The Standards for employers of public health teams in England
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Public health is at the forefront of transforming population health for communities. It is a fast moving and high profile area of work, operating at the junction of social, scientific, information technology and medical advancement. Public health services require all those involved in the transformational aspects (planning and design within a complex system), as well as commissioning and delivery, to be well informed, use the evidence base and fit to practice. It is delivered through a series of interlocking functions requiring a multi-agency approach led by groups of professionals with complementary skills. These Standards set out clear expectations of good employers who want to enable all their staff, employed in the delivery of public health functions, to work effectively.

These Standards will help ensure that the workforce is fit to practice. They are relevant to employers and workers with a role in the commissioning or delivery of public health functions. This includes people working at all levels and in a number of professions in public health practice. For example, directors of public health, public health specialists, specialty registrars, public health nurses, public health practitioners, environmental health officers, public health knowledge and intelligence analysts, public health managers, health trainers and apprentices.

As public health delivery is on a population scale, capacity to deliver is critical and so effective collaboration across organisations and buy-in from all sectors of the community is key to success.

Purpose

The purpose of the Employer Standards is to enable and sustain high quality public health outcomes for the local population and communities:

- enabling employers to provide a well-led and supportive professional environment
- enabling public health professionals to maintain their professionalism.

The Standards are a set of principles and are accompanied by resources that give more detail, including guidance and links to frameworks with particular relevance to specific groups.
About the Standards

What are they?
These Standards set out how good employers should support their public health people to develop and maintain their skills and knowledge and to retain their professional skills and registration, thus enabling them to provide an effective service to the public, deliver Public Health functions at all grades and professions and in all employment settings, and to work effectively. In short, this is what “good looks like”. These expectations are in line with regulatory and improvement frameworks for public services and used by service and professional regulators.

These standards do not explicitly cover wider employer issues such as performance management, ensuring a safe working environment, diversity, safeguarding or recruitment and reward as employers have separate processes and policies in place. However, employers may find that having the Standards in place identifies them as a supportive employer and may aid recruitment of high-calibre public health staff.

Who do they apply to?
The Standards are for all employers of the core public health workforce as well as other staff who deliver public health functions\(^1\). They relate to all staff employed within the organisation who undertake work related to public health, including the commissioning of services. This includes registered public health professionals, as well as non-registered staff and students (including trainees).

The scope of what is considered ‘the core public health workforce’ is evolving. A small, multidisciplinary, agile and competent core workforce has to engage with a wide range of disciplines outside of the traditional boundaries of the health and care workforce. These professions, such as housing officers and transport planners, play a key role in creating and maintaining a healthy environment.

All employers undertaking public health functions are encouraged to establish a monitoring system by which they can use to assess their organisational performance against such frameworks, set a process for review and, where necessary, outline their plans for improvement.

How the Standards were developed
The Local Government Association (LGA) is the lead for this workstream under the Fit for the Future programme\(^2\) and hosts the Standards on its website on behalf of the sector. The Standing Group on Local Public Health teams, which undertakes work programmes to support employers

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of public health teams and staff and has produced or had critical input to several publications3, developed the Standards by engaging with Stakeholders across the sector (listed below). They built on existing guidelines and frameworks, including the Public Health Skills and Knowledge Framework4, professional standards for Public Health and the Employer Standards for Social Workers published by LGA5.

How they will be reviewed and amended over time

The LGA will continue to work with partners on regular reviews (two to three yearly) of the Standards through the Standing Group on Local Public Health teams and its successors, to keep up to date with external changes.


These Employer Standards provide guidance on how employing organisations can set the right conditions to ensure that their staff are professionally competent and are optimising their capacity to deliver their statutory duties effectively, working in the public health areas identified by the Faculty of Public Health (FPH) and through the functions described in the Public Health Skills and Knowledge Framework (PHSKF)6.

The PHSKF is increasingly being applied strategically (for example, to assess capacity and capability across teams, organisations, and places), but it also provides a tool to enable individuals in both the core public health workforce and the wider workforce who perhaps carry out public health functions as part of a wider role to assess whether they have the right skills to deliver public health services. Individuals can use the PHSKF to identify the areas of public health practice where they are knowledgeable and experienced, and those areas where they require further training and development. The PHSKF can support individual workers to manage their career development to either demonstrate the contributions they make to improving and protecting the public’s health, or to support them to become a fully rounded public health professional.

The Standards enable an effective alignment between the Faculty of Public Health as the professional standard setting body for public health professionals and the standards that employers set for a competent, capable and effective workforce. They also highlight the role of professional regulation and registration in maintaining professional standards and underpinning duties of professional and technical integrity.

Professional standards are set collaboratively UK-wide, as most statutory regulation and professional registration is done by UK-wide bodies. For example, the General Medical Council (GMC), The UK Public Health Register (UKPHR) the General Dental Council (GDC), the Nursing and Midwifery Council (NMC), the General Pharmaceutical Council (GPC), and the Health and Care Professions Council (HCPC) for allied health professionals and some scientists. The Faculty of Public Health7, like other professional bodies, sets membership standards relating to Specialists in particular.

7 http://www.fph.org.uk
The Employer Standards are supported by lists of resources suggested by organisations involved in their development. These lists are not exhaustive and do not imply that the resources listed are the only or most appropriate for use in all circumstances but should provide key information. For example, there are many workforce planning tools available and organisations should use ones most appropriate to their situation.

**Public Health**

For the purposes of this document, we use the Faculty of Public Health (FPH) definition:

“The science and art of promoting and protecting health and well-being, preventing ill-health and prolonging life through the organised efforts of society.”

The nine key areas for public health practice, described by FPH, are:

- Surveillance and assessment of the population’s health and wellbeing
- Assessing the evidence of effectiveness of health and healthcare interventions, programmes and services
- Policy and strategy development and implementation
- Strategic leadership and collaborative working for health
- Health Improvement
- Health Protection
- Health and Social Service Quality (Health Care Public Health)
- Public Health Intelligence (Knowledge and Intelligence)
- Academic Public Health

Public health has always benefited from a multidisciplinary approach and the skills of professionals from a variety of backgrounds. These include:

- Public health specialists from medical, dental and other professional backgrounds
- Public health nurses eg health visitors, school nurses, occupational health nurses and those specialising in TB, infection control, and sexual health
- Environmental health officers
- Scientists such as those in the fields of microbiology, chemical and radiation hazards, food and nutrition science, sports and exercise, behavioural and other social scientists
- Staff engaged in research, data management and knowledge and intelligence
- Allied health professionals including dieticians and pharmacists
- Many other staff from other professional backgrounds such as civil contingencies, housing, teaching, social work, planning transport and regulation.

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8. [http://www.fph.org.uk/what_is_public_health](http://www.fph.org.uk/what_is_public_health)
10. [https://www.healthcareers.nhs.uk/sites/default/files/documents/Careers%20in%20public%20health_0.pdf](https://www.healthcareers.nhs.uk/sites/default/files/documents/Careers%20in%20public%20health_0.pdf)
The Health and Social Care Act 2012 moved responsibility for public health in England back into local government from the NHS, and created a new national public health body for England – Public Health England (PHE). Local Authorities (LA) have, since 1 April 2013, been responsible for improving the health of their local population and for public health services including most sexual health services and services aimed at reducing drug and alcohol misuse.\(^\text{13}\)

The key mandated functions, as defined in Part 2 of the Local Authorities (Public Health Functions and Entry to Premises by Local Healthwatch Representatives) Regulations 2013, are summarised below\(^\text{14}\):

- weighing and measuring of children
- the healthy child programme 0-19
- health check assessment
- conduct of health checks
- sexual health services
- public health advice service
- protecting the health of the local population.

Local authorities and PHE are now major employers of the public health workforce, providing leadership and expertise, locally and nationally, for a wider workforce, unpaid carers and volunteers, communities and individuals. Other significant employers of staff who deliver public health functions are the NHS, voluntary sector and the private sector (eg in consultancy roles).

Good provision of public health services can transform the lives of a population, protect them from harm and reduce inequality. In order to achieve consistently high quality outcomes for the local population, all staff in public health teams must have, and maintain, the skills and knowledge to both carry out and commission competent public health practice. They must be effective in establishing relationships with professionals in a range of agencies and settings, and with communities and individual members of the public.

The statutory lead for public health in England lies with local authorities, and its core public health workforce is the driving force for protecting and improving the public’s health. Their professional capacity and capability will significantly impact on whether public health outcomes are achieved and maintained and whether those achievements can be demonstrated. Local authorities have great influence through their role in engaging communities; delivering and commissioning a wide range of public services; their partnerships with private and voluntary, community and social enterprise sectors; and by virtue of their democratic mandate.

\(^{13}\) [http://researchbriefings.parliament.uk/ResearchBriefing/Summary/SN06844](http://researchbriefings.parliament.uk/ResearchBriefing/Summary/SN06844)

1. Partnerships and accountability

Employers should establish effective partnerships, internally and externally, to support the delivery of public health and enhance education and continuing professional development. Employers should have in place a clear accountability framework informed by knowledge of good professional practice (at all levels) and the experience and expertise of service users (populations, communities and individuals) and practitioners.

2. Effective workforce planning

Employers should use effective workforce planning systems to make sure that a workforce, with the right level of skills and experience, in the right place, at the right time, is available to deliver public health outcomes.

3. Continuing professional development

Employers should provide opportunities for effective continuing professional development, as well as access to up-to-date research and relevant knowledge.

4. Professional registration

Employers should ensure public health specialists and practitioners, nurses and other professional staff can maintain their professional registration and undergo professional revalidation if appropriate.

5. Education and training

Employers should support the creation and maintenance of a qualified workforce, ensuring that public health teams have regular and appropriate opportunities for professional education, training and development.
Standard 1
Partnerships and accountability

This standard is about the need to work in partnership to ensure the whole public health system works effectively. The goal is to drive transformational activity and to enable the creation and maintenance of an effective and adaptable workforce able to thrive in the changing landscape of public health and the range of public service delivery activities. This will entail working within and across local authorities, to ensure shared outcomes, including around the wider determinants agenda.

It is also about enabling good practice in public health by having a framework for accountability within the organisation.

This Standard covers the theories, skills, research and evidence that underpin good practice. It also outlines the ways in which an organisation can achieve and maintain good practice at strategic and operational levels. It will be important for local authorities to engage with, contribute to and learn from the wider PH community (and vice versa). This standard underlines the need for all organisations and stakeholders (including, for example, elected members and non-executive directors in local authorities), individual staff and trades unions to work in partnership. Networking is particularly important in this respect as PH is a multi-disciplinary function where specialist skills may need to be shared and common approaches can improve efficiency.

This Standard is supported by an Employer’s Checklist, which is included in the suite of supporting documents.

Local authorities have statutory duties in regard to public health as outlined in legislation, including the Health and Social Care Act 2012\textsuperscript{15}.

Partnership working and collaboration

All employers should:

- have a clear understanding of relevant local organisations and structures and develop appropriate relationships within and across local authority boundaries
- establish and maintain effective strategic partnerships with partner agencies, such as NHS, Police and voluntary sectors
- encourage staff to develop networks and relationships with their peers to ensure sharing of skills and efficient use of resources
- engage in networks to promote and share best practice and develop opportunities for joint research and evaluation.

\textsuperscript{15} \url{http://www.legislation.gov.uk/ukpga/2012/7/contents/enacted}
Strategic accountability
All employers should:

- be able to monitor and report on the effectiveness and responsiveness of the local public health system.
- establish clear lines of accountability within the organisation for public health

Operational accountability
All employers should:

- identify a strategic lead (with authority) who will be responsible for implementing and leading the Standards for Employers of public health teams
- implement a system and processes to seek, collate, analyse and act upon the views of staff and stakeholders, so that continuous feedback informs and supports the delivery of quality services
- promote awareness of public health practice and health inequalities amongst service directors and strategic managers, local politicians, community leaders, voluntary sector stakeholders and professionals in universal services such as schools, health and the police
- explain and promote the role of public health to the public
- meet the career needs of public health workers (Standards 3 and 4)
- understand the standards of regulators, registering and professional bodies to ensure that staff can operate within these ethical and competence frameworks
- work with professional bodies and trade unions and recognise and support the right of all public health workers to be engaged in the work of such bodies.

Useful resources

Health and Social Care Act 2012
www.legislation.gov.uk/ukpga/2012/7/contents/enacted

Information about the role of the public health Specialist
www.fph.org.uk/the_unique_contribution_of_public_health_specialists

Guidance on multi-disciplinary teams in local authorities
www.fph.org.uk/multidisciplinary_teams_in_local_government

Faculty of Public Health professional standards
www.fph.org.uk/professional_standards

Directors of Public Health in Local Government – roles, responsibilities and context

Local authorities’ public health responsibilities (England)
researchbriefings.parliament.uk/ResearchBriefing/Summary/SN06844
The Health Careers website section on knowledge and intelligence

The CfWI report on the public health intelligence workforce

The International Union for Health Promotion and Education (IUHPE)

NJC agreements, Green Book
www.unitetheunion.org/how-we-help/list-of-sectors/local-authorities/localauthoritiespayandconditions/
Standard 2
Effective workforce planning

This standard is about having appropriate local workforce planning in place in order to meet the needs of the locality now and in the future, and also engaging effectively with national systems for public health workforce planning and data collection.

Employers need to engage with and use effective workforce planning systems to make sure that the appropriate numbers of public health professionals, with the right level of skills and experience, are available to meet current and future service demands. Employers should consider opportunities to promote entry into public health careers at all levels, including through appropriate apprenticeships, portfolios for PH specialists and practitioners and PH training schemes.

Effective workforce planning systems should determine immediate staffing requirements and help to ensure that sufficient numbers of public health professionals are trained to meet future demand. These systems should be based on an understanding of the factors that influence need and demand, including the size and specific circumstances of the local population. Workforce planning procedures should be regularly monitored and reviewed.

All employers should:

• undertake an assessment of current and future need and engage with local, regional and national supply and demand systems

• ensure that workforce planning systems involve effective and strategic partnerships with Public Health England, Health Education England, higher education institutions (universities), local partners and other agencies

• provide good quality training placements and effective workplace assessment to help ensure that the right numbers of, for example, new Public Health Specialists and practitioners, of the right calibre, are trained, developed and supported, through apprenticeship and other routes.

• engage with the health and care education sector in order to facilitate exchanges of personnel and expertise

• facilitate learning and development opportunities via cooperation partner agencies and regional networks, and with further and higher education partners (Standard 5).
Useful resources

Many workforce planning tools and resources are available; here are some examples.

**CIPD workforce planning factsheet**
https://www.cipd.co.uk/knowledge/strategy/organisational-development/workforce-planning-factsheet

**Faculty of Public Health – Functions of the local public health system**
http://www.fph.org.uk/uploads/Functions%20of%20the%20local%20PH%20system%20FINAL%20200514.pdf

**Health Education England Workforce – Planning guidance**

**Multidisciplinary teams in public health**

**LGA Workforce data Standards including link to job roles**
https://www.local.gov.uk/workforce-data-standards

**National job profiles (NHS)**

**NHS improvement – Technical guidance for NHS planning 2017/18 workforce planning**

**Public Health in the 21st century: organising and managing multidisciplinary teams in a local government context**

**Public Health Skills and Knowledge Framework**

**Six steps methodology to integrated workforce planning (example below from Skills for Health)**

**Skills for Care workforce planning**
http://www.skillsforcare.org.uk/Leadership-management/Workforce-planning/Workforce-planning.aspx
Standard 3
Continuing professional and personal development

This standard is about ensuring that all staff delivering public health functions maintain and develop their skills, after they have gained their initial qualification, during their career. Employers should ensure that all staff are able to build a robust and up-to-date knowledge and skill base through effective continuing professional and personal development (CPD) and access to research, evidence-based and best practice guidance.

Many public health professionals also have a requirement for CPD (see under registration).

CPD is the process of identifying gaps in knowledge, skills and experience and creating a personal development plan (PDP) to fill those gaps. This will require tracking and documenting the skills, knowledge and experience gained both formally and informally during work, and reflecting on the resulting learning. This should begin at the start of, and continue throughout, the individual’s public health career and be based on existing professional guidelines and requirements where appropriate. This should include the use of experiential learning opportunities such as secondments, shadowing and placements and maximise the opportunities for practical exposure to other organisations and on-the-job learning with other professionals in the public health system.

Engagement across the public health system and between people from different disciplines and professions is crucial to developing an effective, multidisciplinary public health workforce. Employers should facilitate career-long learning and empower public health workers to work confidently and effectively with all stakeholders, all disciplines and with professional colleagues at all levels. Joint working across the public health system (ie across health, social care and environment) is necessary to enhance common standards and employers should encourage this. This Standard will include providing opportunities for effective CPD, as well as access to research and relevant knowledge.

This Standard will require commitment of time and resource by employers contributing to the collective skills and knowledge of their workforce and the public health system. This Standard will also support processes such as professional revalidation and should use existing workstreams such as sector-led improvement16.

Supporting staff development

All employers should:

• have effective induction systems and tailored professional and personal development plans, including protected development time

• have an appraisal or performance review system which assesses how well professional practice, as well as organisational objectives, is delivered and identifies a learning and development plan to support the achievement of objectives

16 http://www.adph.org.uk/category/phsystem/sli/
• provide time, resources and support for CPD

• have fair and transparent systems to enable staff delivering public health functions to develop their professional skills and knowledge throughout their careers through an entitlement to formal and informal CPD, including specialist training and education as appropriate

• encourage public health team members to plan, reflect on and record CPD activity, using recording tools, such as an eportfolio.

Promoting evidence-based practice

All employers should:

• support staff delivering public health functions to make decisions and pursue actions that are informed by robust and rigorous evidence, providing access to appropriate data and knowledge resources

• enable public health professionals to work with others engaged in research and practice development activities in universities, professional bodies and trade unions to develop the evidence base for good practice

• ensure that educational supervisors and others involved in supporting professional development are able to contribute to the learning, support, supervision and assessment of students and trainees, and CPD programmes.

Useful resources

Good Public Health Practice Framework 2016

Good Public Health Practice Framework 2016 – Short Guide

Public Health Skills and Knowledge Framework

UKPHR’s CPD information for registered public health practitioners
www.ukphr.org/as-a-practitioner/

Faculty of Public Health CPD links
www.fph.org.uk/uploads/CPD%20policy%20from%20April%202014%20-%20updated%20July%202016.pdf

www.fph.org.uk/continuing_professional_development_%28cpd%29
Standard 4
Professional registration

This standard is about supporting public health workers to achieve and maintain any necessary required standards of competence in their public health practice. In many cases, this competence will be evidenced by appropriate registration. In some cases, for example doctors, nurses and midwives, registration is a statutory requirement, while for other members of the public health workforce, registration provides assurance of competence and fitness to practice for an employer’s purposes and to protect the public. This document should not be regarded as a definitive source and employers should seek up-to-date advice from appropriate professional bodies.

Professional bodies have standards of ethics which those registered need to comply with. Employers need to be aware of these to minimise conflict with any duties undertaken.

Employers should also understand the statutory and professional requirement for all public health workers in England to undertake CPD and undergo revalidation. This is a statutory requirement for registrants of the General Dental Council, General Medical Council, Nursing and Midwifery Council, and will be a requirement for the UK Public Health Register. This is also outlined in the FPH Good Public Health Practice Framework.

Employers should ensure all relevant professionals working in their public health workforce:

- are appropriately registered
- maintain their professional registration, including revalidation, where appropriate.

Due to the multidisciplinary nature of public health practice, public health workers can be professionally registered with a wide range of bodies reflecting previous occupations and their routes into the public health workforce. They may also be at a career stage where they are in a role that does not require them to be registered but which may be needed at another career stage or in a different role. Employers should support such staff, as appropriate, to maintain their professional registration in order to support the capability of the workforce. A list of the main professional bodies for public health employees is shown below.

All employers should:

- ensure that recruitment processes include professional registration requirements (in job descriptions) and external assessors where needed
- support workers who are delivering public health functions to maintain their competence, credibility, and currency, as well as enabling professional accountability
- support continued professional registration by ensuring access to support, as necessary for each register, to re-register or revalidate
- support staff in meeting appropriate standards of conduct, performance and ethics, proficiency and standards for continuing professional development
• take appropriate steps to inform regulators, co-operate with investigations and hearings and respond appropriately to their findings and decisions, if there are concerns that an employee’s fitness to practise is impaired
• support staff who contribute to regulatory systems by taking on roles such as professional appraisers.

Professions with input to public health and their regulators
(see also the website of the Professional Standards Authority for details)

• Public health specialists will be registered with the General Medical Council (GMC), General Dental Council (GDC) or UK Public Health Register (UKPHR). The GMC and GDC are statutory.
• Public health specialty registrars will be registered by the GMC (if doctors), the GDC (if dentists) or otherwise may be registered with UKPHR.
• Nurses and midwives are required by law to register with NMC. The specialist community public health nursing (SCPHN) part of the register is for those working in public health roles (such as Health Visitors, School Nurses).
• Environmental health officers will be registered with the Chartered Institute of Environmental Health
• Public health practitioners may be registered with UKPHR. Registration is voluntary.
• Pharmacists are required by law to register with the General Pharmaceutical Council.
• Healthcare (Clinical) and biomedical scientists and allied health professionals are required by law to register with Health and Care Professions Council (HCPC); some other scientists and allied health professionals will be registered with accredited registers
• Trading standards practitioners are members of the Chartered Trading Standards Institute.

Useful resources

General Dental Council  www.gdc-uk.org/
General Medical Council  www.gmc-uk.org/
Nursing and Midwifery Council www.nmc.org.uk/
UK Public Health Register  https://www.ukphr.org/
Chartered Institute of Environmental Health  www.cieh.org/
General Pharmaceutical Council  www.pharmacyregulation.org/
Health and Care Professions Council  www.hcpc-uk.co.uk/
Trading Standards Institute  www.tradingstandards.uk/
Professional Standards Authority  www.professionalstandards.org.uk/
Faculty of Public Health resources on senior appointments and safer recruiting
www.fph.org.uk/senior_public_health_appointments

Medical revalidation concordat


FPH specialty-specific guidance on revalidation

GMC Good Medical Practice
www.gmc-uk.org/guidance/good_medical_practice.asp

Professional Standards Authority
www.professionalstandards.org.uk/

NMC information:

Revalidation
http://revalidation.nmc.org.uk/

For nurses and employers – guidance on ‘how to revalidate with the NMC’
http://revalidation.nmc.org.uk/welcome-to-revalidation/

http://revalidation.nmc.org.uk/what-you-need-to-do/

Guidance and templates to record CPD
http://revalidation.nmc.org.uk/what-you-need-to-do/continuing-professional-development

Professional indemnity
http://revalidation.nmc.org.uk/what-you-need-to-do/professional-indemnity-arrangement

Every line manager of nurses must be familiar with the ‘information for confirmers’ guidance
www.nmc.org.uk/globalassets/sitedocuments/revalidation/information-for-confirmers.pdf

NHS Health careers website, Careers in Public Health

Trading Standards Institute
www.tradingstandards.uk/

Good Public Health Practice
www.ukphr.org/good-public-health-practice/

The Medical Profession (Responsible Officers) Regulations 2010
Standard 5
Education and training

This standard is about maintaining capacity by replenishing the workforce and, if required, a commitment to supporting educational and training activities for staff who are in the process of, or need to gain, professional qualifications. There is a role for all employers to play in training for the whole system.

This includes, but is not limited, to high quality, regular education and training (eg public health speciality training, apprenticeships) and/or professional guidance. There is overlap with Standard 3 but this standard is focused on employer support for training and education activities which contribute to a local, regional or national pool of qualified PH workers to support Standard 2.

This standard also covers the provision of training activities needed to ensure people are able to work effectively within their organisation and are compliant with organisational training requirements (e.g. mandatory training).

This Standard is also about creating strong partnerships and good collaboration between employers, higher education institutions, Health Education England and other training providers to support the delivery of public health education and training and continuing professional development.

This should include providing training places such as for public health speciality registrars (where appropriate) and supporting developmental secondments between different parts of the public health system. This will lead to better qualified and developed public health specialists and practitioners, resulting in improved services and supporting professionals of the future.

Developing current staff

All employers should:

- ensure that strategic leads in public health, for example directors of public health, understand and manage the organisational responsibility for this standard promote continuous learning and knowledge sharing through which public health staff are encouraged to draw out learning points by reflecting on their own practice in the light of experiences of peers.
- encourage public health workers to plan, reflect on and record learning activity, using recording tools such as an e-portfolio.
- ensure that these Standards and relevant frameworks, at appropriate levels, are used as the basis for evaluating capability and identifying development needs.
- provide support for public health specialists and practitioners who are preparing portfolios for professional registration, including public health practitioners.
- focus support and supervision of apprentices, students and qualified public health specialists and practitioners on the outcome of staff meeting appropriate professional standards.
• provide additional professional support and supervision for public health staff whose line manager is not a public health professional.

• for newly qualified public health professionals, provide support, supervision and mentoring in early years of employment.

Training staff across the public health system

All employers should:

• commit to supporting and engaging with the training of the future workforce, including upskilling the existing workforce by providing support for and access to training and education opportunities and by allowing appropriately qualified staff to act as educators

• ensure there are partnership arrangements that promote and enable effective joint planning, shared communication and activities to further the delivery of public health education and training and CPD at all levels contribute to efforts to recruit and retain students in professions and disciplines relevant to public healthwork collaboratively with partner organisations to develop the skills and knowledge required to deliver high quality education to support the delivery of public health functions

• provide high quality placements, secondments and support for people on professional training scheme or courses, eg HEE public health Speciality Training placements or equivalents

• for apprentices or students on rotation or placements, provide support, supervision and mentoring as agreed with students and training providers (e.g. HEE or others)

• have a clear policy for recruiting, training and supporting professional educators and supervisors where appropriate.

• assure themselves that providers of support and supervision are regularly trained in their roles and remain safe and effective, in line with guidelines for staff undertaking education and training activities.

Useful resources

FPH criteria and standards for educational supervisors

Faculty of Public Health training
www.fph.org.uk/training

UKPHR Practitioner resources
www.ukphr.org/i-want-to-apply-for-registration/practitioner/

UKPHR public health practitioner standards

UKPHR specialist routes to registration
https://www.ukphr.org/routes-to-register/

The Association of Directors of Public Health (ADPH)
www.adph.org.uk
Standing group partner organisations

**Faculty of Public Health (FPH)**
www.fph.org.uk

**Health Education England (HEE)**
https://hee.nhs.uk/

**Local Government Association (LGA)**
www.local.gov.uk/

**Public Health England (PHE)**
https://www.gov.uk/government/organisations/public-health-england

**UK Public Health Register (UKPHR)**
https://www.ukphr.org/

**North West Employers on behalf of the Local Government Regional Employers’ Organisations**
https://nwemployers.org.uk/

**Trades Unions (Unison representing other unions, eg RCN, BMA)**
https://www.unison.org.uk/

**The Association of Directors of Public Health (ADPH)**
www.adph.org.uk
Organisations contributing to consultation

Royal Society for Public Health
Chartered Institute of Environmental Health NHS Health Scotland
NHS Providers
Manchester Fire and Rescue
Institute of Health Equity
Department of Health Northern Ireland
Public Health Wales
Hertfordshire County Council
Hackney Council
Sefton Metropolitan Borough Council
Birmingham City Council
Royal College of Nursing
City of Westminster
Solutions for Health
Herefordshire and Shropshire councils
Cambridgeshire County Council