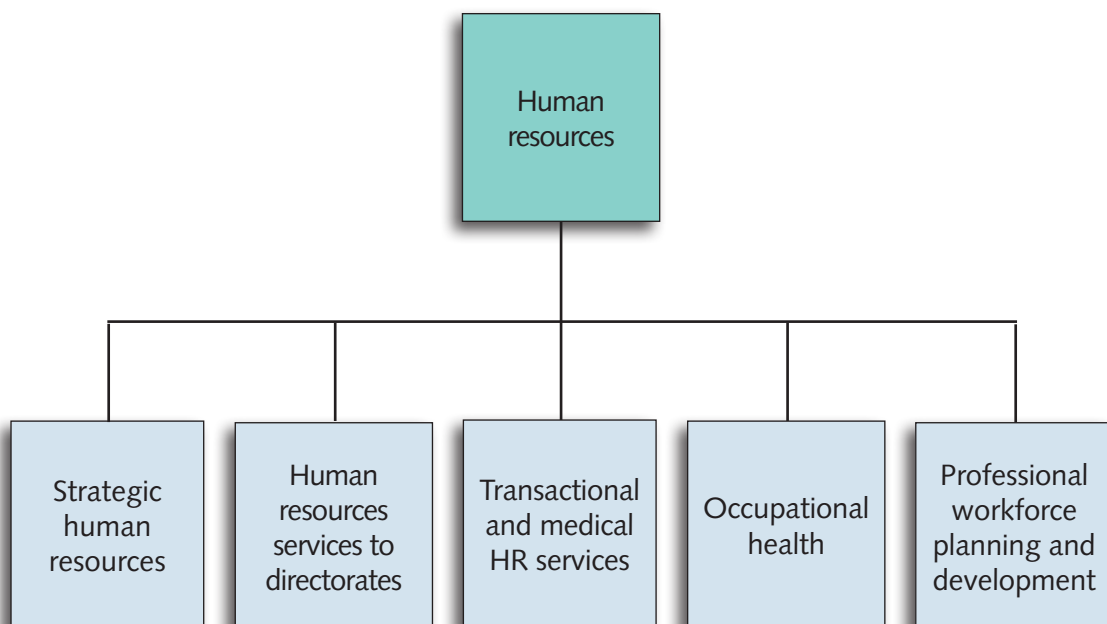
The directorate of human resources will be accountable for the leadership of the workforce and human resource requirements for an internationally recognised transformational public health agency.

The directorate will lead the implementation of integrated workforce strategies and plans for the public health workforce as a whole by:

- developing, leading and directing a strategy for Public Health England's workforce that enables the organisation to

meet its mission and vision through a well-managed transition of its new workforce

- securing high-quality and responsive human resources services for the workforce
- providing direct professional support to fellow senior leaders in people management across their respective directorates
- leading Public Health England's contribution at national level to the development of an outstanding public health workforce, working in partnership with Health Education England to deliver an unrivalled system of education, training, leadership and professional development





Next steps

We need to move now to create Public Health England. We have established the following principles to underpin this:

- people are safely and securely transferred into the new agency
- disruption to existing services is minimised and service continuity is maintained
- communication will be regular and frequent

Alongside this document, we have published the first module of our People Transition Policy. This provides an overview and timeline of the human resources processes to facilitate the transition of staff to Public Health England for 1 April 2013, including detailed guidance on:

- agreeing functions to transfer
- identifying “lift and shift” functions
- matching, slot in and redeployment

It also outlines what staff can expect at each of these stages.

We will be meeting with sender organisations to discuss emerging issues and provide support throughout the process, in addition to the national guidelines available.

Later this summer the second module of our People Transition Policy will clarify terms and conditions for new staff.

In November 2012 we will confirm the appointment of the Chair of the agency's advisory board and publish a full equality analysis of the organisation's new structure.

Contact us

Our work to establish Public Health England relies upon open and collaborative working with the staff who will be joining the agency and partners across the country.

If you have a comment or question about this document please contact us at **publichealthengagement@dh.gsi.gov.uk**