

National Policy Update and Next Steps

NICE Board

22nd July 2025

NICE National Institute for
Health and Care Excellence



Executive Summary (1/2)

- 1. **Purpose:** This paper outlines key 10 Year Health Plan (10YP) and Life Sciences Sector Plan (LSSP) commitments for NICE, and our plans to deliver these. These include three 10YP priority projects – each with ambitious milestones for NICE to meet in 2025/26. **The board is asked to agree delivery timing of the three 10YP priorities for NICE and proposed updates to the 2025/26 business plan required to achieve this.**
- 2. NICE’s core purpose is to help practitioners and commissioners get the **best care to people, fast, while ensuring value for the taxpayer**. To achieve this, we continue to transform to develop guidance that is even more **timely, high quality, usable, impactful and relevant** – making significant progress to date.
- 3. The 10 Year Plan and Sector Plans set out a joint vision to recover and transform the NHS and boost the UK economy, with a focus on **access, innovation, and financial sustainability**, putting NICE at the heart of this vision. These plans also set out ambitious new targets for NICE to deliver, aligned to our core purpose:

HealthTech:	Timeliness of medicines access:	Value for system and industry:
<ul style="list-style-type: none">• Faster, fairer roll-out of high impact HealthTech, with measures including the number of HealthTech technology assessments and the number of HealthTech receiving reimbursement via the Rules based pathway.	<ul style="list-style-type: none">• By 2030, making the UK the 3rd fastest market in Europe for medicines access, up from 6th (EFPIA WAIT data 2025).• Accelerate medicines access by 3 – 6 months, by reducing time between MHRA marketing authorisation and NICE guidance.• In 2025/26, 60% technology appraisals for medicines to be published in 240 days of Invitation To Participate (start of appraisal).	<ul style="list-style-type: none">• Unlocking better value and health outcomes for innovations already in use across the health and care system.• Contributing to a Government goal of reducing the cost of regulatory burden to industry by 25% by 2030.

Executive Summary (2/2)

4. NICE welcomes this endorsement of our core purpose and has an ambitious programme of work to deliver, aligned to our ongoing transformation. This work is focussed on three priority commitments, set out in both the 10YP and LSSP:
 - i. **Faster, fairer roll out of high impact HealthTech** – tackling the unfair variation in access and putting HealthTech on parity with medicines by expanding NICE Technology Appraisal to HealthTech by April 2026.
 - ii. **Updating guidance to drive smarter spending** – unlocking value and better health outcomes from innovations already in use across the system. This will be achieved by re-evaluating priority clinical guidance on a rolling basis and taking a whole lifecycle approach to innovation.
 - iii. **Parallel decisions for faster access** – supporting timely patient access and making England a more attractive launch market for medicines through MHRA and NICE collaboration.
5. NICE is well positioned to deliver, with **implementation of these three priorities already underway**. To deliver at pace, we are adjusting our 2025/26 business plan with: greater cross-NICE support for these programmes; pivoting priority projects towards priorities in the NHS 10 Year Health Plan (10YP); and rescoping wider priority projects that can be slowed to create required delivery capacity.
6. In addition, NICE will support **wider 10YP and LSSP commitments**. These include those led by wider system partners – such as development of a Single National Formulary (10YP, LSSP), and NICE work with the NHS to develop new, streamlined approaches for medicines for a large number of conditions (LSSP only). These wider commitments will be prioritised for delivery from 2026/27+, to allow prioritisation of NICE resource towards the three NICE-led priorities committed to across both 10YP and LSSP. More broadly, 10YP and LSSP clarified the responsibilities of key NICE partners; NICE will partner constructively across the system to support the delivery of wider 10YP and LSSP ambitions.

NICE has made significant progress in our transformation journey

Our core purpose is to help practitioners and commissioners get the **best care to people, fast, while ensuring value for the taxpayer**. To achieve this, we are focusing on developing guidance that is even more:

High quality and timely...



Since 2023, we have accelerated our medicines evaluations by **26%** and HealthTech by **11%**.

Relevant...



...adapting our approach to **inequalities**, our **severity** modifier and **prioritisation**.

Usable...



... incorporating **35%** of historic technology appraisals into current guidelines.

Impactful...



...working with partners like CVDPrevent to embed NICE guidelines into practice.

The 10 Year Plan and Sector Plan...

Set out bold ambitions to:

- **Provide faster, fairer roll out of high impact HealthTech.**
- **Keep guidance up to date to drive smarter spending.**
- **Make parallel decisions for faster medicines access.**

NICE

... Endorses NICE's core purpose

NICE's purpose is fundamental to these ambitions: to help practitioners and commissioners get the best care to people fast, while ensuring value for the taxpayer.

"We will build a truly modern NHS that delivers the best and fastest treatment for patients and offers taxpayers better value for money."

– Prime Minister's 10 Year Plan Foreword

... And set a range of outcomes for NICE to achieve

10 Year Plan, Life Sciences Sector Plan and Regulatory Action Plan goals will anchor NICE and wider partners' focus on ambitious targets to meet between 2025/26 and 2030.

In 2025/26, publish
technology appraisals for
60% medicines



within 240 working days of Invitation to Participate (the start of appraisal).

Get medicines to patients

3 – 6 months



faster by reducing the time between market authorisation and guidance.

By 2030, make the UK the

3rd fastest in Europe

for medicines access,
up from 6th in 2025
(EFPIA WAIT statistics).



Enable commissioners and practitioners **to improve outcomes** and **unlock the best value care** by re-evaluating existing guidelines in priority clinical pathways.



Drive adoption of HealthTech – measured in the **number of**

HealthTech supported

nationally through the 'Rules based pathway' from April 2026.

Support the UK to reduce the **cost of regulation to industry**

by 25%

by the end of this Parliament.



These outcomes will be delivered by implementing 3 priority joint commitments in the 10YP and LSSP

Delivery of these will strengthen our role in the system, guided by our core purpose and will make our guidance even more timely, high quality, relevant, usable, and impactful.



Faster, fairer roll out of high impact HealthTech

- We will ensure approved devices, diagnostics and digital technologies reach more people, ending the postcode lottery in access.
- High impact HealthTech will be put on a legal par with medicines, focussing on the NHS's most pressing needs, like long waiting lists.



Updating guidance to drive smarter spending

- We will maintain dynamic guidance reflecting changes in evidence, costs, and clinical practice.
- We will offer some medicines and tech to more people; put treatments in a sequence to help clinicians know what to offer and when; and phase out some treatments to create headroom for new innovations.

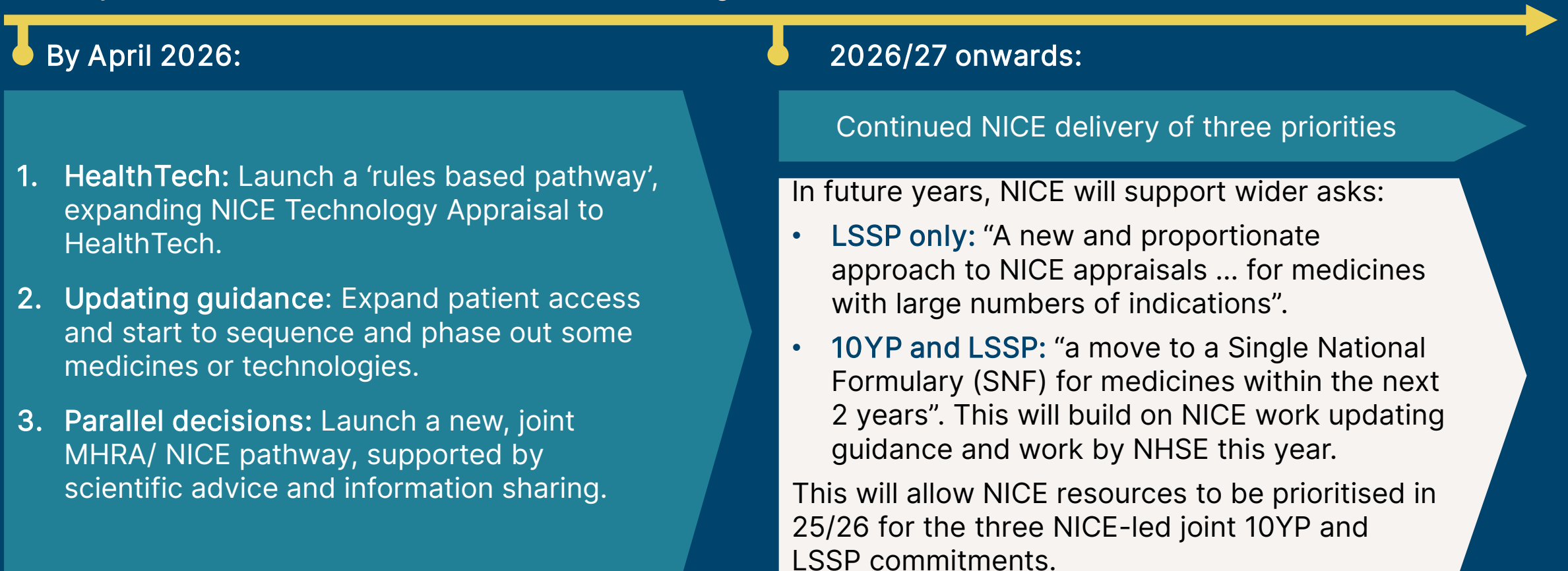


Parallel decisions for faster access

- An aligned MHRA/NICE pathway will allow us to bring medicines to patients 3-6 months sooner.
- Closer working with MHRA will boost the speed of decisions, contribute to reducing administrative costs to industry by 25%, and support a thriving life sciences sector.

NICE will prioritise these three programmes in 2025/26, and wider commitments from 2026/27+

NICE's three priorities outlined in both LSSP and 10YP must be delivered at pace in 2025/26 to meet ambitious delivery timelines, whereas wider asks come with longer term (2026/27+) milestones.



Rules based pathway – faster, fairer roll out of high impact HealthTech

10 Year Plan: “From April 2026... we will begin expanding NICE’s technology appraisal process, which includes mandated funding by the NHS, to cover some devices, diagnostics and digital products... It will provide accelerated commercial support, enable quicker and simpler access to NHS infrastructure for evidence generation, and intensive adoption and pathway transformation support.”

What this means in practice



- Work with DHSC and NHSE to develop a **clear and streamlined** rules-based path to adoption, to increase uptake of HealthTech that addresses patient and NHS need.
- Launch our **approach for Technology Appraisals** in HealthTech and select priorities (‘topics’) of significant national importance.
- NHSE plans to develop **national routes to reimbursement**, commercial options, and adoption and realisation support.

2025/26 Milestones



- By April 2026, we will launch technology appraisals in HealthTech, **signalling and supporting system readiness** for these priorities to national partners, NHS and industry:
- **By Oct 2025** – we will launch a consultation to make changes to our technology appraisals manual **to guide HealthTech developers** through this process.
 - **By Dec 2025** – we will **choose two HealthTech topics** for technology appraisal, agreed with NICE’s Prioritisation Board and Ministers.
 - **By February 2026** – we will start HealthTech technology appraisals that address priority needs.

Dynamic assessment – updating guidance to drive smarter spending

10 Year Plan: “To identify where we could improve outcomes and value, NICE will re-evaluate priority clinical pathways on a rolling basis, identifying where existing innovation should be retired, as well as instances when one technology should be sequenced after another to improve value.”

What this means in practice



- A dynamic approach to guidance will expand the population eligible for an innovation (even if this is cost additive); describe the order in which treatments are prescribed and phase some out.
- Priority workstreams will support continued incorporation of technology appraisals (TA) into guidelines, developing an **approach to update and retire recommendations**, and harnessing **biosimilars** and **generics**.
- Enabling workstreams will focus on developing NICE’s approach to delivery – including surveillance and prioritisation.

2025/26 Milestones



By April 2026, we will publish updated guidance that **expands patient access** and start to **phase out some medicines** and technologies that are no longer best care or value for money:

- **End Q2** - Publication of chronic heart failure (CHF) guideline where recommendations support medicines use for populations beyond the original Technology Appraisal (TA).
- **End Q3** – Publish update of relevant TAs in CHF. Initiation of medicines re-evaluation for osteoporosis. Plan in place for updating TAs in type II diabetes and wet age-related macular degeneration for biosimilar entry (aflibercept).
- **By April 2026** – 383 TAs considered for incorporation into guidelines. At least 3 reviews of outdated TAs conducted, and TAs withdrawn if necessary.

MHRA/NICE aligned pathway – parallel decisions for faster access

10 Year Plan: “By April 2026 MHRA and NICE will launch a new joint process, supported by information sharing and joint scientific advice, that will boost the speed of decisions and cut administrative burdens for the system and industry.”

What this means in practice



- Work with the MHRA to develop an optional shared **scientific advice offer** that supports industry to design their evidence generation plans to meet regulatory, health technology evaluation and access needs earlier in the clinical development process.
- Work with the MHRA to develop a standard joint operational pathway for **same time publication** of regulatory approval and NICE guidance publication, removing a key delay to access for patients and industry.

2025/26 Milestones



By April 2026, industry will be able to benefit from better MHRA and NICE **join up along the pipeline** from R&D design to parallel decisions to **accelerate access** for patients and industry alike:

- **Sept 2025** – Launch integrated scientific advice offer to optimise evidence generation and patient access
- **Oct 2025** – Early adopters can utilise the MHRA/NICE joint operational pathway.
- **April 2026** – Joint MHRA/NICE operational pathway fully launched.

NICE is also a key partner to wider ambitions

We will collaborate closely to support our system partners to deliver on wider commitments.

Key ambition	How NICE will support this
Reducing friction for medicines access	<ul style="list-style-type: none">• Single National Formulary: Support sequencing of products based on clinical and cost-effectiveness, supported by our whole lifecycle approach.• NICE will work with the NHS to develop new approaches for medicines with multiple indications to streamline the value assessment and reimbursement.• NICE will engage with the roll-out of confidential commercial pricing models in primary care in England.
Innovator Passport and HealthStore	<ul style="list-style-type: none">• Building on rules-based pathway and wider digital portfolio, engage with wider system initiatives to ensure that NICE recommended HealthTech are best taken up across the NHS. For instance, development of a HealthStore for Apps.
Supporting top NHS technology and clinical priorities	<ul style="list-style-type: none">• Teams across NICE will work with the system to ensure we are a proactive and responsive partner to emerging system priorities. For instance, 5 big bets: AI, data, genomics, robotics and wearables. Such teams will include horizon scanning and topic selection.

NICE’s recently-approved business plan will need to adapt to these ambitions

Increase and maintain focus	Rules based pathway (RBP)	10YP Impact on Delivery	Three 10YP priorities will be accelerated and receive additional cross-NICE support to deliver more ambitious objectives. This support will come from all teams, including surveillance and topic selection, commercial, implementation, partnerships, methods, etc.
	MHRA aligned pathway		
	Dynamic Assessment		Continue delivery at pace, as a critical enabler across NICE ambitions.
	Platform to enable guidance content management and publication		Continue delivery at pace, increasing support for NHS 10-year plan priorities.
	A proactive approach to communications		Continue at pace, primarily led by scientific and technology teams. Consider greater focus on productivity enhancing AI operational uses to free up capacity for 10YP priorities.
Pivot towards 10YP	Progress AI statement of intent		Focus on support for RBP, MHRA aligned pathway, and dynamic assessments.
	Single programme of support for guidance uptake		Focus on support for RBP, MHRA aligned pathway, and dynamic assessments.
	Embed improvement into our ways of working		Focus on support for RBP, MHRA aligned pathway, and dynamic assessments. Extend delivery by one year, pausing guidance production workstream until next year.
Shift or reduce scope	Improving timeliness programme		Pause after completion of the first phase, summarising new approach to variations (end of August).
	Improve approach to funding variations		Progress agility for financial management at full pace, contracting agility at moderate pace. Outline approach to income generation to deliver in future years.
	Build financial and commercial agility		

The roles of key NICE partners have been clarified

NICE's partners have key responsibilities that are aligned to, but distinct from NICE's own role in the system.



Adoption of innovation – DHSC will be responsible for uptake of Medicines and HealthTech.



Safety - Role of MHRA strengthened including hosting the responsibilities of the Patient Safety Collaborative.



Quality – CQC and National Quality Board: CQC will be strengthened and shifted to an intelligence led model. National Quality Board refreshed by March 2026.