



UK Health
Security
Agency

LGA/ADPH Conference

UKHSA Engagement - Lessons and the future

Paul McCloghrie
Engagement Director, HP Ops, UKHSA

Observations from Covid

- The 'Outbreak abroad' phase
- Contingency plans – What we thought would drive decisions really didn't
- Exponential growth
 - NHS pressure
 - National lockdown
- Revealed preferences
 - Protect the NHS
 - Protect education

Observations from Covid

- Smarter NPIs
 - Geography
 - Vulnerability
 - Transmission risk

Complexity vs Efficiency

- Local restrictions
 - Acted as a testbed for local-national cooperation
 - Risk appetites not aligned
 - Transparency is not the same as co-design

Lessons Learned

- The **collaborative approach** – UKHSA must strengthen its partnerships, developed through COVID if it is to deliver public health improvements
- We need to build a **far more integrated national and local operating model** to build a more sustainable and adaptive approach
- It is also **what our local authority colleagues are telling us** they want and need
- We will all need to work to rapidly deepen and broaden our partnership with local areas, with more services **locally delivered and nationally supported**
- We need to help our colleagues locally to redefine **roles and responsibilities**
- **Communication must be improved** and co-designed

- **Take a cross-system view of issues:** ensuring even greater co-ordination and coherence of our response, using regional teams facilitating two-way exchanges of information, insights and risks
- **Horizon scan:** planning together by developing common assumptions, and using these to underpin our strategy for an all hazards approach
- **Pool resources, capacity and capability:** ensuring we are using our combined resources efficiently and effectively to deliver shared goals
- **Share data and evidence, good practice and innovation:** to allow local and national systems to adapt and evolve
- **Engage and inform our communities:** building a positive relationships and trusts with our communities after a very difficult time

Working with local partners – a strategy

- In the revised Contain Framework (October '21) we set out our intent to:
- “...build on existing relationships, and on the ways of working established during the COVID 19 pandemic. The UKHSA will work collectively with partners to develop a future engagement framework that best supports regional and local teams to deliver against public health threats and facilitate the co-design of future policies and responses.”
- We proposed to ExCo in a paper on 8 September that we would:
- “Develop a full strategic engagement approach and operating model document that reflects the vision under the updated Contain Framework across the range of public health security threats”

Engagement and Strategy

- To support local areas to respond effectively to COVID 19 and to ensure UKHSA is equipped in the future to work optimally with LAs in an all hazards approach
- Provide local insight to support and drive priorities of all operational directorates
- Support policy co-design and delivery by ensuring collated regional insights are shared across UKHSA
- Work across OGDs and develop strong working relationships
- Provide an objective platform for critical evaluation and feedback and to share best practise

Success means

Strong relationships with regional and local partners



Influential in national policy and national politics



Effective feedback loops and transparency with partners

