



UK Health
Security
Agency

UKHSA Strategy 2026 to 2029



May 2026

About UKHSA

The UK Health Security Agency (UKHSA) exists to protect people from health threats. We prevent and reduce the harm caused by infectious diseases, chemicals, radiation, the health effects of climate change and a range of environmental hazards including air quality.

We provide scientific, clinical, public health and operational leadership, working with local, regional, national and global partners to protect people from health threats and build the nation's health security capability.

[UKHSA](#) is an executive agency, sponsored by the [Department of Health and Social Care](#) (DHSC).

For most of UKHSA's work, our remit covers England as health protection is largely a devolved policy area. We hold some UK-wide responsibilities on reserved matters where the UK government has retained policy responsibility.

UKHSA recognises the cross-border nature of health threats and works in close partnership with the governments and public health bodies of Wales, Scotland and Northern Ireland on common challenges.

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Foreword



The UK Health Security Agency exists to protect people from health threats, every day and in times of crisis. It is my privilege to lead the agency which provides this public service with dedication, integrity and impact.

However, that responsibility is becoming more demanding. Health threats are more frequent, more complex and more interconnected, while public trust, system capacity and global cooperation cannot be taken for granted.

This strategy sets out how UKHSA will rise to that challenge over the next 3 years. It does so with a strong sense of what matters most, honesty about the choices we must make, clarity on where we can better collaborate to increase our impact, and confidence in the contribution we can make to the health and security of the UK.

Delivering this strategy will require deliberate choices. UKHSA will not attempt to do everything. As a science-led, data-driven, operationally excellent health security agency with a unique national and international role, we need to make significant decisions. We will focus on the threats where our scientific leadership and operational expertise add the greatest value. When risks and context change, we will stop work that no longer contributes directly to our mission and focus on those things we are uniquely placed to deliver. We will be honest about trade-offs and willing to change where needed. This is how we ensure UKHSA is fit for the future.

Our value lies not simply in what we do, but in how we bring together scientific insight, operational capability and system leadership to protect people from health threats. By preventing harm, responding effectively to health threats and strengthening preparedness, we reduce pressure on the NHS, support economic resilience and help communities to thrive.

This strategy commits UKHSA to deliberate change. We will be curious about what more is possible: modernising how we detect, analyse and respond to health threats, while investing in digital, data and laboratory capability that enables faster and more confident action. We will strengthen the health protection system, working in partnership across local, regional, national and global levels.

Just as importantly, we will change how UKHSA works internally. We will make sure our workforce has the skills needed for the future, led by people who are focused on delivery, open to challenge, and kind in how they work with others. We will boldly transform our data and digital capabilities to further our impact. We will hold ourselves accountable to high standards of quality, fully considering equity in our work and delivering value for money.

By 2029, our success will be evident in the earlier detection of threats, focused national leadership during incidents, stronger system preparedness and greater confidence among the public and our partners.

This strategy is ambitious because the risks we face demand it. By acting with kindness, candour, curiosity and courage, UKHSA will continue to protect people from health threats and strengthen the UK's health security for the years ahead.

A handwritten signature in black ink, appearing to read 'S Hopkins', with a long, sweeping underline.

Professor Susan Hopkins,
Chief Executive, UK Health Security Agency



The context for our work

Health threats are becoming more complex and frequent

Global mobility, political instability, urbanisation and climate change are changing the nature of health hazards, and where they occur. Changing weather patterns can worsen environmental risks and increase the spread of infectious disease, for example by changing the behaviour of insects and animals that can carry disease.

Changes in the UK's demographics and society

As the UK population grows and ages, demands on the health system will increase but this also presents an opportunity to build a system that works better for everyone. Deprivation remains a consistent factor in poor health, with inequalities increasing. Misleading and inaccurate information about health threats is increasing, reducing confidence in public health and social measures.

Technological and scientific advances

New developments in areas such as artificial intelligence, genomics and digital health will change how we manage and mitigate health threats, providing both challenge and opportunity. We will face new risks but also unlock more targeted and effective actions.

Impact of global events on global health systems

Increasing instability across the world may make international cooperation on health issues more difficult, affect ability to detect threats, and disrupt global supply chains on medicines, vaccines and other tools. Slower global economic growth may limit worldwide investment in health protection, although more people now recognise that protecting people's health is key to a strong economy and keeping the country safe.

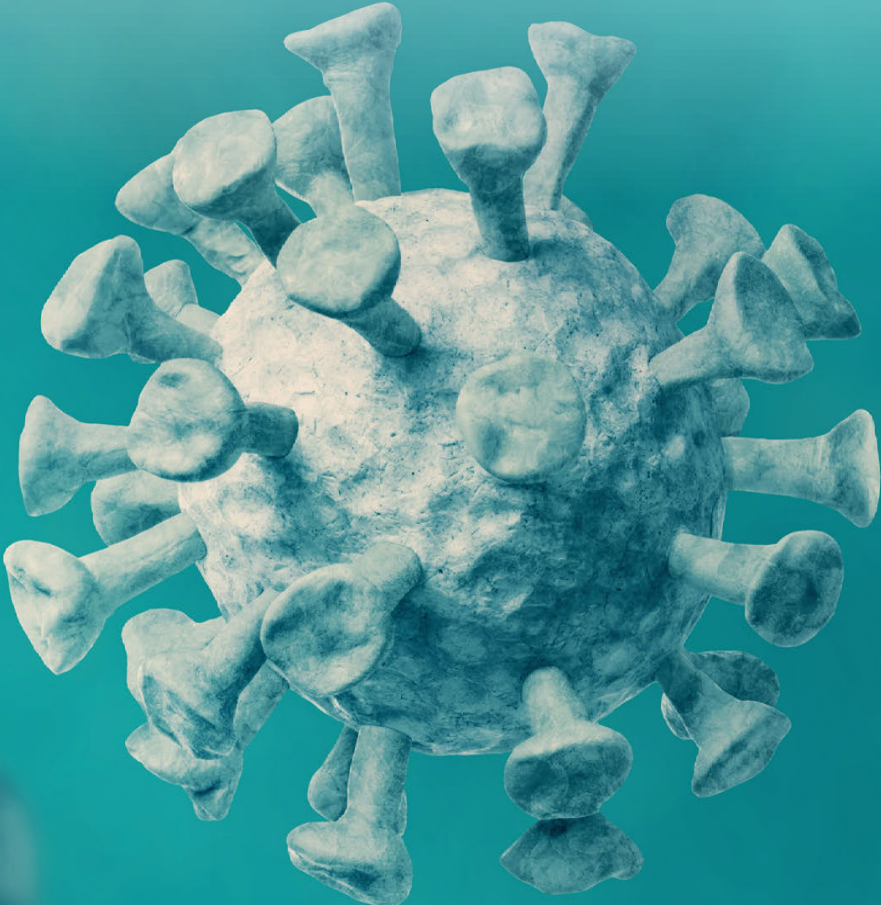
We need to continually assess and prioritise hazards

UKHSA must use our clinical, health protection, scientific and analytical expertise to constantly review which threats pose the greatest risk. This will shape our ambition and direct how and where we act.

Significant current concerns include:

- **declining vaccination coverage**, which increases the risk of infectious disease outbreaks and harmful outcomes, particularly in children, where coverage has fallen for over a decade, and is starker in certain communities
- **respiratory infections**, which place high costs on the NHS and disproportionately affect certain communities, widening health inequalities. Additionally, the most likely cause of another pandemic is a respiratory virus
- **antimicrobial resistance**, which is an increasing risk that undermines our ability to treat and control infections
- **environmental hazards**, which affect large numbers of people, can increase the risk of many health problems and widen health inequalities

To deliver the impact we wish to have, it is essential that we understand the environment that we operate in, at home and overseas. We need to be alert to opportunities and challenges and be explicit about what we can do, using our unique skills and strengths. We will strengthen our specialist capabilities, focus on the communities and places most at risk, build a resilient health protection system through effective partnership, and regularly assess and review the hazards we face.



Our purpose

Our strategic framework



Our mission – what we are here to achieve

Protect people from health threats

UKHSA protects the health of the UK population. We prevent and reduce the harm to health caused by infectious diseases, chemicals, radiation, the health effects of climate change and a range of environmental hazards including air quality.

Our purpose is to help people across the UK live safer, healthier lives and to encourage a more equitable and prosperous society. We are a scientific and health security agency that operates locally, regionally, nationally and globally, adding value through our unique combination of perspectives and skills. In emergencies, we act as a Category 1 responder – these are organisations with core civil protection duties around emergency planning, public information and coordination.

By protecting health, we minimise the impact of health threats on individuals and communities, reduce costs for the NHS and other public services and support economic growth. We aim to design our work so that every community can benefit and to reduce health inequalities, inspiring action across government and among our partners to do the same. As a public body, we strive for delivering the best value for money we can, maximising our impact through working to our strengths and impactful partnership with others.

The hazards we tackle vary in nature, scale and intensity – from clusters of common infectious diseases to chemical spills, to preparing for and responding to pandemics. We work in an agile, collaborative and proactive way to fulfil this broad range of responsibilities.

Most of UKHSA's work focuses on England because health policy is devolved across the 4 nations of the UK. However, we recognise that health threats spread across borders, and we work closely with the governments and public health bodies of Wales, Scotland and Northern Ireland on common issues. We hold some UK-wide responsibilities where the UK government has retained oversight, such as global health security, representing the UK on health security matters at an international level; and in Wales only, protecting the public from radiation.

We work on global health threats with international partners and strengthen health security leadership overseas to protect health in the UK. We also support the UK's responsibilities for health protection in the Crown Dependencies and UK Overseas Territories, to strengthen preparedness, surveillance and response, including meeting the UK's international obligations under the International Health Regulations (2005).

UKHSA is an executive agency, sponsored by the Department of Health and Social Care (DHSC), with whom we work closely. Our mission supports DHSC's aims and the wider missions of government on health, national security and growth.

Our vision – what we want to become

Science-led, data-driven, operationally excellent

UKHSA has many strengths and has achieved a great deal. But the world is changing and we must build on our track record to make sure we are fit to meet the challenges of the future.

Science-led

UKHSA will be known as a science-led agency, where rigorous evidence, curiosity and quality guide every decision. We will be known as the authority on existing and emerging health threats. We will be at the forefront of scientific developments in health protection, seeking innovation and delivering work that has real impact.

Data-driven

UKHSA will be the UK government lead for data on health threats and subsequent expert analysis and insight, enabling quicker action and stronger accountability. We will transform our digital and data backbone and become an exemplar for proactive use of data to protect health, integrating systems from detection to intervention. We will responsibly use pioneering technologies such as artificial intelligence and contribute to a more efficient and informed health system.

Operationally excellent

UKHSA will have a strong reputation for delivering consistently high standards, for being reliable in a crisis and effective every day. Our impact on the health of the public and the value-for-money we provide will be indisputable, delivered by an expert workforce, strong partnerships and effective systems. Continually improving our results, managing risk and raising quality will be a core part of our everyday practice. We will embed a culture of collaboration, curiosity, impact and accountability.



UKHSA staff award winners 2025

Our pillars – the core services we provide through our work

UNDERSTAND

Surveillance, analysis, insight and translation

We act as the nation's eyes and ears for health security.

We detect threats early through laboratory and clinical surveillance, genomic analysis, epidemiology and forecasting. We generate evidence and data through research, analyse trends, and assess existing and emerging risks. We build up a detailed understanding of the communities we serve and the things that threaten their health. We translate this knowledge into technical insights and judgements about how best to protect health.

PREVENT

Intelligence, guidance, intervention and innovation

We reduce the risk posed by health threats before they become incidents.

We provide scientific data and intelligence that is accurate, reliable and perceptive. Our guidance and interventions allow the public and our partners to take action to control and avoid health threats. We use our scientific, clinical and public health expertise to drive preventative action. This includes: working with partners to tackle antimicrobial resistance; assessing new technology to address a range of health threats; working with partners to develop, evaluate and improve vaccines, diagnostics and therapeutic tools; and working with the NHS to shape national immunisation programmes.



RESPOND

Preparedness, agility, effectiveness and direction

When health threats emerge, we respond quickly and confidently.

We play a leading role in making sure national, regional and local health protection systems are prepared and able to scale up when needed. We plan for everyday threats and major emergencies, increasing resilience and protecting the people and places most at risk. We lead the immediate response to infectious disease incidents, providing 24/7 coordination and working closely with our partners. We are an essential active partner in other health protection responses supporting the wider system.

We work with partners across the world to respond to global health threats, and minimise their impact on the UK, working both in other countries and at the UK border. Our experts around the country are ready to mobilise within the UK or internationally, bringing specialist skills and insight. We adapt our approach to fit the situation and learn from every incident to improve our response in the future.

Our foundations – what makes our work possible

Expertise and infrastructure

We have the people and systems needed to protect the UK's health.

Our experts work across vital areas such as genomics, epidemiology, environmental research, radiation protection sciences, toxicology, microbiology, vaccine development, public health programmes, emergency preparedness, behavioural insights and data science. We maintain the UK's essential health security scientific infrastructure – from advanced laboratories that study dangerous pathogens, to key data systems and national health datasets, to medical resources needed to enable research.



Leadership and collaboration

We lead and build partnerships needed to deliver health security.

We lead on and support effective health protection through working closely with experts and colleagues across central and local government, the NHS, the wider health system, academia, industry, civil society and international partnerships. We bring together insight from our local, regional, national and global work to help communities respond to health threats, coordinate national action and innovation on health threats and influence change internationally. We influence and support national action on other policy areas that impact health, such as infection prevention and control in prisons and other places of detention or food safety and hygiene standards, to better protect the UK population.

Leaders and scientists from public health laboratories across Nigeria, Zambia and The Gambia at a UKHSA workshop





Our ambition for 2026 to 2029

Every day, UKHSA does vital work, but we cannot afford to stand still. If we do, we risk slower detection, more frequent disease outbreaks, higher rates of preventable illness and death, more inequality, greater costs, economic disruption and diminished global influence. We will change and improve to ensure better outcomes for the UK population.

To protect the people from health threats, UKHSA needs to have the right skills, resources and priorities. We will reshape UKHSA to ensure we are fit for the future. When risks and circumstances change, we will scale back work that is not making a difference to national health security and will focus on doing fewer things better. We will put equity and quality at the centre of our work, ensuring that equitable health protection outcomes for the public are at the heart of what we do, and that we always pursue the highest standards.

We will prioritise innovation and quality, investing our resources to support our ambition. We will focus on learning, measuring and improving outcomes. We will deliver tangible benefits and hold ourselves to account, reporting publicly on our progress and demonstrating the value for money we provide.

By being collaborative and ambitious, we will strengthen the UK's health security and improve outcomes for everyone.



Summary of UKHSA’s ambition for 2026 to 2029

Understand	Prevent	Respond
<p>By 2029, we will:</p> <ul style="list-style-type: none"> • detect and assess health threats earlier with faster translation into action • operate surveillance and analytical systems that partners rely on • provide actionable, timely insight on risks and inequalities that directly informs decision making • lead and collaborate in research where our expertise can add most value 	<p>By 2029, we will:</p> <ul style="list-style-type: none"> • reduce the frequency and severity of preventable outbreaks and incidents through better foresight and preventative action • be the trusted national authority on prevention of infectious and environmental health threats and hazards • better advise the public and partners, with improved guidance, data and tools 	<p>By 2029, we will:</p> <ul style="list-style-type: none"> • lead faster responses to health threats with consistent quality and positive impact on health outcomes • be demonstrably better prepared, with tested plans and surge capacity, effective partnerships, and sound decision making in incidents • be trusted as an authoritative national leader on health security incidents

Expertise and infrastructure

By 2029, we will:

- have the skills and leadership capacity needed, with streamlined career pathways and strong retention of critical expertise
- have built a culture of curiosity, candour and improvement where impact and collaborative leadership are fostered
- operate modern, secure digital, data and laboratory infrastructure that enables impact and improves our critical national capabilities
- have improved efficiency through minimising duplication across our services and retiring out-of-date systems

Leadership and collaboration

By 2029, we will:

- have made a demonstrable impact on shared priorities across central and local government and across the four nations of the UK
- have strengthened our ability to tackle global health threats and limit their effect on the UK
- have increased innovation in health protection and health security practice and research through intelligent collaboration
- have established health equity as a cornerstone of all our partnerships and supported local communities

Please note these are abridged versions of the ambitions – see later sections for full text.

Improving our impact

UNDERSTAND

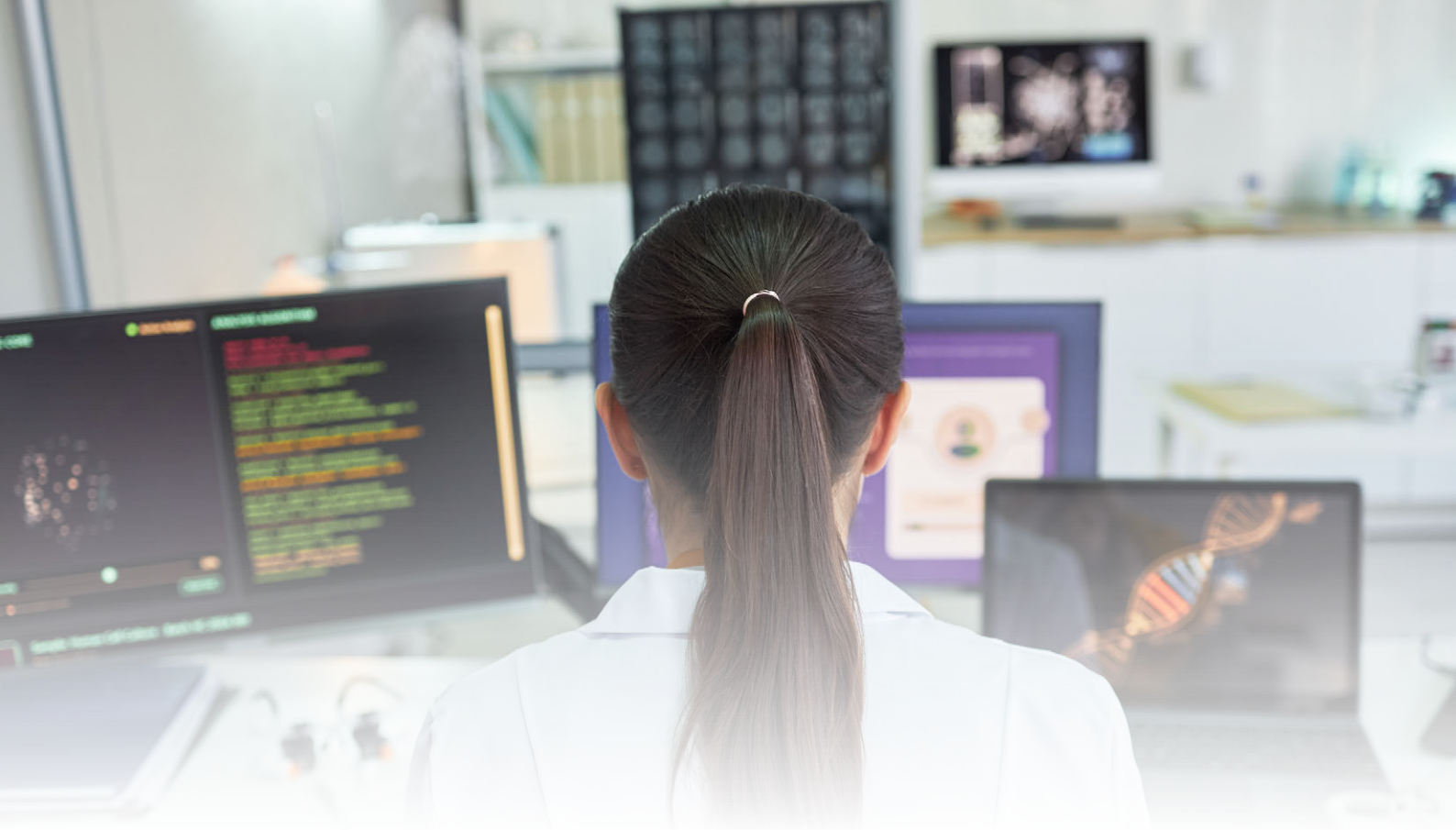
Surveillance, analysis, insight and translation

Ambition: UKHSA will be the nation's trusted authority for fast and reliable intelligence on health threats, providing insight to others that guides action and prevents harm.

By 2029, we will:

- detect and assess emerging health threats earlier, based on upgraded and integrated digital and data systems, modern laboratories and better use of technology, with faster translation of intelligence into action across the system
- operate surveillance and analytical systems that partners routinely rely on as the authoritative national or regional picture of health threats
- provide actionable, timely insight on health protection risks and inequalities faced by communities, with that insight directly informing government, NHS and local decision making
- be fully aware of health protection and health security research activity and capability, and have a track record of leading and collaborating in research where our expertise can add most value





Priority deliverables for 2026 to 2029

1. A modernised, efficient, networked laboratory system with focused specialisms, consistent quality standards and integration with surveillance.
2. Improved scanning, surveillance, assessment and analysis of infectious, environmental, chemical, radiological and nuclear hazards, providing outputs that inform timely and effective decision-making locally, regionally, nationally and globally.
3. Increased use of pathogen genomics and metagenomics in the UKHSA and NHS platforms and pipelines to strengthen the identification and characterisation of novel and emerging pathogens, detect transmission and clusters, determine antimicrobial resistance genes and inform vaccine and diagnostic design.
4. Strengthened situational awareness and incident response analysis with modelling and intelligence assessment to inform decision making.
5. Improved forecasting and early-warning with increased use of artificial intelligence tools.
6. Deeper insight into how health risks, access to services and outcomes differ between groups, and what works to address this, to inform actions to reduce health inequalities for priority health threats.

PREVENT

Intelligence, guidance, intervention and innovation

Ambition: UKHSA will move the focus of the health protection system towards prevention, reducing the severity and frequency of cases, incidents and outbreaks through better foresight, insight and preventative action, with an emphasis on improving the effectiveness of the UK's vaccination programmes.

By 2029, we will:

- use better foresight and more targeted preventative action, including vaccination, to measurably reduce the frequency and severity of preventable cases, outbreaks and incidents
- be recognised as the trusted national authority on evidence-based prevention of infectious and environmental health threats and hazards by both partners and the public
- confidently advise the public and partners, particularly in underserved communities, with improved guidance, data and tools



Priority deliverables for 2026 to 2029

1. Greater impact from the national immunisation programme, increasing the offer of protection against infectious diseases and supporting higher uptake, with a focus on underserved communities.
2. Increased action in response to health advice amongst the populations at highest risk by building trust and engagement with communities, applying behavioural insight and public health expertise to deliver targeted, accessible approaches.
3. Evaluation of new and established prevention programmes and tools, including the next generation of vaccines, diagnostics and countermeasures, to enable their effective implementation.
4. Modernised modelling capability to deliver fit-for-purpose evidence to meet the needs of the Joint Committee on Vaccination and Immunisation and vaccination policy.
5. Reliable and efficient supply, storage and distribution of vaccines so they are available when needed for national immunisation programmes and during outbreaks.
6. Tailored, practical insights that apply UKHSA expertise to enable health professionals, the NHS, government and other partners to take action to prevent or reduce the impact of health hazards.



RESPOND

Preparedness, agility, effectiveness and direction

Ambition: UKHSA will be a key trusted national leader in responding to health threats. We will deliver consistent and coordinated responses, learn from every incident and be ready to respond as needed, from local outbreaks through to global pandemics.

By 2029, we will:

- lead faster responses to health threats with consistent quality and positive impact on health outcomes, from local outbreaks to national emergencies, with evaluation more directly informing and improving our practice
- be demonstrably better prepared, with tested plans and surge capacity, effective commercial and operational partnerships, and sound decision making in incidents
- be trusted by partners and the public as an authoritative national leader on health security incidents





Priority deliverables for 2026 to 2029

1. Enhanced incident frameworks, that adopt lessons from exercises and incidents with defined roles, responsibilities, actions and timing, from preparedness to recovery, including actions to mitigate health inequalities.
2. Strengthened incident response underpinned by consistent ways of working, information flows and modern digital tooling.
3. An enhanced programme of preparedness exercises, working with partners at all levels, focusing on aspects of response identified as the highest priority.
4. Surge capability, including workforce, laboratories, analytics and systems, that supports standing capacity, is routinely tested and can expand quickly in incidents.
5. Resilient supply chains and the ability to quickly increase capacity so we can provide a timely supply of diagnostics, vaccines and medical countermeasures when there is a health threat.
6. Coherent, timely and consistent public messaging during an incident, taking innovative approaches to how we create and share content based on new and emerging best practice, countering misinformation and working closely with trusted partners.
7. Strengthened chemical, biological, radiological and nuclear (CBRN) preparedness, within UKHSA and in our working with relevant partners.

Strengthening our foundations

Expertise and infrastructure

Ambition: UKHSA will have a future-ready workforce, supported by reliable and secure infrastructure and systems that allow us to have positive impact and provide value-for-money.

By 2029, we will:

- have a workforce with the leadership capacity and skills to meet future health threats, with streamlined career pathways and strong retention of critical expertise
- have built a culture of curiosity, candour and continuous improvement that drives high standards of quality, where our leaders are accountable, focused on delivery and work collaboratively to have impact across the system
- operate modern, secure digital, data and laboratory infrastructure that enables impact rather than constraining it and improves our critical national capabilities
- have increased our efficiency, through ensuring services do not duplicate and retiring systems that are no longer needed or have been superseded



Priority deliverables for 2026 to 2029

1. A redesigned operating model that aligns and concentrates UKHSA activity and capabilities toward a prioritised set of national health security risks and brings together wider transformation work to enable UKHSA to better deliver impact, resilience and value for money.
2. Clarity on responsibility and accountability, where leaders are recognised for delivering results and working well with others, in partnership with a skilled workforce with streamlined career pathways.
3. Improved confidence in the high quality and safety of all UKHSA's clinical, public health and health security services through embedding standardised quality management arrangements.
4. An integrated digital and data ecosystem that increases efficiency by replacing old systems, brings information together to support detection, analysis and action, helps people make faster, better decisions, and protects data.
5. Compliant cyber security and data protection including appropriate measures for external suppliers, building on our reputation as a trustworthy partner in how we capture, hold, analyse and share data.
6. Progressed the building of the UK Health Security Campus as a national biosecurity centre that supports growth in life sciences.
7. A business development service that ensures the public benefits from UKHSA innovation, services, advice and intellectual property, and supports growth across the life sciences sector.



Leadership and collaboration

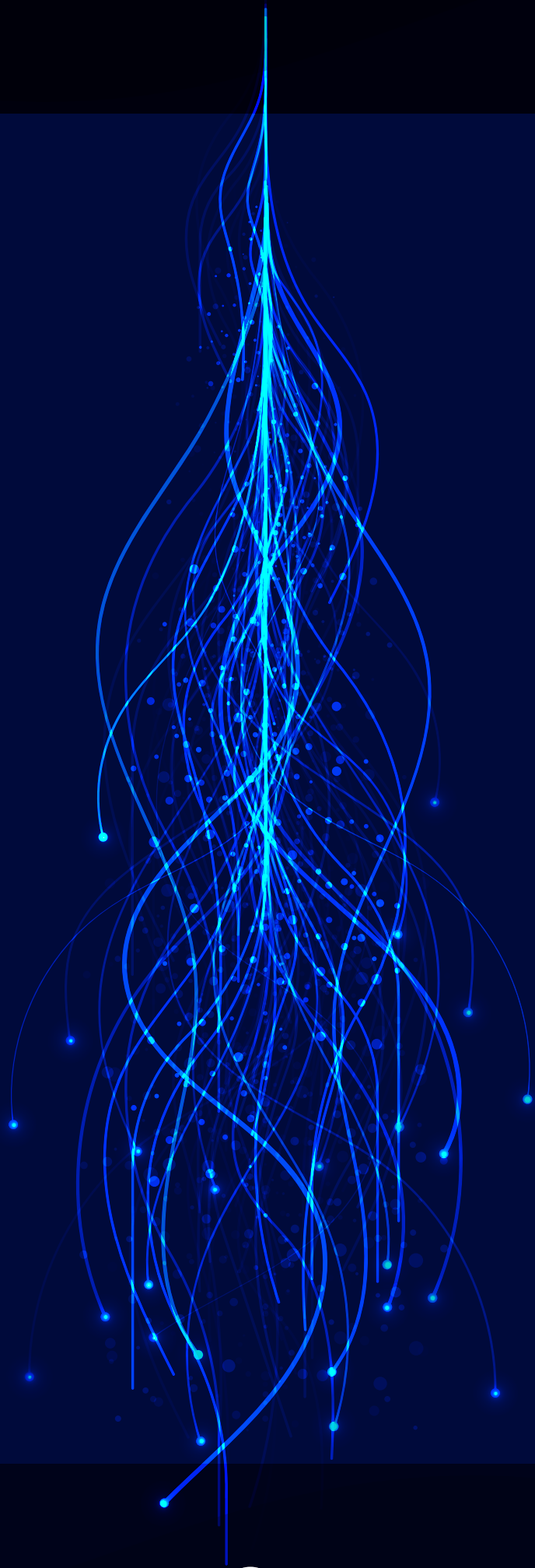
Ambition: UKHSA will build on its position as a trusted leader protecting the nation's health, strengthening systems and building effective, reciprocal partnerships at local, regional, national and global levels.

By 2029, we will:

- have made a demonstrable impact on shared priorities across central government, with local government and through effective joint working with the governments and public health bodies of Scotland, Wales and Northern Ireland
- have strengthened our ability to tackle global health threats and limit their effect on the UK, building on our existing depth in global partnerships
- have increased innovation in health protection and health security practice and research through intelligent collaboration with local government, academia, industry and civil society
- have established health equity as a cornerstone of all our partnerships and used our procurement to support local communities

Priority deliverables for 2026 to 2029

1. A simple way for partners to quickly and easily contact UKHSA, take coordinated action to protect health across the UK, and receive timely advice and guidance.
2. Stronger partnerships with other countries and international bodies with reciprocal exchange of ideas, data and expertise to create a more resilient global health security system, providing leadership where it adds the most value, delivering assistance where needed and better protecting the UK from emerging health threats.
3. Deeper cross-government collaboration to better tackle risks that span human, animal and environmental health (One Health).
4. Effective and proactive local, regional and national partnerships that harness our capabilities to maximise impact at all levels and create a stronger health security system both in England and with the other nations of the UK.
5. Stronger research, industry, academic and community partnerships that strengthen evidence and readiness to respond to health threats, supporting innovation in UK life sciences.



Appendix A: How we will measure success

It is imperative that we hold ourselves accountable for delivering the ambition set out in this strategy. We will use a performance management framework that brings together analytics, data and organisational information to develop outcome-focused reports that enable structured senior oversight. As part of this, we will set ourselves clear metrics on which we can transparently review our progress.

The sections below set out examples of how we will measure success for each of the pillars and foundations by 2029. These examples are not intended to be comprehensive and will be developed further through more detailed delivery planning.

UNDERSTAND

Surveillance, analysis, insight and translation

By 2029, we will:

- detect and assess emerging health threats earlier, based on upgraded and integrated digital and data systems, modern laboratories and better use of technology, with faster translation of intelligence into action across the system
- operate surveillance and analytical systems that partners routinely rely on as the authoritative national or regional picture of health threats
- provide actionable, timely insight on health protection risks and inequalities faced by communities, with that insight directly informing government, NHS and local decision making
- be fully aware of health protection and health security research activity and capability, and have a track record of leading and collaborating in research where our expertise can add most value

Examples of how we will measure success

1. Time between finding out about a potential health threat and assessing it.
2. The number of pathogens or hazards we can monitor.
3. How quickly and accurately we can test and sequence samples.
4. The number of problems that our systems experience.
5. How often people use UKHSA data.

PREVENT

Intelligence, guidance, intervention and innovation

By 2029, we will:

- use better foresight and more targeted preventative action, including vaccination, to measurably reduce the frequency and severity of preventable cases, outbreaks and incidents
- be recognised as the trusted national authority on evidence-based prevention of infectious and environmental health threats and hazards by both partners and the public
- confidently advise the public and partners, particularly in underserved communities, with improved guidance, data and tools

Examples of how we will measure success

1. Changes in vaccination rates in priority groups and places.
2. Resilience and readiness of the supply chain, including how well surge processes perform when tested, and how often disruption is reduced or avoided.
3. Public and partner confidence, measured through regular surveys on trust and sentiment.
4. The range of tools we use to detect, prevent, or reduce harm from health threats and how prepared we are to deploy them.

RESPOND

Preparedness, agility, effectiveness and direction

By 2029, we will:

- lead faster responses to health threats with consistent quality and positive impact on health outcomes, from local outbreaks to national emergencies, with evaluation more directly informing and improving our practice
- be demonstrably better prepared, with tested plans and surge capacity, effective commercial and operational partnerships, and sound decision making in incidents
- be trusted by partners and the public as an authoritative national leader on health security incidents

Examples of how we will measure success

1. The speed with which we respond to health threats, including how long it takes to act and have the diagnostic tools in place once a threat is spotted.
2. The effectiveness of our response, measured through monitoring and evaluation, contact centre performance and public and partner feedback.
3. System preparedness, including how many exercises we complete and evaluate a year, how many local resilience forums have updated outbreak plans and how many national and regional teams meet CBRN competencies.

Expertise and infrastructure

By 2029, we will:

- have a workforce with the leadership capacity and skills to meet future health threats, with streamlined career pathways and strong retention of critical expertise
- have built a culture of curiosity, candour and continuous improvement that drives high standards of quality, where our leaders are accountable, focused on delivery and work collaboratively to have impact across the system
- operate modern, secure digital, data and laboratory infrastructure that enables impact rather than constraining it and improves our critical national capabilities
- have increased our efficiency, through ensuring services do not duplicate and retiring systems that are no longer needed or have been superseded

Examples of how we will measure success

1. How consistently our services meet quality standards.
2. The strength of our workforce, including having the right skills in vital areas and how well we retain experts.
3. How connected our digital and data systems are, and how well they work together.
4. How resilient our cyber security is, based on key protection and readiness indicators.
5. Achieving key UK Health Security Campus milestones.
6. How much external income we generate to reinvest in health security.

Leadership and collaboration

By 2029, we will:

- have made a demonstrable impact on shared priorities across central government, with local government and through effective joint working with the governments and public health bodies of Scotland, Wales and Northern Ireland
- have strengthened our ability to tackle global health threats and limit their effect on the UK, building on our existing depth in global partnerships
- have increased innovation in health protection and health security practice and research through intelligent collaboration with local government, academia, industry and civil society
- have established health equity as a cornerstone of all our partnerships and used our procurement to support local communities

Examples of how we will measure success

1. Partner confidence, measured through regular surveys on trust and sentiment.
2. How quickly and consistently our guidance is used by partners.
3. How well our partners can prepare and respond to threats for populations and places at risk.
4. The impact of our international collaborations.
5. Number of industry partnerships established in critical sectors.



About the UK Health Security Agency

The UK Health Security Agency (UKHSA) exists to protect people from health threats. We prevent and reduce the harm caused by infectious diseases, chemicals, radiation, the health effects of climate change and a range of environmental hazards including air quality.

We provide scientific, public health and operational leadership, working with local, regional, national and global partners to protect the public's health and build the nation's health security capability.

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UKHSA supports the Sustainable Development Goals

