



FACULTY OF
PUBLIC HEALTH

UK Faculty of Public Health Strategy 2025–2030

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Contents

1. Introduction	3
2. The Faculty of Public Health – Progress, Growth, Impact	7
3. Navigating Uncertain and Changing Landscapes	9
4. Our Vision	13
5. Our Mission	14
6. Our Charitable Objects	15
7. Our Strategy	16
8. Our Membership	18
9. Our Critical Functions	19
10. Our Strategic Areas for Focus 2025-2030	21
11. Monitoring and Evaluation	27
12. Conclusion	28
Appendix 1 – Our Strategic Areas for Focus 2025–2030	29
Appendix 2 – Guiding Principles for the Strategic Review (as agreed by the Board in May 2024)	35

1. Introduction

- 1.1** The landscape of public health in the UK and globally is at a critical point, shaped by a series of unprecedented challenges and opportunities. As we launch this five-year strategy for the Faculty of Public Health (FPH), it is imperative to reflect on the current realities and future aspirations that define our mission. The ongoing repercussions of the COVID-19 pandemic, and the increasing risks from climate change and environmental degradation, have illuminated vulnerabilities in our health and care systems, underscoring the need for robust frameworks that can effectively respond to emerging threats while enhancing resilience and equity across the population.¹
- 1.2** In recent years, the UK has struggled with significant health inequalities that disproportionately affect marginalised groups. These disparities are seen in varying access to healthcare, social care, early years support, differences in health outcomes, and the social determinants of health that influence well-being.² Addressing these inequalities is essential for building a healthier, more cohesive society. Our strategy aims to place health equity at the forefront of our standard-setting initiatives, ensuring that our work, our policies and our advocacy promote fairness and our vision of better health for all.

1 Fenton, K., Fell, G., Roberts, W. and Rae, M. (2024). The UK Government's mandate for change must prioritise transformation of the public's health. *Lancet*. doi: [https://doi.org/10.1016/s0140-6736\(24\)01432-6](https://doi.org/10.1016/s0140-6736(24)01432-6)

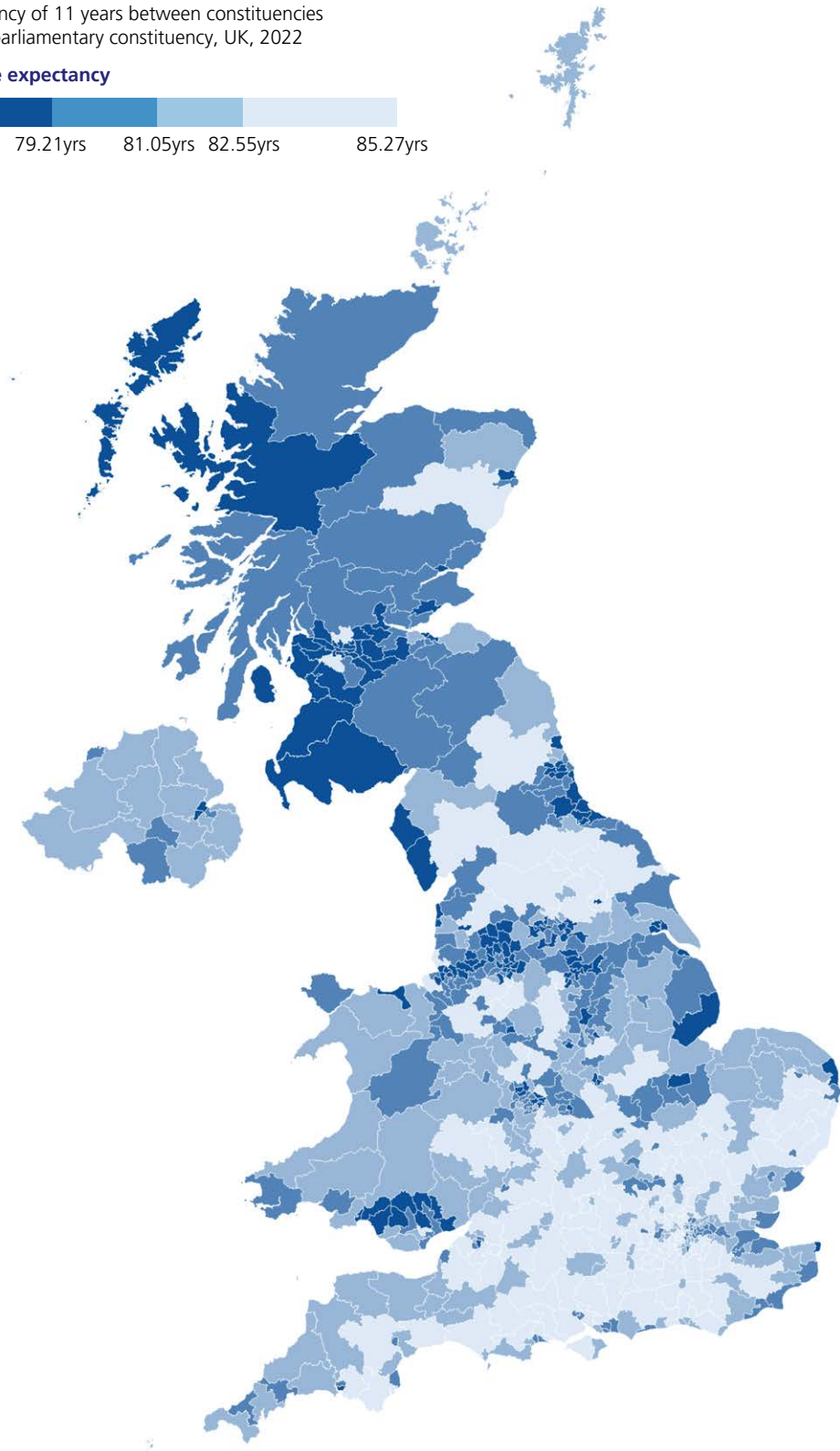
2 Marmot, M. (2010). *Fair Society, Healthy Lives: the Marmot Review*. [online] Institute of Health Equity. The Marmot Review. Available at: <https://www.instituteofhealthequity.org/resources-reports/fair-society-healthy-lives-the-marmot-review/fair-society-healthy-lives-full-report-pdf.pdf>

FIGURE 1

MAP OF HEALTHY LIFE EXPECTANCY AT BIRTH, HEALTH FOUNDATION

There is a gap in life expectancy of 11 years between constituencies
Life expectancy at birth, by parliamentary constituency, UK, 2022

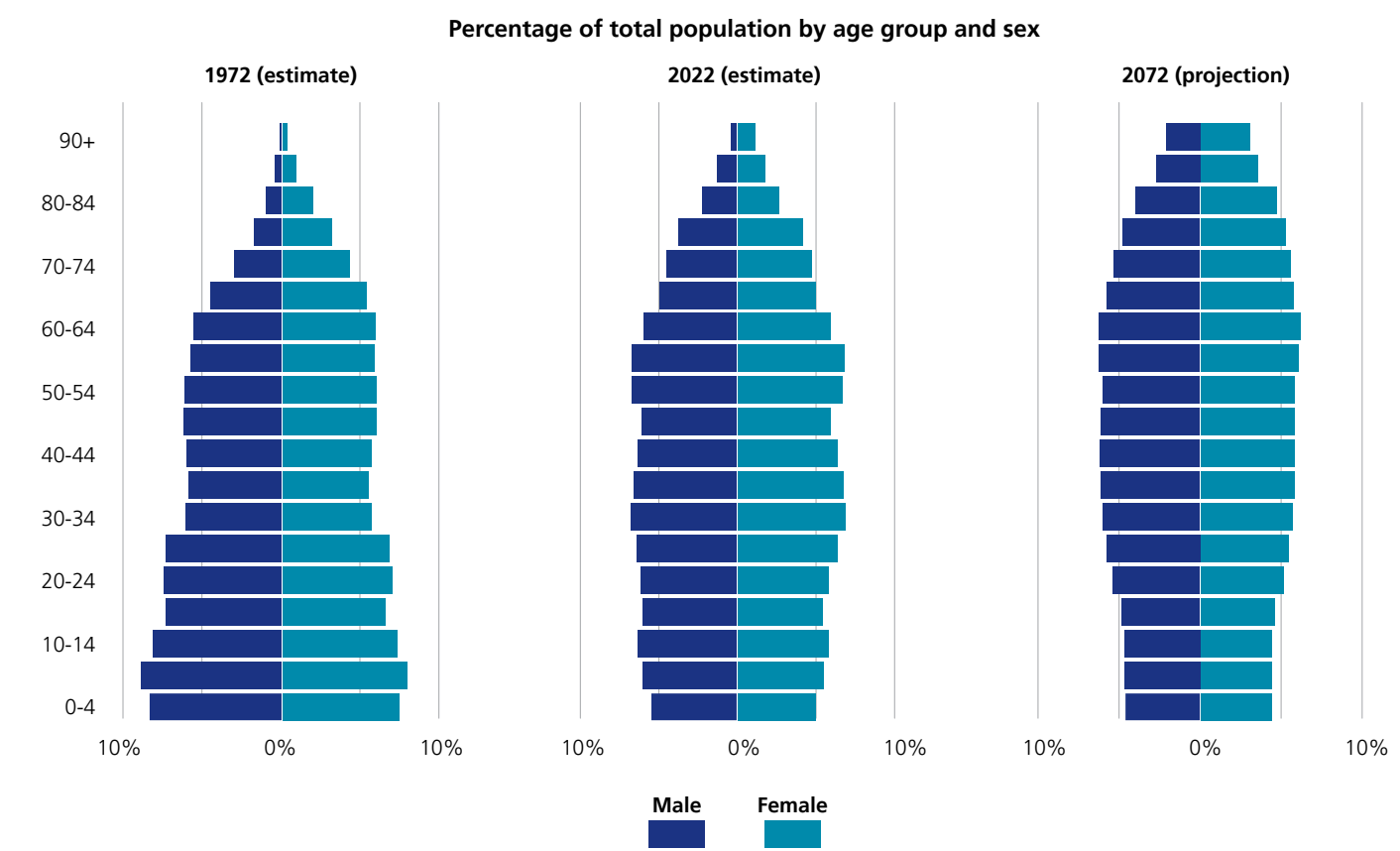
Darker shades = lower life expectancy



1.3 Additionally, the UK’s aging population, rise of non-communicable diseases (NCDs), such as cardiovascular disease and musculoskeletal conditions, and mental health disorders, presents pressing challenges. These conditions are often linked to behavioural factors and social determinants, necessitating a comprehensive approach to prevention and management in health,

local authority, regional and national bodies.³ By developing standards and focussing our advocacy on prevention, we can facilitate a paradigm shift from reactive care to proactive health promotion. This approach will not only alleviate the burden on health and social care services but also empower individuals and communities.

FIGURE 2
THE UK’s CHANGING POPULATION: PARLIAMENTARY RESEARCH BRIEF



3 Centre for Ageing Better (2017). Inequalities in later life. [online] Available at: <https://ageing-better.org.uk/sites/default/files/2017-12/Inequalities%20insight%20report.pdf>

1.4 It should be noted that this strategy does not go into detail about the differing public health systems, structures or ongoing or proposed transformations in the different nations of England, Wales, Scotland and Northern Ireland. Public health systems change

and to go into this detail risks the strategy becoming dated and inaccurate. The strategy is designed to be at a high level, structure agnostic, focused on the enabling functions and success factors relevant to all UK nations, and beyond.





2. The Faculty of Public Health - Progress, Growth, Impact

2.1 The Faculty of Public Health is an independent, member-supported, standard-setting professional body, essential for the viability of high-quality delivery of public health and the education and continuing professional development of public health professionals within the UK. Our activities also have international standing as a beacon of excellence in public health.

2.2 The past decade has been a period of significant growth and achievement for the Faculty of Public Health. Through the dedication of its members and staff, the FPH has strengthened its position as a leading voice in public health in the UK and has a strong global role with more than 6,000 members residing in over 75 different countries. Membership growth has been a key indicator of the FPH's success. By extending the range of benefits and opportunities available to its members, the FPH has attracted a diverse and engaged membership. This growth has enabled the FPH to expand its influence and impact on public health policy and practice in the UK and overseas.



- 2.3** The FPH has also made significant strides in education and training. A comprehensive review of the specialty training curriculum has ensured that Public Health Registrars are equipped with the knowledge and skills needed to address the complex challenges facing public health. The modernisation of examinations has enhanced the rigor and fairness of the assessment process. Our work on fairer attainment is leading among Royal Colleges and a core commitment to ensure we have a diverse workforce.⁴
- 2.4** Building strong partnerships with other public health bodies has been a cornerstone of the FPH's strategy. By collaborating with organisations, such as the Association of Directors of Public Health, the Royal Society for Public Health, the Chartered Institute of Environmental Health (CIEH) and international partners, the FPH has amplified its voice and expanded its reach.
- 2.5** The FPH has also achieved greater visibility and impact through its communications, educational opportunities and policy advocacy work.⁵ By focusing on key issues such as poverty, health equity, global health, and prevention, the FPH has influenced policy decisions and contributed to improved public health outcomes. The FPH's work with devolved nations has further strengthened its impact and ensured that the needs of diverse populations are addressed.
- 2.6** The FPH's commitment to the well-being of its members is evident in initiatives such as the FPH Wellbeing programme. This programme provides support and resources to help members manage stress, improve work-life balance, and maintain their mental health.⁶
- 2.7** The FPH is now a financially secure, well-governed organisation with a strong reputation.⁷ The robust partnerships that the FPH has established with other organisations will continue to be vital in achieving its goals. As the FPH embarks on its next chapter, it is well-positioned to build on its past successes and shape the future of public health.

4 Fardon R, Vusirikala A, Latif S, Chappel D. Equality, diversity and inclusion in the Membership of the Faculty of Public Health Examinations. 2024. Faculty of Public Health, London, United Kingdom.

5 Faculty of Public Health. What is public health? [online] Available at: <https://www.fph.org.uk/what-is-public-health/>

6 Faculty of Public Health. Workforce Wellbeing [online] Available at: <https://www.fph.org.uk/professional-development/workforce-wellbeing/>

7 Faculty of Public Health. Annual Report 2023 [online] Available at: <https://www.fph.org.uk/media/lu3l02wl/fph-2023-annual-report.pdf>

3.

Navigating Uncertain and Changing Landscapes

3.1 While the nation is still dealing with the medium-term health, social and economic impacts of the COVID pandemic, the new UK government outlined its commitment to improving the NHS and prioritising key shifts from analog to digital, treatment to prevention, hospital to community. This focus on a more strategic approach to improving population health is welcomed and will be a key pillar in the government's commitment to economic growth and prosperity providing opportunities for the FPH and public health specialists to be actively involved in shaping and being part of the solution for enduring change.⁸ To enable this the Faculty will advocate for a robust workforce

and workforce planning; preparing current and future generations of specialists and practitioners to have the skills and attributes needed for success; build robust partnerships and alliances with statutory and other partners to create effective coalitions for change; and be relentless in our advocacy in the most important arenas to accelerate health impact and tackle health inequalities. We are also committed to building and supporting the resilience of our workforce given the volatility, uncertainty, complexity of the current domestic and global landscapes, and our actions will be driven by the FPH Workforce Strategy.⁹

8 Faculty of Public Health. Vision for the Public's Health [online] Available at: <https://www.fph.org.uk/media/eddjvbyb/a-vision-for-the-publics-health.pdf>

9 Faculty of Public Health. FPH Workforce Strategy 2025 – 30 [online] Available at: <https://www.fph.org.uk/media/fxriwihj/fph-workforce-strategy-2025-30.pdf>

FIGURE 3

POLICY PRIORITIES IN FPH’S VISION FOR THE PUBLIC’S HEALTH

Promote policies and programmes that support people and communities to attain optimal health and wellbeing	
1.	Creating a smoke-free generation
2.	Reducing alcohol-related harm
3.	Reducing drug dependence
4.	Supporting a healthy, sustainable diet and physical activity across the life-course
5.	Building a healthy workforce
6.	Tackling health inequalities and their drivers
Tackle poverty to ensure everyone has the chance to live a long and healthy life	
7.	Addressing poverty and the cost-of-living crisis
8.	Giving children the best start in life
9.	Addressing the root causes of economic inactivity
Protect the nation from infectious diseases and prepare for health threats and emergencies	
10.	Taking action against climate-related health harm
11.	Building health protection and pandemic preparedness
Tackle poverty to ensure everyone has the chance to live a long and healthy life	
12.	Addressing poverty and the cost-of-living crisis
13.	Giving children the best start in life
14.	Addressing the root causes of economic inactivity

3.2 Public health professionals are pivotal in addressing these challenges in the years ahead and therefore at the heart of our strategy is our membership. Our expert members have a combination of leadership and managerial skills together with high level of technical skills and knowledge that gives them a unique skill set essential for improving the health and wellbeing of populations. They have an extensive role across the whole spectrum of protection, healthcare, improvement and prevention. These include promotion of health and wellbeing and addressing inequalities within the population as part of the wider determinants-of-health agenda, as well as using their knowledge and experience of a range of health protection issues such as infectious disease outbreaks and emergency preparedness.

3.3 We will support our members to enable them to deliver the best outcomes for the population, by promoting their work and the discipline and specialty of public health to ensure they are valued, regardless of their employment setting, by supporting their wellbeing and, proud of being a multi-disciplinary profession and Faculty, by advocating for pay equity and parity of esteem regardless of their background.

3.4 At the same time, we will continue to support the development of the next generation of public health professionals by reviewing our specialty training curriculum to ensure it addresses the challenges of the future, and by championing our Specialty Registrars and those going through other routes to specialist registration to become the next cadre of public health leaders. We will also ensure that our organisation is viable and sustainable going forwards, to enable us to support the entire profession and be the valued professional home for all our members in the UK and beyond throughout their careers, as students, practitioners, Specialty Registrars, Public Health Consultants, Directors of Public Health, in the varying roles in academia, the NHS, local, regional and national government and the voluntary sectors, and into their lives after their main careers.

3.5 A fundamental requirement of public health practice is comprehensive intelligence about the populations we serve, the epidemiology of health and illness in communities and the wider determinants of health. There are significant challenges to overcome in the availability of data, including on sharing health data between organisations and accessing and linking data across the wider health, social care and public services sectors.¹⁰ More efficient information governance and innovations in data gathering and advanced analytics can open up new opportunities for health promotion, primary and secondary prevention and addressing fundamental inequalities. FPH is committed to engaging the broad community of professionals engaged in the production and use of public health intelligence, supporting our expert membership to explore innovative methods and advocating for effective access to and use of data across the health and care sector to improve the public’s health.

FIGURE 4

FPH CLIMATE AND HEALTH STRATEGY



10 Faculty of Public Health. Public Health Intelligence Special Interest Group Workplan [online]. Available at: <https://www.fph.org.uk/policy-advocacy/special-interest-groups/public-health-information-intelligence-sig/public-health-information-and-intelligence-sig-workplan-2024/>

3.4 Collaboration is another cornerstone of our strategic approach. The complexities of public health demand a multi-sector response that includes national and local government, the NHS, academic institutions, other Medical Royal Colleges and Faculties, and other public health and charity organisations. By fostering partnerships and engaging stakeholders, we can create a unified front that drives meaningful change. Our strategy will prioritise developing our existing collaborations and forging new ones, ensuring that our standards are not only reflective of diverse perspectives but also effective in addressing the unique needs of various populations. An example of this is our work in climate change and health.¹¹ Climate change and environmental factors increasingly impacts public health, leading to a rise in respiratory illnesses, heart-related conditions, and mental health issues. FPH has declared climate change as a public health emergency, recognising the critical importance of promoting sustainable practices and advocating for policies that protect both public health and the environment.

3.7 This five-year strategy for 2025-2030 represents a comprehensive response to the current and future public health landscape in the UK. By building on the success of our previous strategy,¹² and by addressing key challenges such as health inequalities, the rise of non-communicable diseases, technological advancements, poverty, mental health and the environment, we aim to set robust standards that elevate public health across the United Kingdom. Our commitment to supporting our members through collaboration, innovation, and engagement will be the guiding principles as we strive to enhance the health and well-being of all individuals. Together, we can navigate the complexities of this dynamic environment and work towards a healthier, more equitable future for everyone. Health is a fundamental good that all humans need to flourish, this entails the pursuit of health as a universal right and a corresponding societal duty to assist others in that pursuit.



11 Faculty of Public Health. Climate and Health Strategy 2021 – 2025 [online] Available at: <https://www.fph.org.uk/media/3401/fph-climate-health-strategy-final.pdf>

12 Faculty of Public Health. Organisational Strategy 2020 – 2025 [online] Available at: https://www.fph.org.uk/media/3167/fph_strategy_2019_2025_02_21-2.pdf

4. Our Vision



Better Health for All – Leaving no one Behind

The Faculty of Public Health works with our members and partners as part of collective efforts of society to improve health and tackle inequalities.

5. Our Mission

As the professional membership body for public health, we will work to promote and protect human health and its wider determinants for everyone in society by:



Playing a leading role in assuring an effective, valued and sustainable public health workforce



Establishing, supporting and advocating for effective partnerships and coalitions for improving the public's health and tackling health inequalities



Promoting public health knowledge, learning and development to build capacity and evidence-based practice and policy-making



Advocating for the reduction of inequalities and for the very best conditions for health and wellbeing to flourish



Ensure the FPH remains a robust, financially secure and sustainable organisation leading from the front on equity, diversity, inclusion, sustainability and membership engagement and support

6. Our Charitable Objects

Our charitable objects, as defined in our Standing Orders and which describe our aims, are:



To promote for the public benefit the advancement of knowledge in the field of public health



To develop public health with a view to maintaining the highest possible standards of professional competence and practice



To act as an authoritative body for the purpose of consultation and advocacy in matters of educational or public interest concerning public health

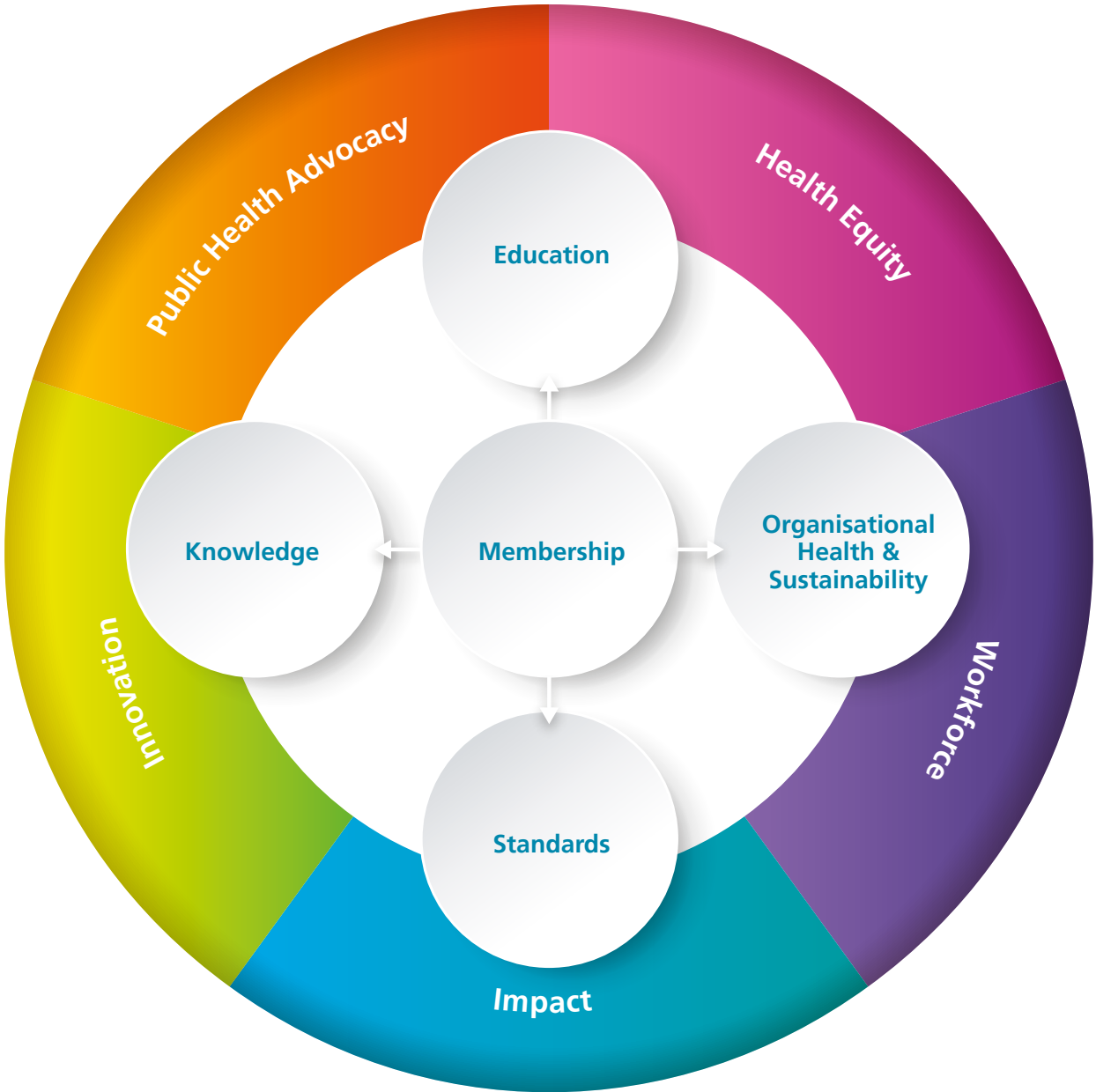
7. Our Strategy

7.1 The Faculty of Public Health (FPH) stands at a pivotal moment, navigating a complex landscape marked by economic uncertainty and evolving healthcare needs. As Medical Royal Colleges face increasing challenges, the FPH must solidify its core functions to ensure its continued success. By prioritising membership, education, standards, knowledge, and organisational sustainability, the FPH can position itself as a vital force in public health. Members play a crucial role in shaping these core functions. By actively participating in FPH activities, sharing expertise, and providing feedback, members can contribute to the development of innovative educational programs, the setting of rigorous standards, and the advancement of public health knowledge. A strong and engaged membership is essential for the FPH to adapt to changing circumstances, advocate for public health, and ultimately improve the health and well-being of the population.

7.2 Our FPH Strategy for 2025-2030 centres our work firmly on our **members**, supporting their wellbeing, training and development throughout and beyond their professional careers in public health. Core to this support are our four **critical functions** of the Faculty's work— unique offers and capabilities that all of our members will benefit from: promoting knowledge and evidence-based practice; supporting lifelong education and learning; defining and assuring professional standards; prioritising the FPH's organisational health and stability. Finally, the FPH will prioritise the delivery and impact of its work in five strategic areas of focus: (1) Public health workforce strategy and development; (2) Promoting health equity; (3) Public health advocacy (4) Accelerating population health impact; (5) Championing innovation in policy and practice.

FIGURE 5

FPH STRATEGY 2025–2030



8. Our Membership

- 8.1** The Faculty of Public Health's members are our greatest asset and are at the centre of all we do. By supporting, celebrating, and promoting our members, FPH fosters a strong sense of community, inspires professional development, and elevates the public health profession. A vibrant and engaged membership drives innovation, influences policy, and ultimately improves health outcomes.
- 8.2** Our members' skills, dedication, and leadership are critical to the success of our work. That's why we are committed to supporting them throughout their professional journey, from early careers through to senior leadership. We champion lifelong learning and ensure fair access to high-quality training and accreditation. We advocate for parity of esteem across all professional backgrounds and employment settings, and work to address inequalities in training outcomes and career progression.
- 8.3** Workforce wellbeing is at the heart of our mission, alongside continuing professional development and opportunities to connect, collaborate and grow. Through our networks, events and campaigns, we bring members together to learn, share, and celebrate their contributions to improving public health—locally, nationally and globally.
- 8.4** We are proud to stand with our members, recognising that their success is our success, and together we are building a stronger, more impactful public health profession for the future.



9. Our Critical Functions

To fulfil its charitable objectives and remain a leading voice in public health, the Faculty of Public Health must excel across four critical functions: promoting knowledge and evidence-based practice, supporting lifelong education, upholding professional standards, and ensuring organisational sustainability. As a trusted hub of public health expertise, FPH informs policy and practice through evidence-based advocacy. It equips professionals through rigorous education, examinations, and resources, empowering them to lead with skill and confidence. By defining and maintaining high professional standards, FPH protects public trust and promotes excellence. Internally, the organisation's success depends on financial resilience, sustainability, and a well-supported, high-performing workforce.

9.1 Promoting knowledge and evidence-based practice

The FPH serves as a vital hub for public health expertise, knowledge, and evidence. By leveraging this collective knowledge, the FPH can inform policy decisions, shape public health practice, and drive positive change. A strong advocacy agenda, grounded in evidence and clear priorities, can influence decision-makers at all levels and advocate for policies that promote health and well-being.

9.2 Supporting lifelong education and learning

A well-educated and skilled public health workforce is essential to address the complex health challenges of the 21st century. By providing high-quality examinations, curriculum, and resources, the FPH will work to equip public health professionals with the knowledge and skills they need to protect and improve public health. A strong educational foundation will empower public health practitioners to make value-driven and evidence-based decisions, develop innovative solutions, and advocate for policies that promote health equity.

9.3 Defining and assuring professional standards

Maintaining and advancing high-quality standards is crucial for ensuring the effectiveness and accountability of public health practice. By setting and enforcing rigorous standards including the critical nature of advisory appointment committees, and promoting the importance of robust public health regulation, the FPH can safeguard the public's health and promote excellence in the field. High standards can also enhance the public's trust in public health professionals and institutions.

9.4 Organisational Health & Sustainability

A robust and sustainable organisation is critical to the FPH's ability to fulfil its mission. By prioritising financial viability and environmental sustainability, the FPH can ensure its long-term impact. A strategic approach to resource allocation and operational efficiency is essential for optimizing the organisation's performance.

Furthermore, investing in the professional and personal wellbeing of staff is paramount. A motivated and engaged workforce is more likely to deliver high-quality services and achieve organisational goals. By fostering a positive work environment, the FPH can attract and retain top talent, enhancing its capacity to address complex public health challenges.





10.

Our Strategic Areas for Focus 2025-2030

The Faculty of Public Health (FPH) is committed to addressing the most pressing public health challenges of our time. To achieve this, the FPH has identified five key priority areas: Workforce, Health Equity, Public Health Advocacy, Impact, and Innovation. By focusing on these five priority areas, the FPH can make a significant contribution to improving public health. Members can play a crucial role in shaping these priorities by sharing their expertise, participating in FPH activities, and advocating for change.

In this section we introduce our focus areas, rationale and what the FPH will uniquely do working with our members and partners. Detailed actions under each focus area are contained in Appendix 1.

10.1 Public Health Workforce Strategy and Development is essential to securing a strong, future-ready public health system. A resilient and skilled workforce underpins our ability to respond to complex and evolving health challenges, from pandemics and climate-related risks to mental health crises and health inequalities. Yet, the public health workforce continues to face significant pressures, including shortages, inequitable access to training, and the need for new capabilities in data, leadership, and systems thinking. Urgent action is needed to invest in recruitment, retention, and professional development, while also protecting the wellbeing of public health professionals.

The vision is a confident, well-supported, and diverse workforce that reflects the communities it serves and is equipped with the tools and knowledge to drive meaningful change. The Faculty of Public Health plays a unique and critical role in setting the standards for education and training, ensuring professional accreditation, advocating for workforce investment, and building a vibrant community of practice. By leading a system-wide approach to workforce development, FPH can help build a more resilient and equitable public health system for the future.

FIGURE 6

FPH FOCUS AREA: PUBLIC HEALTH WORKFORCE STRATEGY AND DEVELOPMENT



10.2 Promoting Health Equity remains a defining mission for the Faculty of Public Health. As inequalities in health outcomes continue to grow—driven by persistent structural and social injustices—urgent action is required to challenge the conditions that give rise to unfair and avoidable differences in health. The pandemic laid bare the impact of structural racism, deprivation, and marginalisation, and reinforced the need for long-term, system-wide responses. The vision is for a fairer society in which everyone has the opportunity to live a long and healthy life, regardless of their background or circumstances.

This means embedding equity into every aspect of public health practice, ensuring that data systems can track disparities, and that policies explicitly address root causes. FPH has a unique role in advocating for stronger equity data, including routine ethnicity recording and bias detection in analytics, and in equipping its members to lead equity-focused change. It will continue to influence policy, build the evidence base, and model equitable practice internally and externally, ensuring that equity is not just an aspiration but a lived reality across the public health system.

FIGURE 6

FPH FOCUS AREA: PROMOTING HEALTH EQUITY



10.3 Public Health Advocacy is a vital function of the Faculty of Public Health, enabling it to shape policy, influence decision-makers, and keep public health high on the political and public agenda. Effective advocacy ensures that evidence and expert voices inform the decisions that most affect people’s health—from housing and income to food systems, transport, and environmental protection. At a time when health inequalities are widening and public services are under increasing strain, there is an urgent need for strong, consistent, and principled public health advocacy.

The aim is to ensure that health and wellbeing are recognised as central to all policy domains and that public health professionals are influential partners in decision-making. The Faculty’s strength lies in its credibility, its independence, and the collective expertise of its members. By working collaboratively with Royal Colleges, academic institutions, healthcare leaders, policymakers, and communities, FPH can mobilise knowledge, elevate public health priorities, and amplify the voice of the profession at every level of governance.

FIGURE 8

FPH FOCUS AREA: PUBLIC HEALTH ADVOCACY



10.4 Accelerating Population Health Impact is the ultimate aim of all public health work. For the Faculty of Public Health, this means ensuring that its programmes, partnerships, and policies lead to measurable improvements in people’s lives and demonstrate the value of public health investment. In recent years, the UK has experienced stagnating or worsening health outcomes for many groups, highlighting the need to focus not only on effort, but on evidence of effectiveness and reach. There is an urgent need to make population health impact more visible, actionable, and accountable across all levels

of the system. This includes using high-quality data to track outcomes, robustly evaluating interventions, and learning from success and failure alike. The vision is of a public health system that continuously improves, shares learning, and prioritises interventions that deliver real-world benefits. The Faculty is uniquely placed to set the standards for impact evaluation, support members to embed impact measurement in their work, and highlight the contributions of public health professionals. By doing so, it can reinforce the case for public health, inspire confidence, and help drive forward a healthier, fairer future.

FIGURE 9
FPH FOCUS AREA: ACCELERATING POPULATION HEALTH IMPACT

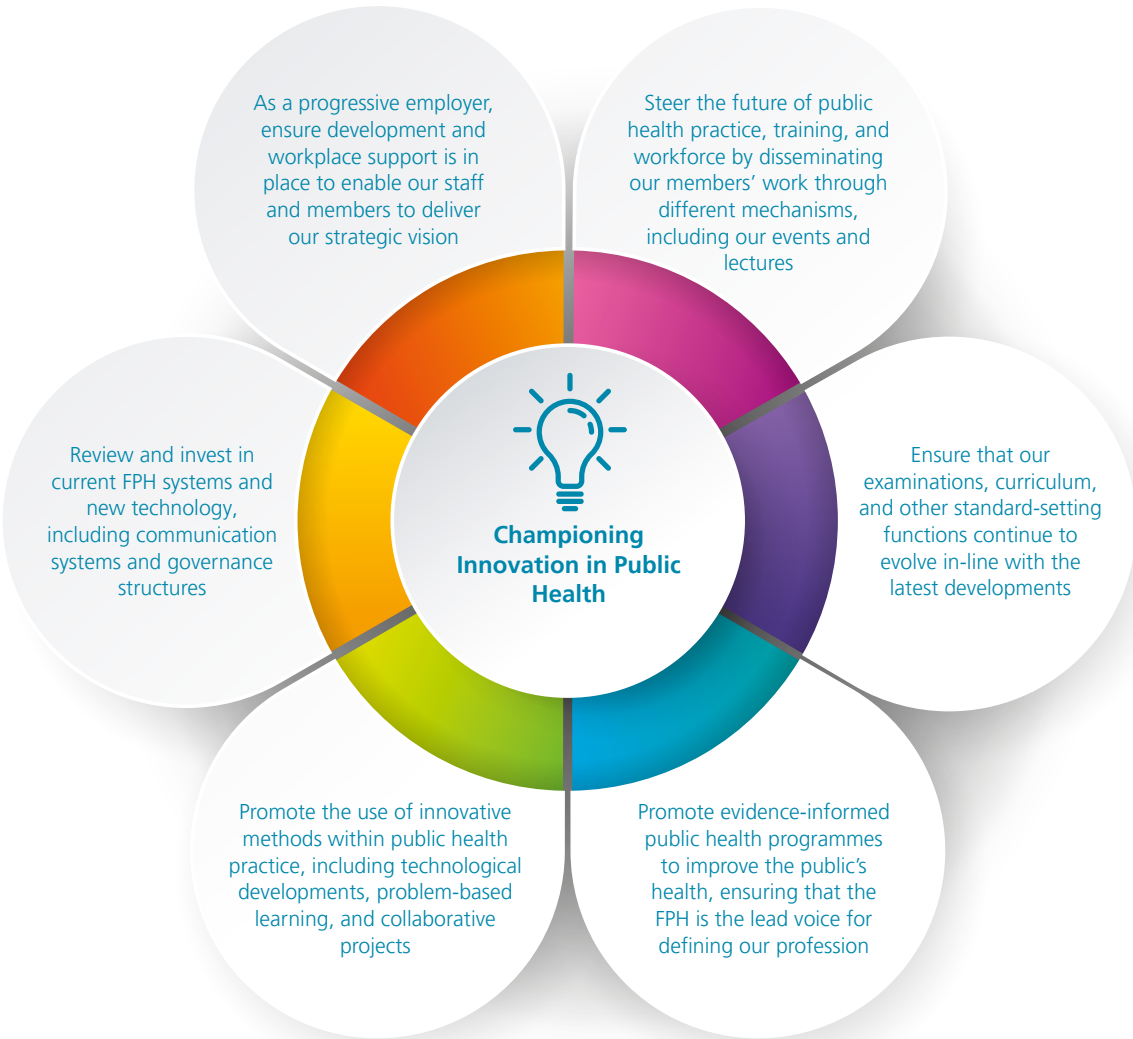


10.5 Championing Innovation in Public Health is essential to ensuring that the profession remains relevant, agile, and impactful in a rapidly changing world. From digital transformation to behavioural insights and new models of care, innovation offers powerful tools to improve health outcomes, engage communities, and respond to complex challenges. However, without leadership, public health risks falling behind or failing to harness innovation in ways that are ethical, inclusive, and effective. There is an urgent need to integrate new approaches into practice

while maintaining the core values of the profession. The goal is a public health system that embraces innovation—whether in education, policy, research, or service delivery—and uses it to address persistent and emerging threats to health. FPH’s unique role lies in its ability to shape curricula, set standards, and bring together thought leaders from academia, practice, and industry. It will foster a culture of innovation across its networks, promote ethical and impactful use of data and technology, and champion approaches that combine rigour, creativity, and equity.

FIGURE 10

FPH FOCUS AREA: CHAMPIONING INNOVATION IN PUBLIC HEALTH





11.

Monitoring and Evaluation

- 11.1** Monitoring and evaluation are crucial for ensuring the success of the FPH's strategy. By regularly assessing progress and identifying areas for improvement, the FPH can adapt to changing circumstances and maximise its impact. The FPH is committed to transparency and accountability, and we will share our progress with our members through publishing regular reports and updates.
- 11.2** To effectively monitor and evaluate our strategy, we will leverage our governance structures, policy working groups, strategic partnerships, and targeted programs. Our Board of Trustees will oversee the overall strategic direction and provide guidance on key performance indicators. Committees and Policy working groups will monitor progress on specific policy objectives and identify emerging issues. Strategic partnerships with other organisations will enable us to share knowledge, resources, and expertise. Targeted programmes will be designed to address specific priorities, such as workforce development, health equity, and public health advocacy.
- 11.3** Through these mechanisms, we will collect and analyse data to assess our progress towards achieving our goals. Where appropriate, we will use a variety of methods, including surveys, interviews, and performance metrics, to gather information on our impact. By regularly reviewing and analysing these data, we can identify areas of strength and weakness and take corrective action as needed.
- 11.4** The FPH is committed to transparency and accountability. We will share our progress with our members through regular reports and updates, and we will be open to feedback and suggestions. By working together, we can ensure that the FPH remains a leading voice in public health and continues to make a positive impact on the health and well-being of the population.

12.

Conclusion

- 12.1** The FPH stands at a pivotal moment, poised to address the complex challenges facing public health. By prioritising workforce development, health equity, advocacy, innovation, and impact, the FPH aims to shape a healthier future for all.
- 12.2** A robust public health workforce is essential to tackle the multifaceted challenges of the 21st century. The FPH is committed to investing in the training, development, and well-being of public health professionals, ensuring that they are equipped with the knowledge and skills needed to address emerging health threats and promote health equity.
- 12.3** Health equity is a cornerstone of public health. The FPH will continue to advocate for policies and programmes that address the root causes of health inequalities, ensuring that everyone has the opportunity to live a healthy life, regardless of their socioeconomic status, race, ethnicity, gender or geographic location.
- 12.4** Effective advocacy is crucial to shaping public health policy and practice. The FPH will work with policymakers, industry leaders, and community organisations to advocate for evidence-based solutions that promote public health and address the social determinants of health.
- 12.5** Innovation is key to addressing emerging health challenges and improving public health outcomes. The FPH will encourage and support innovative approaches to public health practice, research, and education, fostering a culture of creativity and problem-solving.
- 12.6** Ultimately, the FPH's goal is to maximise its impact on public health. By measuring and evaluating the effectiveness of its programmes and initiatives, the FPH can demonstrate the value of public health and inspire others to take action.
- 12.7** As a member of the FPH, you play a vital role in shaping the future of public health. By sharing your expertise, participating in FPH activities, and advocating for change, you can contribute to a healthier and fairer world. Together, we can build a stronger, more resilient, and equitable UK public health system.

Appendix 1

Our Strategic Areas for Focus 2025–2030

1. Public Health Workforce Strategy and Development

We will support and educate the current and future public health workforce to enable them to meet employer and the public's health needs now and in the future.

Our priorities to 2030:

Membership

- 1.1** Support the wellbeing of FPH members, as well as their wider multi-disciplinary teams, and to advocate for supportive working environments essential to delivering high quality work to protect the public's health.
- 1.2** Look to develop our offer and value to all members, including all public health specialists and practitioners.
- 1.3** Continue to ensure FPH membership is valued by both UK and international members and is seen as essential to the public health workforce.
- 1.4** Work to ensure that the public health workforce feel valued within the different employment settings they operate.
- 1.5** Engage with the broad community of professionals working in public health intelligence, especially those with specialist qualifications or experience, and consider how to involve them more closely in the Faculty.

Education

- 1.6** Review and update the specialty training curriculum, including the assessment methodology, to incorporate the latest public health research including the FPH Fair Training Strategy, emerging health threats, and innovative practices. Ensuring that the curriculum is relevant UK-wide to all employment settings including the NHS, local authorities, higher education institutions and government agencies.
- 1.7** Continue to work with partners, including the UKPHR, to ensure improved clarity, equity, and experience for public health practitioners across their career pathway.
- 1.8** Review our practitioner masterclasses to ensure they are up-to-date and reflective of current practice, with a view to expanding them further across the UK and overseas.
- 1.9** Develop resources that support the development of public health careers across the life course, (including prospective trainees, Specialty Registrars, portfolio applicants, consultants, Directors of Public Health, public health professionals working in different roles in the NHS, academia and local, regional and national government and retired members), recognising that the differences in start of life are lifelong.
- 1.10** Provide a base for public health and systems leadership to emerge and flourish, taking opportunities offered by key transformation periods in public health settings.

- 1.11** Support the availability of sufficient expertise to train the next generation of consultants and senior leaders in settings where there have been recent declines
- 1.12** Advocate for increased public health workforce capacity and funding for this purpose, and ensure sufficient recruitment of specialist registrars to build capacity in settings where there has been a serious loss particularly throughout health care settings.

Standards

- 1.13** Prioritise maintaining and developing standards of public health specialty training through recruitment, curriculum, ePortfolio, examinations and the issuing of recommendations for inclusion on the specialist registers.
- 1.14** Continue to deliver on our role as global leaders in training, development and support for the public health workforce working in partnership with other key global stakeholders.
- 1.15** Continue to support and drive improvements in public health practice by continuously reviewing and developing our CPD programme.
- 1.16** Support and promote pathways to specialist registration outside the training programme.
- 1.17** Maintain standards by continuing to ensure that public health professionals deliver quality-controlled expertise and evidence-based practice that is relevant to the current challenges to our health through our Good Public Health Practice framework, revalidation and professional appraisal systems.

Knowledge

- 1.18** Continue to increase access to information and evidence amongst our members and the wider public health community through our website, special interest groups and social media outlets.
- 1.19** Promote the knowledge base needed for public health in the 21st century, such as the “art” and “science” of public health, sustainability and working in complex systems, and effective management and application of data and advanced analytics, including the interrelation between physical, mental and social health and wellbeing.

Organisational Health & Sustainability

- 1.20** Continue to ensure we have a sustainable organisation with an engaged membership to support the delivery of the FPH Workforce Strategy.

2. Promoting Health Equity

We will play a pivotal role in reducing health inequalities and promoting health equity for all population groups and the entire UK population. We will advance health equity in all our policies and outputs, and through education, research and engagement, address structural injustices, particularly structural racism, in our own organisation and in the public health system, whilst working to ensure that all population groups, particularly those most marginalised, have equitable opportunities to attain optimal health outcomes. We will advance the profession's and public's understanding that improvements in the entire population's health is linked to level of inequalities in health between population groups.

Our priorities to 2030:

Membership

- 2.1** Support our members and advocate for action against structural discrimination and racism within their own organisations and address gaps and challenges in their working cultures that are impacting on staff and the communities they serve.
- 2.2** Reflect, promote and celebrate anti-racism and race equality in all our activities and through our policy, advocacy and external messaging so that our work holds greater value for all our members.

Education

- 2.3** Work on our curriculum to de-colonise and ensure anti-racism and structural discrimination is discussed and integrated.
- 2.4** Continue our Fair Training Strategy work to address differential attainment in public health across recruitment, examinations and the entire training pathway.

Standards

- 2.5** Ensure that the workforce has parity of esteem in the public health specialties and across all protected characteristics, including addressing pay inequality, and ensuring that the public health workforce also has parity amongst other professional workforces.
- 2.6** Establish a culture of learning and reflection both within the FPH organisation and its membership to focus on race equality and anti-racism.
- 2.7** Working with employers, through our role in senior public health appointments, to ensure recruitment processes are robust and equitable.

Knowledge

- 2.8** Explore hosting or co-hosting conferences and events that bring together researchers, practitioners, and members to share knowledge and strategies on advancing health equity throughout a range of practice settings.

Organisational Health & Sustainability

- 2.9** Deliver our Anti-racism action plan and ensure it is regularly reviewed and updated, and to use the lessons learned from this to work with the membership to develop an approach and actions to address wider structural disadvantage and discrimination
- 2.10** Foster a diverse and inclusive environment within the Faculty of Public Health, within the staff team and across Board and committees.
- 2.11** Ensure robust support, recruitment and progression policies are in place for FPH staff and FPH member roles that ensure there are no barriers.

- 2.12** Work to ensure that FPH does not reflect the inequalities seen across the workforce and wider society, ensuring that diversity is reflected in the Board, committees and senior leadership.
- 2.13** Ensure that all our outputs meet and reflect the high standards of diversity FPH aim for and that are reflected within our Anti-Racism Framework.

3. Public Health advocacy

We will deliver an ambitious and focused advocacy agenda with a strong evidence base and clear priorities to drive positive changes in public health at a global, national and local level.

Our priorities to 2030:

Membership

- 3.1** Working with our members and partners, we will build on the success of our recent policy work and the recommendations within our 2024 Vision for the Public's Health to deliver more effective campaigning for the health of the public. This will continue to be undertaken through the whole policy function of the FPH, recognising that education, workforce and advocacy all overlap, including the members, the committees and Special Interest Groups and with strong, formal partnership working.
- 3.2** Utilise and promote the expertise of our members and Special Interest groups, and continue to champion the unique value of public health specialists.
- 3.3** Collaborate across the four nations to promote members' wellbeing through advocacy and lobbying.
- 3.4** Utilise and promote the expertise of our members and Special Interest groups, continuing to deliver high quality educational resources and events.

Education

- 3.5** Collaborate with other specialties and disciplines, such as environmental health, nursing, the allied health professions and other medical specialties, to ensure that public health is recognised as an essential part of their own curriculums and learning resources.
- 3.6** Educate senior leaders in the public health and wider healthcare system on the importance of the public health curriculum and the expertise brought by trained public health specialists and professionals.

Standards

- 3.7** Working with our partners in national and local public health organisations, we will promote our standards and increase our influence on policy making and services.
- 3.8** Recognise the differences between and learn from each of our four nations and develop appropriate strategies to advocate on their behalf, which reflect high quality public health standards and practice.

Knowledge

- 3.9** Work with our partners to deliver a united voice on public health with clear and consistent messages.
- 3.10** Continue to increase the profile of the FPH as both an authoritative voice for public health and a collaborative partner.
- 3.11** Continue to deliver on our role as global leaders in training, development and support for the public health workforce and deliver critical policy agendas in partnership with other key global stakeholders.

Organisational Health & Sustainability

- 3.12** Focus our central resources on advocacy in areas where we can have real impact and ownership, including prevention, inequalities, climate change, mental health, and poverty, recognising that our own members may also be personally affected.

4. Accelerating Impact

We will maximise our impact through evidence-based research, member and partner engagement, policy advocacy, and sustainable practices, ensuring significant and measurable improvements in our support of the public health workforce and in population health outcomes.

Our priorities to 2030:

Membership

- 4.1** Consolidate and expand our global partnerships and overseas membership, through our country-based and issue-specific Special Interest Groups, including the Disasters and Humanitarian Response SIG and Noncommunicable Diseases in Global Health SIG.
- 4.2** Re-build our membership in the transforming health care system of the UK to ensure leadership for health outcomes.

Education

- 4.3** Share best practices and lessons learned with partners to enhance collective impact.
- 4.4** Ensure that a flexible public health specialist workforce is trained, developed and strengthened to meet employer and the public's health needs, including public mental health and the threat of climate change, in the future.
- 4.5** Identify new opportunities and needs for public health professional skills by working across current public, private, academic and voluntary sectors.
- 4.6** Work in partnership with the public health community to educate and support the development of an effective public health practitioner workforce and enable the wider workforce to deliver improvements to the public's health.

Standards

- 4.7** Contribute to the development of global public health capacity by promoting competency-based training programmes that deliver high standards of public health practice assured through examination and regulation.

Knowledge

- 4.8** Foster collaborations with other academic institutions, governmental agencies, non-profits, and the private sector to amplify the impact of public health initiatives.
- 4.9** Expand formal and informal relationships with allied public health professionals and organisations focussed on improving the public's health and tackling health inequalities.

5. Championing Innovation

We will enhance the effectiveness and efficiency of public health practices by championing public health innovation and the use of data and evidence, disseminating novel approaches and technologies, and continuing to modernise our own systems and processes.

Our priorities to 2030:

Membership

- 5.1** Steer the future of public health practice, training, and workforce by disseminating our members' work through different mechanisms, including our events and lectures.
- 5.2** Develop our communication with members through the use of existing and new tools, to support them in their daily work.
- 5.3** Through our charitable objects, increase our engagement with existing members and seek to share their innovative public health practices with others.

Education

- 5.4** Ensure that our examinations and ePortfolio continue to evolve in line with the latest developments.
- 5.5** Explore other educational methods, including FPH conferences and eLearning, to disseminate learning and good practice.

Standards

- 5.6** Promote evidence-informed public health programmes to improve the public's health, ensuring that the FPH is the lead voice for defining our profession.

Knowledge

- 5.7** Explore how we can work effectively in partnership with other organisations to maximise our collective ability to protect and improve the health of the public. We will seek to share strategy and share actions.
- 5.8** Promote the use of innovative methods within public health practice, including technological developments, problem-based learning, and collaborative projects, and ensure that all public health professionals have appropriate skills to apply epidemiological evidence, data-driven approaches and develop analytical leadership across health and care organisations.
- 5.9** Influence to enable public health professionals' access to data and data platforms with modernised analytical tools (including AI) to, and via training, equip the workforce to use and understand these to improve public health.

Organisational Health & Sustainability

- 5.10** Continue to explore new ways to expand our membership to improve capacity and diversity within FPH.
- 5.11** Review and invest in current FPH systems and new technology, including communication systems and governance structures to ensure they are effective and efficient and can provide an excellent membership experience.
- 5.12** As a progressive employer, ensure development and workplace support is in place to enable our staff and members to deliver our strategic vision.
- 5.13** Explore the application of new technologies (particularly AI) to improve the effectiveness and efficiency of our processes and assessments.

Appendix 2

Guiding Principles for the Strategic Review (as agreed by the Board in May 2024)

- **The strategic priorities within the extant strategy are centred around the core roles of FPH, derived from our charitable objects. E.g. education, workforce, membership, advocacy. These are our raison d'être and should remain the bedrock of any future strategy.**
- **A new strategy also needs to take into account the composition of the membership, the public health workforce and its needs, and the financial health of the organisation.**
- **It also needs to consider and reflect the work that is ongoing in different areas of FPH, and the individual strategies guiding that work, including the Board led focus areas that have been developing over the last few years. Key examples are the workforce strategy, workforce wellbeing work, our strategy around parity of esteem, and the FPH anti-racism framework.**
- **The final strategy should not be a lengthy tome but a document describing our high-level mission and strategic priorities.**
- **The vision and mission within the existing 2020-25 strategy is still relevant.**
- **FPH have a relatively small staff-team (currently 18.2 FTE) who are employed on delivering the core business roles of FPH. A new strategy needs to recognise that there is very limited capacity within the existing team, and FPH has limited financial resources to expand.**
- **The strategy should again run for five years, being a high-level document to guide FPH's work and through which other key work and focus areas can be developed during its course.**
- **2025 is also a transition year for the Presidency and the President-Elect has been fully involved in the development of the new strategy.**
- **Members will be consulted about the development of the new strategy through the FPH Board and its elected members, as the representative body of the membership with delegated authority.**



**FACULTY OF
PUBLIC HEALTH**

Faculty of Public Health
4 St Andrews Place
London
NW1 4LB