

# Assessing whether the Government's Life Sciences Sector Plan can deliver for UK plc, the NHS and patients



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## INTRODUCTION

This short research pamphlet provides a snapshot assessment of the UK Government's plans for life sciences. It follows the publication of the Life Sciences Sector Plan (Sector Plan) and the Ten Year Health Plan.<sup>1 2</sup>

The publication of both documents comes at an important and challenging time for the UK life sciences industry. The mid scheme review of the voluntary pricing scheme between Government and industry was moved forward following concerns about the size of the industry rebate and how this compared to those in other countries.<sup>3</sup> Ultimately there was no agreement on the outcome of the mid scheme review and the industry representative body, the Association of British Pharmaceutical Industries (ABPI), did not publicly endorse the Sector Plan and Ten Year Health Plan when they were published.

The Government's policy plans also come against a backdrop of heightened global competition on life sciences. President Trump's Executive Order 'Delivering most favoured nation prescribing to American Patients' aims to reduce the costs of medicines for US citizens.<sup>4</sup> The threat of tariffs being applied to pharmaceuticals has also seen a number of major pharmaceutical firms commit to expand their operations in the United States. More widely, competition for life sciences investment globally is increasing as countries look to the sector for inward investment opportunities to support economic growth.<sup>5</sup>

The challenging UK operating environment has also seen a number of high profile examples where the UK has missed out on inward investment or where new medicines are not being launched or made available, despite being available in other countries.<sup>6 7</sup>

## ABOUT THIS ASSESSMENT

For this assessment, Future Health has taken as its starting point its previous research paper published in 2024: *The jewel in the crown? How a new industrial strategy can deliver for UK life sciences and patients*.<sup>8</sup> This work forms part of Future Health's health and economic workstream.

This paper was also sponsored by Novartis and found that past Government life science strategies 'have suffered from a lack of clear objectives, fragmentation and co-ordination across Government, piecemeal resources and limited clarity over delivery and accountability'.<sup>9</sup>

The research advocated the following policy framework to address these weaknesses.

Figure 1: Policy framework for a successful UK life sciences plan



The following assesses whether these approaches have been adopted in the policy development process across the Sector Plan and Ten Year Health Plan. It uses a traffic light system, with the following grading:



# ASSESSMENT OF GOVERNMENT LIFE SCIENCES POLICY



## Senior Government leadership and a long term consistent framework

### Recommendation

Promoting and maintaining a consistent long-term approach to an active industrial strategy. The new Government, led by the Prime Minister and Chancellor, should use the creation of a new life sciences plan to set-out ambitions for building a life science ecosystem that delivers, and co-ordinates action, so it brings both economic growth and improved health outcomes for the UK.

### Government policy – Sector Plan and Ten Year Health Plan

The Sector Plan is clear on the connection between life sciences as a driver of economic growth and enabler of improved health outcomes noting that ‘life sciences can be a cornerstone of both our economic renewal and our mission to build a fairer, healthier United Kingdom.’<sup>10</sup> It adds that: ‘not only are the medicines and medical technologies the sector develops transformational for health and resilience, they are also vital for growth and productivity.’<sup>11</sup>

The Plan also includes a commitment to update the National Institute for Health Research (NIHR) governance model ‘to work to a dual health and growth mandate, driving focus on activity which is growth-maximising alongside improving health outcomes, building a strong foundation for future research.’<sup>12</sup>

With regards to setting a longer term framework, the Plan’s success will be judged against a medium and long term target for the UK:

- By 2030, the leading Life Sciences economy in Europe
- By 2035, the third most important Life Sciences economy globally, behind the US and China

These targets will be tracked using the following metrics:

1. Investment in commercial R&D: The UK will have more investment in commercial R&D than any other European economy by 2030, and more than any other country globally (excluding the US and China) by 2035.
2. Access to scale-up capital: More scale-up finance will be raised by Life Sciences businesses in the UK than anywhere else in Europe by 2030, and more than any other country globally (excluding the US and China) by 2035.

Alongside measuring the volume of capital raised, government will also measure the:

- Number of UK Life Sciences companies with a valuation of over £10 billion
- Number of Life Sciences companies on the FTSE 350
- Number of Life Sciences Initial Public Offerings (IPOs)

## Recommendation

## Government policy – Sector Plan and Ten Year Health Plan

3. Patient access: By 2030, the UK will be one of the top three fastest places in Europe for patient access to medicines and MedTech.

To achieve this, government will measure:

- The speed with which products are licensed and/or registered on the UK market in comparison to other European markets
- The timeline and cost to achieving appropriate Health Technology Assessment (HTA) in England
- The uptake and widespread adoption of products in the NHS in England

4. FDI: The UK will secure more Life Sciences FDI than any other European economy by 2030, and more than any other country globally (excluding the US and China) by 2035

In terms of building a consistent framework the Government will 'formally review this Plan, and its delivery, in 2030, unless there is a fundamental reason to do so at an earlier stage.'<sup>13</sup>

The Plan is sponsored by the Secretaries of State for Business; Science, Innovation and Technology; and Health and Social Care. This is similar to the 2021 Life Sciences Vision, though the 2021 Vision also included the explicit signed support of the Chair of NHS England, Chair of GSK and Government Life Sciences Champion, Sir John Bell.<sup>14</sup> The 2021 Vision also included a Foreword from the Prime Minister.<sup>15</sup>

## Assessment of policy

The Sector Plan includes a strong narrative outlining the contribution of life sciences to the UK economy and efforts to improve population healthcare outcomes. Positively the Plan does set both medium and long term targets for growing the UK life sciences sector and commits to a consistent policy framework until 2030.

Whilst setting a long-term framework is desirable, this will need to be balanced against (a) any major external environmental developments and (b) assessments of progress on the Plan and where any improvements and updates are needed.

There is a balanced scorecard of measures chosen to underpin the medium and long term targets and the Government will need to demonstrate sufficient progress across all four of these areas in order to deliver on its ambitions.

Sponsorship of the Sector Plan sits across the three relevant Secretaries of State, however unlike the 2021 Vision there is no Prime Ministerial Foreword to the document. Given the importance of life sciences to both the Government's health and economic agenda strong central input into policy decisions from number 10 – and HMT – will be needed to drive forward on the Plan's ambitions.

The restructure within DHSC and greater oversight of the NHS also creates an opportunity for greater Health Ministerial oversight of the Sector Plan.



## Improves the co-ordination of Government activity

### Recommendation

Ensuring senior co-ordinated Government leadership on life sciences is reflected across Number 10, Treasury, Department of Health and Social Care, Department for Science, Innovation and Technology and NHS England with aligned objectives and priorities. To support this the profile and resources of the Office for Life Sciences (OLS) should be boosted and the Life Sciences Council refreshed into an effective co-ordinating body focused on the delivery of the plan, meeting more regularly, commissioning and undertaking deep-dives on specific policy challenges to unblock barriers and communicating publicly on progress and actions taken.

### Government policy – Sector Plan and Ten Year Health Plan

The Sector Plan commits to: 'a refreshed and bolstered Life Sciences Council, co-chaired by government and industry' that will meet on a six monthly basis. Regarding wider political alignment, the Plan notes that the 'Life Sciences Council will work closely with the Industrial Strategy Council to ensure alignment with the overarching aims of the Industrial Strategy.'<sup>16</sup> The Government has also established a ministerially chaired Life Sciences Delivery Board, bringing together public sector leaders, to assess progress and drive delivery.<sup>17</sup>

The Plan commits to expand the OLS to 'improve its company management and support offer.'<sup>18</sup> It also sets out plans to maintain and grow the role of industry secondees in adding expertise and resource to the organisation.<sup>19</sup> An Executive Chair, Steve Bates, has been appointed to the OLS to help build stronger partnerships between Government and the Life Sciences sector and take the Plan forward.<sup>20</sup>

The Sector Plan also sets an action for 'closer coordination and collaboration across UK health and Life Sciences research funders', which will support 'collaboration and inward investment from industry, investors, and other commercial finance actors.'<sup>21</sup>

### Assessment of policy

Plans to bolster the OLS through an Executive Chair, an enhanced company management offer and secondees are all welcome.

The document does not set out detail on how the refreshed Life Sciences Council will work in practice. Our previous Future Health policy research argued that the Council should be clearly structured to deliver the commitments in the Sector Plan. To do this, it advocated a more dynamic model of engagement to run alongside the two annual set-piece Council events – with small working groups of experts commissioned to look at particular policy priorities and challenges within the Sector Plan and to report back with proposals and ideas to enable rapid policy change and progress.



## Links effectively with the NHS and healthcare reform

### Recommendations

Evolving and anchoring the life science missions. The missions from the Life Sciences Vision should evolve to align with the forthcoming NHS ten year plan and the anticipated focus on prevention, early diagnosis and innovative treatment. Update the missions to include action on multi-morbidities.

Using problem statements to build mission partnerships and find solutions. The Government should work with the healthcare system to create problem statements that each mission needs to address (e.g. earlier cancer diagnosis). Use this approach to then (a) galvanise Government-NHS-industry partnerships; and (b) commission rapid policy reviews through expert 'task and finish groups' to help quickly identify and overcome barriers to progress.

### Government policy – Sector Plan and Ten Year Health Plan

The Sector Plan notes that challenges in deploying innovation within the NHS are a barrier to growth and investment in the UK. It adds that the UK is 'viewed as a comparatively low payer for medicines and medical technologies' as well relatively slow in the access and uptake of new medicines.<sup>22</sup>

Driving health innovation and NHS reform is one of the three pillars in the Sector Plan. The Plan stresses the importance of alignment between the Sector Plan and the Ten Year Health Plan: 'in the past, government's industrial policy in relation to the Life Sciences sector has been detached from its health policy. This time it will be different. This Plan has been developed in conjunction with the 10 Year Health Plan to ensure alignment of objectives and means of delivery.'<sup>23</sup>

The Sector Plan sets two main objectives for NHS reform and innovation uptake these are: 'ensuring regulatory and market access systems get innovation to the NHS fast' and 'ensuring that all patients have access to clinically and cost-effective innovations.'<sup>24</sup>

A series of actions are committed as part of this:

- Reduce unwarranted barriers to market entry, through faster, risk proportionate, and predictable routes to regulatory approval
- Streamline market entry and ensure patients receive the most effective care, by ensuring NICE processes are timely, agile and transparent
- Streamline market entry, through enhanced coordination between the MHRA and NICE.
- Reduce friction in the system to optimise access and uptake of new medicines so the most clinically and cost-effective can reach patients faster
- Streamline access and adoption of MedTech by reducing duplication and introducing low-friction procurement and contracting mechanisms
- Place a growth mandate on NHS commercial activity including NHS Supply Chain, and within the Medicines Procurement and Supply Chain Frameworks

### Recommendations (cont:)

Improving the co-ordination of delivery between Government and the NHS. The Government should use the problem statements of the evolved missions to help embed life sciences and innovation in NHS service planning and delivery. Appoint a new Life Sciences Director, with requisite experience, to the NHS England Board with accountability for progress. Embed progress targets and mission goals – including those relating to economic growth – in relevant performance management frameworks such as the Mandate and the ICB Oversight Framework.

### Government policy – Sector Plan and Ten Year Health Plan

- Strengthen innovation metrics for medicines and MedTech through an updated and expanded Innovation Scorecard
- Deliver the ambitions of the Government's Healthcare Goals programme across Addiction, Cancer, Dementia, Mental Health, and Obesity, with continued significant government funding
- Establish Regional Health Innovation 'Zones' for large scale development

The Sector Plan does commit to greater action on multi-morbidities shifting investment 'in health R&D with a focus on primary and secondary prevention and Multiple Long-Term Conditions (MLTCs).'<sup>25</sup>

There is an outline commitment to increase spending on innovative medicines as part of the aim of the UK being a top three market in Europe for patient access.

### Assessment of policy

Whilst it is welcome to see one of the three pillars in the Sector Plan as driving innovation and NHS reform, the interlock between the Sector Plan and the Ten Year Health Plan still feels loose.

The Plan stresses that: 'government aims to ensure that the sector and the medicines, medical technologies, and diagnostics it produces – especially those that can have the most transformative impact on patient care – fundamentally underpin the reform of the NHS. This will help drive not just the recovery of constitutional standards, but also the shift from sickness to prevention, hospital to community, and analogue to digital.'<sup>26</sup> But there is little detail on how the commitments in the Plan relating to this pillar are designed to support the three shifts – hospital to community, sickness to prevention, analogue to digital – in the Ten Year Health Plan.



## Assessment of policy

Despite its importance to the NHS reform agenda, there is only a single reference in the Sector Plan to 'neighbourhood health centres' (relating to clinical trials) and no references to Modern Service Frameworks (MSFs). The Ten Year Health Plan commits to new MSFs in CVD, mental health; and frailty and dementia.<sup>27</sup> It is also unclear how these MSFs relate or align with the Government's Healthcare Goals programme which 'will support development and roll out of high impact medicines' in cancer, obesity, mental health and dementia.<sup>28</sup>

According to the Ten Year Health Plan, the MSFs will:

- Define an aspirational, long-term outcome goal
- Identify the best evidenced interventions that would support progress towards this goal, with a focus on those with the best means to drive up value and equity
- Set standards on how those interventions should be used, alongside a clear strategy to support and oversee uptake by clinicians and providers
- Above and beyond the scope of original national service frameworks, set out 'challenge areas', where we anticipate significant progress being possible, but where innovative ideas and products are needed
- Alongside a plan to partner with the wider eco-system, support the creation, adoption and spread of novel new ideas<sup>29</sup>

Whilst the Ten Year Health Plan does set out aims to 'expand the role life sciences and technology companies can play in service delivery' it is unclear what this means in practice and how it relates to the three shifts of healthcare reform proposed.<sup>30</sup> The MSFs, with their focus on a clear outcome goal and partnership working should be used as an opportunity for such partnerships to germinate and emerge.

The pledge to increase spending on innovative medicines is welcome but with no progress on reforms as part of the VPAG mid scheme review and little detail in the Sector Plan the policy direction here feels uncertain.

Therefore whilst there is a clear acknowledgment of the need to align the Sector Plan and the Ten Year Health Plan, the policy approach adopted is one where efforts at faster and more widespread medicine adoption will 'underpin' the reforms rather than directly drive or enable them.

There remain issues with how important life sciences is to day to day NHS business. In the 2025/2026 planning guidance 'life sciences' was not referenced at all, with the only targets set on medicines relating to medicines optimisation and smarter procurement.<sup>31</sup> There are also no direct life science targets within the 2025/2026 NHS Operating Framework.<sup>32</sup>

The changes to NHS structures with the abolition of NHS England create an opportunity for greater DHSC oversight of the life science priorities for the NHS and how they are progressing, particularly within the new Departmental 'growth' directorate



## Harmonise resources

### Recommendation

Set longer term R&D budgets for life sciences and innovation at the Spending Review to provide greater certainty on chosen priorities. Make fewer, bigger R&D bets, invest in core system fundamentals, and harmonise and simplify initiatives (such as on health data). Ensure regulators and bodies involved in the life science ecosystem are suitably resourced to support the aims of a healthier and wealthier population as set out within the health and economic missions.

### Government policy – Sector Plan and Ten Year Health Plan

Enabling World Class R&D is one of the three strategic pillars in the Sector Plan with a particular focus in this pillar on three areas:

- Investment in discovery and curiosity driven science
- Delivering applied research and supporting companies to invest in R&D at scale in the UK
- Prioritisation, governance, accountability, and incentive<sup>33</sup>

The Spending Review committed to ten year R&D budgets in vital areas including health.<sup>34</sup> The Sector Plan included more detail on this including a ten year funding allocation to the Laboratory of Molecular Biology 'to support pioneering research, foster global talent, and drive breakthroughs that underpin the Life Sciences sector.'<sup>35</sup>

One of the Plan's six headline action is to set up a Health Data Research Service (HDRS). This will see a £600 million investment from Government alongside the Wellcome Trust 'to create the world's most advanced, secure, and AI-ready health data platform. It will unite genomic, diagnostic, and clinical data at population scale, turning NHS and wider healthcare data into a magnet for global trials and AI investment.'<sup>36</sup>

One of the other headline actions for the Sector Plan is to reduce clinical trial setup times to 150 days with a re-iteration of support for the O'Shaughnessy reforms.<sup>37</sup>

On the improved use of technology within the NHS, switching health services from analogue to digital is one of the three reform shifts in the Ten Year Health Plan. This was supported by the 2024 Budget where an extra £2 billion to invest in new technologies was committed to 'fix the foundations' of the NHS including digitising patient records and investing in cyber security technology.<sup>38</sup>

The Sector Plan states that the MHRA will be 'boosted with more investment to enable them to deliver a risk-proportionate and predictable service to users, which adheres to statutory timelines (with a clear ambition to exceed statutory timeframes).'<sup>39</sup> The Plan notes that NICE will have 'the capacity to support wider growth driving activities.'<sup>40</sup>

### Assessment of policy

The Sector Plan backed by the Spending Review and Ten Year Health Plan includes welcome long term investment commitments in healthcare research and healthcare data.

However whether the creation of HDRS specifically can overcome the challenges faced by a plethora of similar initiatives is a genuine question, with big challenges in the past over data flows, transparency, privacy and limited analysis capabilities.<sup>41</sup> There remain big challenges with core NHS IT infrastructure which successive Governments have failed to adequately address and which remain a barrier to driving the uptake of innovation and efforts to improve NHS productivity. Whether the new money pledged to address this will make a difference is a critical test for the health reform agenda.

The Plan also acknowledges the need for the MHRA and NICE to be resourced effectively to deliver on their new responsibilities. Ensuring these regulators have the resources and expertise they need to deliver on their changing mandates will be critical for successfully delivering the commitments in the Plan relating to clinical trials, and the faster assessment and adoption of new technologies. The global clinical trials landscape remains highly competitive with countries such as Spain and China taking active steps to seek inward investment.



## Commits to deploy innovation at scale

### Recommendation

Utilise the relicensing of AHSNs, into Health Innovation Networks (HINs) to reset expectations on the deployment of innovation within the NHS. Use the evolved missions and the new networks to identify larger geographic footprints to deploy mission based interventions at greater scale. To deliver on this HINs will need new capacity and a clear remit for driving forward innovation at scale within the NHS.

### Government policy – Sector Plan and Ten Year Health Plan

The Sector Plan commits to the establishment of 'Regional Health Innovation Zones for large scale development and implementation of innovation, for scale-up across the health and care system.'<sup>42</sup>

Aligned with the Ten Year Health Plan, the Sector Plan adds that 'the Zones will bring together existing entities, including integrated care boards (ICBs), providers, mayors and industry, to experiment, test and generate evidence on implementing innovation. They will have the means to experiment with new commissioning models (including commissioning industry to deliver services on a payment for outcome basis), to redesign patient pathways, and simplify procurement. Initially, 2 to 3 regions with strong life sciences, health and data assets will be selected as trailblazers. Our intention is to scale zones nationally over time.'<sup>43</sup>

On HINs, action 24 in the Sector Plan commits the Director of the OLS to deliver:

- At least £400 million of investment leveraged through Health Innovation Network support per year
- At least 1,000 jobs safeguarded or created through Health Innovation Network support per year
- At least one million patients benefitting a year from Health Innovation Network national programmes<sup>44</sup>

### Assessment of policy

The creation of Regional Health Innovation Zones creates positive opportunities to trial and experiment new pathways of care and increase access to innovation at scale more quickly. This has already been seen in Government Healthcare Goal priority areas such as obesity.<sup>45</sup>

The Plan places clear targets on the impact of HINs. However their role in the Ten Year Health Plan remains vague with only one reference to HINs in the document relating to their 'important work', which document notes will 'continue to be supported.'<sup>46</sup>



## Enhances transparency and accountability

### Recommendation

Through reviewing and refreshing the Life Sciences Competitiveness Indicators to ensure they are up to date, enable effective international comparisons and line-up with the new life sciences plan's priorities. Develop a balanced set of metrics across the priorities of the plan including a focus on levels of spend relating to new medicines and their uptake within the NHS. Set clear targets for improvement across different domains and commit to publish an annual report in Parliament on progress in delivering the new plan and an online dashboard tracking performance. Where performance is behind set targets, commit to publish clear proposals for recovery, with associated transparent timelines.

### Government policy – Sector Plan and Ten Year Health Plan

The Sector Plan specifically acknowledges the challenges with delivery seen in previous life science strategies: 'The Government will not repeat the mistakes of past strategies that offered warm words without concrete action or hinted at difficult trade-offs without confronting them.'<sup>47</sup> This Plan includes a set of specific actions within each of the three pillars with a dedicated Senior Responsible Officer (SRO) for each (summarised in Annex A of the Plan). There will be an annual Sector Plan Implementation Update, making clear where the Plan is succeeding or failing.<sup>48</sup> The Life Science Competitiveness Indicators (LSCIs) will continue to be published on annual basis 'providing an objective assessment of the UK's performance in the Sector.'<sup>49</sup>

The Plan further adds that 'as part of a centralised Monitoring and Evaluation process, six core metrics will be used to monitor the impact of all Industrial Strategy Sector Plans. These metrics will measure; exports, business investment, GVA, productivity growth, labour market outcomes, and the number of new, large 'home grown' businesses.'<sup>50</sup>

Action 31 commits to update the Innovation Scorecard which measures the uptake of new innovation across the NHS and which will help enable 'more accurate international comparisons.'<sup>51</sup> The Plan also includes a delivery timeline.

### Assessment of policy

This Plan seeks to learn lessons from the challenges of the past with a clearer focus on transparency, accountability and delivery. This is most clearly seen in the metrics and accountability table within Annex A with dedicated SROs assigned to each of the 33 actions.

The commitment to transparency is welcome and should provide a helpful lever for identifying areas in the Plan where progress is slower than expected – and in doing so support rapid action to address them. The approach to reporting on the commitments on the O'Shaughnessy review into clinical trials provides a good model for how this should be done.<sup>52</sup>

Whilst the Plan includes a commitment to refresh the Innovation Scorecard, there is no such commitment on the LSCIs, which feels like a missed opportunity. As part of the rollout of the Plan the Government should review the LSCIs so that the metrics collected align to the objectives of the Sector Plan.

## SUMMARY OF RESEARCH FINDINGS

Senior Government leadership and a long-term consistent framework

Improves the co-ordination of Government activity

Harmonise resources

Commits to deploy innovation at scale

Enhances transparency and accountability

Links effectively with the NHS and healthcare reform

The Sector Plan and Ten Year Health Plan proposes positive change for life sciences policy in a number of areas. These include:

- A strong Government backed narrative on the importance of the connection between life science investment, economic growth and improved population health outcomes
- High levels of ambition grounded in a balanced scorecard of specific metrics
- Commitments to bolster the work of the OLS and join-up Government activity on life sciences through a refreshed Life Sciences Council
- A regional and devolved policy agenda to supporting scaling innovation at scale through Regional Health Innovation Zones
- Greater transparency and accountability for policy delivery through dedicated SROs and clear timelines
- Refreshing the Innovation Scorecard to more closely track and monitor the uptake of innovation in the NHS

In some areas – such as how the future and remodelled Life Sciences Council will operate and how Regional Health Innovation Zones will work alongside Health Innovation Networks – it is clear that more detail is both needed and will be forthcoming.

However and despite it being one of the three Pillars identified – the links between the Plan and NHS reform remain loosely connected. Whilst the Sector Plan includes a narrative of the industry's importance to the NHS and the policy changes required, specifics are light. There is little on how the Sector Plan will support the delivery of the Ten Year Health Plan's three shifts (hospital to community, analogue to digital, treatment to prevention) – beyond references to clinical trials digitisation. The Plan adopts an 'implicit' rather than 'explicit' approach – i.e. in taking actions to improve the life sciences operating environment (for example through faster regulation, and better tracking of medicine adoption) healthcare outcomes will improve and therefore such efforts align to the general mission of the Ten Year Health Plan.

We would argue that based on the challenges seen in previous policy frameworks that what is needed this time is more 'explicit' in nature – i.e. how the Sector Plan will more directly support the NHS operational reform agenda. Such an approach would address questions such as:

- How will new medicines and diagnostics support moving care from hospital to community and the delivery of neighbourhood health services?
- How will the Sector Plan commitments support the disease priorities of the Ten Year Health Plan's Modern Service Frameworks and Government goals of improving health life expectancy?
- How do the Government Healthcare Goals programme relate to the Ten Year Health Plan and Modern Service Frameworks?

It would also be grounded in measures within the NHS Operational Guidance and Oversight Frameworks published annually. There was only a short section on life sciences in the Medium Term Planning Framework published in October 2025 focused on clinical trials and genomics and no performance metrics within the NHS Oversight Framework.<sup>53</sup>

Therefore whilst the Sector Plan delivers welcome progress in a number of areas, the thorny issue of its connectivity with NHS reform remains under-developed.

Without a more explicit approach to this, the Plan's rhetoric of connecting economic and healthcare goals may continue to be disjointed. The delivery plan for the Ten Year Health Plan – including how industry can support the MSFs – and the next round of NHS planning guidance are opportunities to address this. In taking such action there will be opportunities for Government and industry to build a constructive future partnership, which is vital given the current challenging backdrop both internationally and domestically.

## ENDNOTES

- 1 [https://assets.publishing.service.gov.uk/media/688c90a8e8ba9507fc1b090c/Life\\_Sciences\\_Sector\\_Plan.pdf](https://assets.publishing.service.gov.uk/media/688c90a8e8ba9507fc1b090c/Life_Sciences_Sector_Plan.pdf)
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- 14 It is important to note that DSIT did not exist in 2021 and its responsibilities sat within the Department for Business, Energy and Industrial Strategy
- 15 <https://assets.publishing.service.gov.uk/media/612763b4e90e0705437230c3/life-sciences-vision-2021.pdf>
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