

Interim Programme Board - Life Sciences Sector Plan Action 2a

From [redacted]@mrc.ukri.org>
Date Tue 24/02/2026 14:59
To Patrick Chinnery - MRC UKRI [redacted]@mrc.ukri.org>; [redacted] (Office for Life Sciences) [redacted]@officeforlifesciences.gov.uk>; [redacted] - NC3Rs [redacted]@nc3rs.org.uk>; [redacted]
Cc [redacted] - MRC UKRI [redacted]@mrc.ukri.org>; [redacted] (Office for Life Sciences) [redacted]@officeforlifesciences.gov.uk>; [redacted] - MRC UKRI [redacted]@mrc.ukri.org>; [redacted] - MRC UKRI [redacted]@mrc.ukri.org>; [redacted] - MRC UKRI [redacted]@mrc.ukri.org>; [redacted] (Office for Life Sciences) [redacted]@officeforlifesciences.gov.uk>; [redacted] - MRC UKRI [redacted]@mrc.ukri.org>

3 attachments (721 KB)

[redacted] Annex 2 - LSSP Action 2a Delivery plan - v2.0 - updated.pdf;

Dear all,

Thank you very much for joining the interim Programme Board for the Life Sciences Sector Plan - Action 2a.

Please find attached the papers for the 1st meeting on Wednesday 25th February 2026.

- **Agenda** [redacted]
- **Annex 2.** Life Sciences Sector Plan – Action 2a – Delivery plan – please note that the delivery plan has been updated to include further details on the expert panel membership and the Hub scope. The changes have been highlighted in yellow.

Please note that the agenda captures the key questions that will be discussed at the meeting. If you are unable to attend, we would be very grateful to receive any comments you may have ahead of the meeting by COP Tuesday 24th February.

We very much look forward to seeing you next week and please let me know if you have any questions.

Kind regards,
[redacted]

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LSSP – Action 2a delivery and governance plan

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Version	Date	Authors	Approved by
1.0	09.01.26	[REDACTED]	[REDACTED]
1.1	15.01.26	[REDACTED]	[REDACTED]
2.0	18.02.26	[REDACTED]	[REDACTED]

1. Preclinical translational research hub

1.1 Summary

A **public-private pre-clinical translational laboratory hub** (the Hub), bringing together cutting-edge human disease modelling capabilities and essential data. The Hub will be a flagship UK life sciences investment, providing extensive capacity and capability for human in vitro model development for translational research.

The Hub will aim to:

- create more accurate predictive pre-clinical models of human disease to lower the attrition rate of new therapeutics and accelerate medicines discovery for patient benefit
- reduce the use of animals by increasing the range of robust alternative methods
- be a national resource for in vitro model development and increase access to state-of-the-art technology, human tissue and patient samples and data across the UK
- develop cutting-edge AI science agents to transform target discovery
- enable additional methodological innovation through the co-location and collaboration of expertise across bioengineering, biological, clinical and computational science from academia and industry
- position UK at the forefront of human in vitro model development for medical research, making it an attractive destination for global talent and pharmaceutical investment.

The Hub will be a contact point for researchers from industry and academia in need of in vitro models for pre-clinical medicines development, such as drug screening, efficacy testing, target identification or validation. The Hub will provide capability, facilities and expertise to either create novel models addressing agreed needs or to work with partners to refine existing models, ensuring that they are:

- Robust and reproducible
- Validated against clinical data for high disease phenotypic fidelity and human biological relevance
- Scalable as needed
- Available to a range of users

The Hub will not seek to develop models of healthy tissue or systems purely intended for toxicology/safety to underpin phase 1 clinical trials, which will instead be supported via the parallel UK centre for validation of alternative methods (UKCVAM). The Hub will however work closely with regulatory agencies to integrate potential regulatory needs at the earliest stages of model development.

1.2 Overall Hub Timeline

Milestone	Delivered by	RAG
Initiation phase		
Initial consultation completed	December 2025	
Approval of Delivery plan	February 2026	
Completion of technical specifications for the Hub	February 2026	
Funding opportunity announced for Hub location site	March 2026	
Decision made on Hub location site	July 2026	
Establishment phase		
Hub set up	November 2026	
Additional equipment acquired and lab space functional	March 2027	
Work on model development start	April 2027	
Hub running at full capacity	October 2027	
Expansion phase		

Additional investment into the hub secured¹

TBD

1.3 Hub delivery

1.3.1 Overview

- **Initiation**
 - There will be an open funding opportunity to host the Hub, with technical specifications strictly defined and applications restricted to 1 per institution. 2-3 institutions will be shortlisted and invited to interview.
- **Establishment**
 - The Hub will be established with 1-3 initial focus area(s), which will be decided on in collaboration between the consortium investment partners and the funded Hub site, taking government and societal priority areas and research needs into consideration. Expertise, technologies and equipment will serve a range of model development needs. Access to patient samples will be limited initially to the focus areas.
 - Companies or other funders who co-invest in the establishment of the Hub (through direct or in-kind contributions and/or shared services cost) will join MRC/OLS in the Hub consortium and work closely with the Hub leadership team to design the initial research focus area(s) and evolve the strategic direction of the Hub. The focus areas taken forward will be broad enough to serve the needs of a wide range of researchers in academia and industry.
- **Expansion phase**
 - The Hub will work towards becoming disease agnostic with expertise, technologies and equipment serving a wide range of model development needs.
 - Commercial companies will be able to join the funding consortium or collaborate with the Hub on a specific project basis, with terms in line with both standard T&Cs for UKRI funded industry collaborations and the consortium principles.

1.3.2 Identification of host site

A single host site will be identified through an open funding competition run by MRC on the UKRI funding service. The applications will be assessed by an expert panel, and 2-3 applicants will be shortlisted and invited for an assessment interview. No external peer review will be sought, and the applications and interviews will be assessed by a bespoke expert panel. Interested hosts will only be able to lead 1 application and are only allowed 1 additional partner site if they offer specialized technical capacity.

The expert funding panel will be co-chaired by an industry and an academic researcher and will include experts from the below areas:

- Similar international initiatives, such as
 - Standardized Organoid Modeling Center, US
 - Human organ and disease model technologies, Netherlands
 - Ombion Centre for Animal-Free Biomedical Translation, Netherlands
 - Institute of Human Biology, Switzerland
 - IMPreT: In vitro Models for Precision Therapies, KTH, Sweden
 - 3R-Center Tübingen, Germany
 - European Union Reference Laboratory for alternatives to animal testing (EURL ECVAM)
- MHRA
- Industry - including biopharma, CROs and SMEs
- Academic experts in in vitro model development
- Experts in data modelling, sharing and integrative AI
- Clinical scientists

¹ early discussions are ongoing with potential co-investors, but no commitments have been made to date

Hub specification:

One Hub will be awarded from this funding opportunity, situated in a location that already has demonstrable capacity and capability in developing complex human in vitro models. The Hub will initially focus on one or more defined health research areas that will be determined in collaboration with the host site and the funding consortium.

The funding we award to the successful research organisation, will:

- expand the host site's capacity to develop in vitro models
- increase the range of technologies available
- add resources to allow for method and technology development including AI agents for data interrogation
- increase opportunities for academic and commercial collaboration

The Hub must demonstrate:

- strong existing scientific expertise in developing, working with and quality control of in vitro human models, including, but not limited to organoids, organ-on-a-chip and complex iPSC co-cultures
- a range of existing equipment and capabilities to maintain complex human cell culture
- existing equipment, capabilities and expertise to assess biological validity and disease relevance of human in vitro models including, but not limited to high-end imaging, automation, transcriptomic, genomics and proteomic analysis
- access to clinical samples and linked patient data in one or more research areas
- IT infrastructure and capability to enable external access to high quality data, including consideration of storage, security, transfer and the FAIR principles
- computational skills and resource to allow for analysis and integration of data from models with relevant clinical data
- clear strategies for use and/or development of state-of-the art AI tools for data interrogation
- capacity to expand lab space and use of equipment to accommodate and host external users, including researchers from industry and academia
- clear plans for how to make the Hub a national resource for academic, industry and clinical partners, including stakeholder engagement and outreach strategies
- plans for governance of the Hub including risk management
- approaches to IP and contracts management that will be mutually beneficial for model owners, developers and end users
- clear overview and justification of required additional capacity and resources
- plans for experimental pipelines for model validation

The pre-clinical translational models Hub will deliver part of Action 2a of the Life Sciences Sector Plan in the UK's Modern Industrial Strategy. It will also support the "[replacing animals in science](#)" strategy and the [AI for science strategy](#). The Hub will report on progress to funders and final governance structures will be developed in collaboration with the funded host site.

The Hub will not conduct animal experiments, however, may compare the developed models to existing data from current animal models for validation purposes. The Hub is expected to monitor how their work contributes to reduced use of animals in science.

The Hub host site will work in close collaboration with MRC and the Office for Life Sciences to develop a full business case for the Hub delivery, which will involve detailed monitoring and evaluation plans. Funding is conditional on approval of the business case.

Support from research organisations

There is no requirement for matched funding from the institution(s) hosting the Hub, beyond any 20% fEC contribution. However considerable, sustained and clearly defined support from the research organisation is essential to a successful application and will be an equal part of the assessment of applications for the Hub. We expect research organisations to provide:

- laboratory space
- access to facilities and equipment
- access to necessary digital support infrastructure
- support to manage estates
- human resources services
- finance services
- underpinning of key staff positions

Assessment areas

Applications must demonstrate existing capability and capacity to host the Hub and fully meet all assessment area criteria to be invited to proceed. Applications which do not meet one or more criteria will not be successful.

The assessment areas we will use are:

- approach to delivering the hub, including risk management, data management, accessibility for a wide range of users, access to clinical samples as well as translation and knowledge transfer.
- the hub environment, including governance, operations and decision-making, approach to IP and contracts management, capacity building, hub sustainability and placement within the wider UK research landscape.
- applicant and team capability to deliver the hub, including leadership team capability to deliver, research organisation support, including for business development, and partnerships and collaborations.
- ethical and responsible research and innovation considerations of the project.
- resources requested to do the project.

Timeline for identification of host site (TBC)

Activity	Time
Application open	17 th March 2026
Webinar	8 th April 2026
Mandatory intent to apply email to MRC	15 th April 2026
Application close	21 st May 2026
Shortlisting	w/c 16 th June 2026
Interview of host site candidates	w/c 6 th July 2026
Funding recommendation made	w/c 13 th July 2026
Award letter issued	October 2026
Award start	by 14 th November 2026

1.4 Financial requirement

To establish a sustainable national resource that will be able to attract additional inward investment and fulfil the ambitions of the Life Sciences Sector Plan an initial investment of ~£20-25m is needed for the Hub. This is based on estimates obtained from recent relevant UKRI proposals. The funding will need to be spent within the current spending review (2026/27-2029/30), which gives the Hub funding for 42 months.

1.5 Consultation

The proposal and delivery plan were initially informed by a proposal from the ABPI, followed by OLS-led consultation and a workshop on novel in vitro models conducted by MRC in 2024. This was further developed through targeted consultation with industry experts from pharmaceutical companies, contract research organisations, the ABPI pre-clinical working group and academic researchers (Annex 1 for list of external experts).

DRAFT

2. Translational Research Network delivery plan

2.1 Summary

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

2.2 Timeline

[REDACTED]

² [REDACTED]

2.3 TRN delivery

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 - [REDACTED]

2.4 Consultation

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[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

3. Draft impact metrics (to be stress tested with programme teams and commercial experts)

[Redacted]

[Redacted]

4. Governance

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

4.1 Hub

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[REDACTED]

5. Co-ordination of the Hub and TRN

[REDACTED]

DRAFT

6. Risks

No.	Risk Heading	Risk Description	Pre Mitigation			Mitigating Action	Post Mitigation		
			Probability	Impact	Overall Effect		Probability	Impact	Overall Effect
1	Hub								
1.1	Failure to agree scope of the initial investments	Failure to agree on scope of the initial investments could risk creating infrastructure that is of limited use to the broader sector.	3	3	Medium	Broad consultation with multiple sectors has defined the high-level scope of the Hub and pathfinder TRN. Further refinement with key interested parties is underway to co-develop the technical specification of the hub and the initial disease/mechanistic focus of both investments.	1	3	Low
1.2	Lack of engagement from industry and academia	Lack of engagement from academia could lead to the established infrastructure not being used by the target user base.	3	5	Very High	Ongoing consultation with both sectors in initial design, ensuring that plans align with previously documented enthusiasm. Governance will ensure engagement through oversight and advisory groups. Strong narrative and comms to highlight the potential and value of the investments.	1	4	Medium
1.3	Failure to secure co-investment from industry	Failure to secure co-investment from industry will lead to the investments being smaller in scope and of use to a more limited number of users.	5	4	Very High	Co-design TRNs and Hub with interested parties to ensure activities meet the needs of industry.	3	3	Medium
1.4	Failure to establish investments on time	Failure to establish investments on time will jeopardise the ability to spend the full funding amount according to profile, limiting the ability of the investments to become sustainable.	4	4	Very High	Close project management, RAG monitoring, interim decision-making while formal governance is established. Host hub in a location with existing capacity so activation energy is lowered. Position TRN in research area with existing UK activity/strength.	1	3	Low
1.5	Insufficient funding available to have material impact, leading to loss of confidence in programme	Insufficient funding might create infrastructure of limited use which fails to attract additional investment and user base to become sustainable	3	5	Very High	Narrow focus for initial investments to ensure funding envelope delivers meaningful value for stakeholders	3	3	Medium

Interim Programme Board - Life Sciences Sector Plan Action 2a

From [redacted]@mrc.ukri.org>
Date Thu 19/02/2026 15:03
To Patrick Chinnery - MRC UKRI [redacted]@mrc.ukri.org>; [redacted] (Office for Life Sciences) [redacted]@officeforlifesciences.gov.uk>; [redacted] - NC3Rs [redacted]@nc3rs.org.uk>; [redacted]
Cc [redacted] - MRC UKRI [redacted]@mrc.ukri.org>; [redacted] (Office for Life Sciences) [redacted]@officeforlifesciences.gov.uk>; [redacted] [redacted]@abpi.org.uk>; [redacted] - MRC UKRI [redacted]@mrc.ukri.org>; [redacted] - MRC UKRI [redacted]@mrc.ukri.org>; [redacted] - MRC UKRI [redacted]@mrc.ukri.org>

3 attachments (706 KB)

[redacted]
Annex 2 - LSSP Action 2a Delivery plan - v2.0.pdf;

Dear all,

Thank you very much for joining the interim Programme Board for the Life Sciences Sector Plan - Action 2a.

Please find attached the papers for the 1st meeting on Wednesday 25th February 2026.

- **Agenda** [redacted]
- [redacted]
- **Annex 2.** Life Sciences Sector Plan – Action 2a – Delivery plan

Please note that the agenda captures the key questions that will be discussed at the meeting. If you are unable to attend, we would be very grateful to receive any comments you may have ahead of the meeting by COP Tuesday 24th February.

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[redacted]

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1.5 Consultation

The proposal and delivery plan were initially informed by a proposal from the ABPI, followed by OLS-led consultation and a workshop on novel in vitro models conducted by MRC in 2024. This was further developed through targeted consultation with industry experts from pharmaceutical companies, contract research organisations, the ABPI pre-clinical working group and academic researchers (Annex 1 for list of external experts).

2. Translational Research Network delivery plan

2.1 Summary

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2.2 Timeline

[Redacted text block]

² [Redacted footnote text]

2.3 TRN delivery

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2.4 Consultation

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3. Draft impact metrics (to be stress tested with programme teams and commercial experts)

[Redacted text]

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4. Governance

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4.1 Hub

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5. Co-ordination of the Hub and TRN

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DRAFT

6. Risks

No.	Risk Heading	Risk Description	Pre Mitigation			Mitigating Action	Post Mitigation		
			Probability	Impact	Overall Effect		Probability	Impact	Overall Effect
1	Hub								
1.1	Failure to agree scope of the initial investments	Failure to agree on scope of the initial investments could risk creating infrastructure that is of limited use to the broader sector.	3	3	Medium	Broad consultation with multiple sectors has defined the high-level scope of the Hub and pathfinder TRN. Further refinement with key interested parties is underway to co-develop the technical specification of the hub and the initial disease/mechanistic focus of both investments.	1	3	Low
1.2	Lack of engagement from industry and academia	Lack of engagement from academia could lead to the established infrastructure not being used by the target user base.	3	5	Very High	Ongoing consultation with both sectors in initial design, ensuring that plans align with previously documented enthusiasm. Governance will ensure engagement through oversight and advisory groups. Strong narrative and comms to highlight the potential and value of the investments.	1	4	Medium
1.3	Failure to secure co-investment from industry	Failure to secure co-investment from industry will lead to the investments being smaller in scope and of use to a more limited number of users.	5	4	Very High	Co-design TRNs and Hub with interested parties to ensure activities meet the needs of industry.	3	3	Medium
1.4	Failure to establish investments on time	Failure to establish investments on time will jeopardise the ability to spend the full funding amount according to profile, limiting the ability of the investments to become sustainable.	4	4	Very High	Close project management, RAG monitoring, interim decision-making while formal governance is established. Host hub in a location with existing capacity so activation energy is lowered. Position TRN in research area with existing UK activity/strength.	1	3	Low
1.5	Insufficient funding available to have material impact, leading to loss of confidence in programme	Insufficient funding might create infrastructure of limited use which fails to attract additional investment and user base to become sustainable	3	5	Very High	Narrow focus for initial investments to ensure funding envelope delivers meaningful value for stakeholders	3	3	Medium

Annex 1

Consultation events for the Hub

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

Background documents

- [REDACTED]

Draft plan circulated autumn 2025

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

Consultation events for the TRN

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

Background documents

- [REDACTED]

From: [redacted] - MRC UKRI
To: [redacted] (Office for Life Sciences); [redacted] (Office for Life Sciences)
Cc: [redacted] (Office for Life Sciences); [redacted] - MRC UKRI
Subject: RE: Replacing Animals in Science Strategy commitments - Officials group meeting -Updates required 19th Feb
Date: 23 February 2026 17:13:05
Attachments: [image001.png](#)
[image002.png](#)
[image003.png](#)
[image004.png](#)
[Officials Group UKRI Priorities Action Tracker UKRI 23-02-2026.xlsx](#)
[KPIs and milestones for NAMS strategy reporting updates 23-02-2026.docx](#)

Hi [redacted]

Please find attached our updates for the actions tracker spreadsheet.
To make it easier to identify changes, they are also provided in the MS Word format - new information highlighted in yellow and small amendments to the previously provided info are in track changes.

It maybe worthwhile discussing the KPIs document separately, [redacted]
[redacted]
[redacted]

[redacted]
[redacted] This threshold is likely to be met only towards the end of the reporting year, which is fine for assessing how many actions are nearing completion but may be less helpful for monitoring progress throughout the year.

[redacted]

Best wishes,

[redacted]

[redacted]

[redacted]

Medical Research Council

[redacted] [@mrc.ukri.org](mailto:[redacted]@mrc.ukri.org)

[redacted]
[redacted]

From: [redacted] (Office for Life Sciences) [redacted] @officeforlifesciences.gov.uk>
Sent: 23 February 2026 11:02
To: [redacted] - MRC UKRI [redacted] @mrc.ukri.org>; [redacted] (Office for Life Sciences) [redacted] @officeforlifesciences.gov.uk>
Cc: [redacted] (Office for Life Sciences) [redacted] @officeforlifesciences.gov.uk>
Subject: Re: Replacing Animals in Science Strategy commitments - Officials group meeting -Updates required 19th Feb

OFFICIAL-SENSITIVE

Thanks so much [redacted] could you include [redacted] as well in cc.



[redacted]
[redacted]

[redacted]

[redacted] [@officeforlifesciences.gov.uk](mailto:[redacted]@officeforlifesciences.gov.uk)

OFFICIAL-SENSITIVE

From: [REDACTED] - MRC UKRI [REDACTED] [@mrc.ukri.org](mailto:[REDACTED]@mrc.ukri.org)>
Sent: 23 February 2026 10:52
To: [REDACTED] (Office for Life Sciences) [REDACTED] [@officeforlifesciences.gov.uk](mailto:[REDACTED]@officeforlifesciences.gov.uk)>; [REDACTED] (Office for Life Sciences) [REDACTED] [@officeforlifesciences.gov.uk](mailto:[REDACTED]@officeforlifesciences.gov.uk)>
Subject: RE: Replacing Animals in Science Strategy commitments - Officials group meeting -Updates required 19th Feb

Hi [REDACTED]

I'm chasing a few things but hope to get it to you by COP today.

Best wishes,

[REDACTED]

[REDACTED]

[REDACTED]

Medical Research Council

[REDACTED] [@mrc.ukri.org](mailto:[REDACTED]@mrc.ukri.org)

[REDACTED]

[REDACTED]

From: [REDACTED] (Office for Life Sciences) [REDACTED] [@officeforlifesciences.gov.uk](mailto:[REDACTED]@officeforlifesciences.gov.uk)>
Sent: 23 February 2026 10:48
To: [REDACTED] - MRC UKRI [REDACTED] [@mrc.ukri.org](mailto:[REDACTED]@mrc.ukri.org)>; [REDACTED] (Office for Life Sciences) [REDACTED] [@officeforlifesciences.gov.uk](mailto:[REDACTED]@officeforlifesciences.gov.uk)>
Subject: Re: Replacing Animals in Science Strategy commitments - Officials group meeting -Updates required 19th Feb

OFFICIAL-SENSITIVE

Morning [REDACTED]

I hope you're well- apologies for chasing but I wondered whether you'd be able to get the UKRI updates to us today?

Thanks.

Best,

[REDACTED]



[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED] [@officeforlifesciences.gov.uk](mailto:[REDACTED]@officeforlifesciences.gov.uk)

OFFICIAL-SENSITIVE

From: [REDACTED] - MRC UKRI [REDACTED] [@mrc.ukri.org](mailto:[REDACTED]@mrc.ukri.org)>

Sent: 20 February 2026 10:53

To: [REDACTED] (Office for Life Sciences) [REDACTED] [\[REDACTED\]@officeforlifesciences.gov.uk](mailto:[REDACTED]@officeforlifesciences.gov.uk); [REDACTED]
(Office for Life Sciences) [REDACTED] [\[REDACTED\]@officeforlifesciences.gov.uk](mailto:[REDACTED]@officeforlifesciences.gov.uk)>

Subject: RE: Replacing Animals in Science Strategy commitments - Officials group meeting -Updates required 19th Feb

Hi [REDACTED]

Many people are on leave this week, coming back on Monday. So I'm afraid it is going to be last minute on Monday. Sorry about that.

Best wishes,

[REDACTED]

[REDACTED]

[REDACTED]

Medical Research Council

[REDACTED] [\[REDACTED\]@mrc.ukri.org](mailto:[REDACTED]@mrc.ukri.org)

[REDACTED]

[REDACTED]

From: [REDACTED] (Office for Life Sciences) [REDACTED] [\[REDACTED\]@officeforlifesciences.gov.uk](mailto:[REDACTED]@officeforlifesciences.gov.uk)>

Sent: 20 February 2026 10:37

To: [REDACTED] - MRC UKRI [REDACTED] [\[REDACTED\]@mrc.ukri.org](mailto:[REDACTED]@mrc.ukri.org); [REDACTED] (Office for Life Sciences)
[REDACTED] [\[REDACTED\]@officeforlifesciences.gov.uk](mailto:[REDACTED]@officeforlifesciences.gov.uk)>

Subject: Re: Replacing Animals in Science Strategy commitments - Officials group meeting -Updates required 19th Feb

OFFICIAL-SENSITIVE

Hi [REDACTED]

I hope your well.

Is there any update on the UKRI section for the Officials group please? Will you be able to share them today if possible?

Many Thanks

[REDACTED]

From: [REDACTED] - MRC UKRI [REDACTED] [\[REDACTED\]@mrc.ukri.org](mailto:[REDACTED]@mrc.ukri.org)>

Sent: 17 February 2026 13:01

To: [REDACTED] (Office for Life Sciences) [REDACTED] [\[REDACTED\]@officeforlifesciences.gov.uk](mailto:[REDACTED]@officeforlifesciences.gov.uk)>

Subject: RE: Replacing Animals in Science Strategy commitments - Officials group meeting -Updates required 19th Feb

Thanks [REDACTED]

Best wishes,

[REDACTED]

[REDACTED]
[REDACTED]
Medical Research Council

[REDACTED] [@mrc.ukri.org](mailto:[REDACTED]@mrc.ukri.org)

From: [REDACTED] (Office for Life Sciences) [REDACTED] [@officeforlifesciences.gov.uk](mailto:[REDACTED]@officeforlifesciences.gov.uk)>

Sent: 17 February 2026 11:16

To: [REDACTED] - MRC UKRI [REDACTED] [@mrc.ukri.org](mailto:[REDACTED]@mrc.ukri.org)>; [REDACTED] (Office for Life Sciences) [REDACTED] [@officeforlifesciences.gov.uk](mailto:[REDACTED]@officeforlifesciences.gov.uk)>; [REDACTED] - MRC UKRI [REDACTED] [@mrc.ukri.org](mailto:[REDACTED]@mrc.ukri.org)>

Cc: [REDACTED] (Office for Life Sciences) [REDACTED] [@officeforlifesciences.gov.uk](mailto:[REDACTED]@officeforlifesciences.gov.uk)>; [REDACTED] (Office for Life Sciences) [REDACTED] [@officeforlifesciences.gov.uk](mailto:[REDACTED]@officeforlifesciences.gov.uk)>

Subject: Re: Replacing Animals in Science Strategy commitments - Officials group meeting -Updates required 19th Feb

OFFICIAL-SENSITIVE

Hi [REDACTED]

That's great news thanks for letting me know . I will forward them both the invite, although it says [REDACTED] has already been invited and accepted

Many Thanks

From: [REDACTED] - MRC UKRI [REDACTED] [@mrc.ukri.org](mailto:[REDACTED]@mrc.ukri.org)>

Sent: 16 February 2026 15:15

To: [REDACTED] (Office for Life Sciences) [REDACTED] [@officeforlifesciences.gov.uk](mailto:[REDACTED]@officeforlifesciences.gov.uk)>; [REDACTED] (Office for Life Sciences) [REDACTED] [@officeforlifesciences.gov.uk](mailto:[REDACTED]@officeforlifesciences.gov.uk)>; [REDACTED] - UKRI MRC [REDACTED] [@mrc.ukri.org](mailto:[REDACTED]@mrc.ukri.org)>

Cc: [REDACTED] (Office for Life Sciences) [REDACTED] [@officeforlifesciences.gov.uk](mailto:[REDACTED]@officeforlifesciences.gov.uk)>; [REDACTED] (Office for Life Sciences) [REDACTED] [@officeforlifesciences.gov.uk](mailto:[REDACTED]@officeforlifesciences.gov.uk)>

Subject: RE: Replacing Animals in Science Strategy commitments - Officials group meeting -Updates required 19th Feb

Hi [REDACTED]

I have just touched base with BBSRC and they asked if you could extend the invite to [REDACTED] ([REDACTED]@BBSRC.ukri.org) and [REDACTED] ([REDACTED]@BBSRC.ukri.org) (either of them will try to attend).

Best wishes,

[REDACTED]

[REDACTED]

[REDACTED]

Medical Research Council

[REDACTED]@mrc.ukri.org

[REDACTED]

From: [REDACTED] (Office for Life Sciences) [REDACTED]@officeforlifesciences.gov.uk>

Sent: 13 February 2026 15:30

To: [REDACTED] - MRC UKRI [REDACTED]@mrc.ukri.org>; [REDACTED] (Office for Life Sciences) [REDACTED]@officeforlifesciences.gov.uk>; [REDACTED] - MRC UKRI [REDACTED]@mrc.ukri.org>

Cc: [REDACTED] (Office for Life Sciences) [REDACTED]@officeforlifesciences.gov.uk>; [REDACTED] (Office for Life Sciences) [REDACTED]@officeforlifesciences.gov.uk>

Subject: Re: Replacing Animals in Science Strategy commitments - Officials group meeting -Updates required 19th Feb

OFFICIAL-SENSITIVE

Thanks so much [REDACTED] - its much appreciated.

Apologies the yellow highlighting. It is just some highlighting which has been missed from when they was first drafted. Please ignore or feel free to unhighlight.

Let me know if you have any other questions, we are happy to have a quick chat next week if helpful

Many Thanks

[REDACTED]

From: [REDACTED] - MRC UKRI [REDACTED]@mrc.ukri.org>

Sent: 13 February 2026 14:26

To: [REDACTED] (Office for Life Sciences) [REDACTED]@officeforlifesciences.gov.uk>; [REDACTED] (Office for Life Sciences) [REDACTED]@officeforlifesciences.gov.uk>; [REDACTED] - UKRI MRC [REDACTED]@mrc.ukri.org>

Cc: [REDACTED] (Office for Life Sciences) [REDACTED]@officeforlifesciences.gov.uk>; [REDACTED] (Office for Life Sciences) [REDACTED]@officeforlifesciences.gov.uk>

Subject: RE: Replacing Animals in Science Strategy commitments - Officials group meeting -Updates required 19th Feb

Hi [REDACTED]

Thanks for sending this through. Happy to coordinate the updates at our end and to provide an overview.

Could I clarify the meaning of the yellow highlighting in the KPI spreadsheet?

Best wishes,

[REDACTED]

[REDACTED]

[REDACTED]

Medical Research Council

[REDACTED] [@mrc.ukri.org](mailto:[REDACTED]@mrc.ukri.org)

[REDACTED]

From: [REDACTED] (Office for Life Sciences) [REDACTED] [@officeforlifesciences.gov.uk](mailto:[REDACTED]@officeforlifesciences.gov.uk)>

Sent: 13 February 2026 12:37

To: [REDACTED] (Office for Life Sciences) [REDACTED] [@officeforlifesciences.gov.uk](mailto:[REDACTED]@officeforlifesciences.gov.uk)>; [REDACTED] - MRC UKRI
[REDACTED] [@mrc.ukri.org](mailto:[REDACTED]@mrc.ukri.org)>; [REDACTED] - MRC UKRI [REDACTED] [@mrc.ukri.org](mailto:[REDACTED]@mrc.ukri.org)>

Cc: [REDACTED] (Office for Life Sciences) [REDACTED] [@officeforlifesciences.gov.uk](mailto:[REDACTED]@officeforlifesciences.gov.uk)>; [REDACTED] (Office for Life Sciences) [REDACTED] [@officeforlifesciences.gov.uk](mailto:[REDACTED]@officeforlifesciences.gov.uk)>

Subject: Re: Replacing Animals in Science Strategy commitments - Officials group meeting -Updates required 19th Feb

OFFICIAL-SENSITIVE

Hi [REDACTED]

I hope you're well. Following on from [REDACTED] email yesterday, we have now commissioned NC3Rs and ASRU for the meeting.

Below is the draft commission we are planning to send to UKRI colleagues. Would you be able to coordinate the updates and present the ASRU section at the meeting? Or if there's a better way to gather input from colleagues, please do let me know.

Keen to hear your thoughts on best approach

Email below

Dear All

We look forward to seeing you at the first meeting of the Animals in Science Strategy Officials' Delivery Group on Tuesday 24th February, 10:00 – 11:30.









As part of the Officials' Delivery Group, you will be supporting strategic oversight and coordination to ensure the effective delivery of the Replacing Animals in Science Strategy. **This group will be at working level, convening officials' with direct responsibility for the commitments listed in the strategy**, and will further support the SRO and ministerial groups on driving delivery and implementation of the strategy:



During this meeting, we will be confirming the reporting priorities for discussion for the Senior Responsible Officer (SRO) Delivery Group, ahead of its meeting on 3rd March.

Please see the proposed agenda below:

 (chair)

Item	Topic	Lead	Timings
1	Welcome & Intros		10:00 – 10:05
2	Terms of Reference - Review & sign off		10:05 – 10:15
3a	UKRI: SRO Priorities for Discussion	TBC	10:15 – 10:25
3b	NC3RS: SRO Priorities for Discussion		10:25 – 10:35
3c	OLS: SRO Priorities for Discussion		10:35 – 10:45
3d	ASRU: SRO Priorities for Discussion		10:45 – 10:55
4	KPIs Review		10:55 – 11:15
5	Summary and Next Steps		11:15 – 11:20
6	AOB		11:20 - 11:30

The Ask

1. Commitment Updates

- Please could you prepare to lead the slot introducing your organisation's commitments with any key priorities you wish to raise for discussion at the SRO Delivery Group and any issues for escalation. To support this, please review and update the attached Action Tracker, including:
 - Confirming that the information is accurate
 - Progress to date (Column O)
 - Any risks or challenges to delivery (Column P)
 - Current status of the work (Column Q)
 - Expected completion date (Column R)"

2. Key Performance Indicators Review

- Please could you review the attached KPI document and provide any feedback on the proposed metrics for monitoring progress against the commitments your organisation is responsible for. We would welcome views on whether the metric is practical to collect, meaningful for tracking delivery, and any risks or limitations we should note, as well as suggestions for additional/different metrics we should be considering.

3. Terms of Reference Approval

- Please could you review the attached Terms of Reference for the Officials' Delivery Group and **share any feedback in advance**, so we can table the ToR for approval at the meeting.

Please provide your updates and feedback by **COP Thursday 19 February**, so they can be incorporated into the supporting papers for circulation. If you have any questions or if this deadline is not feasible, do let me know.

Many Thanks

██████████

From: ██████████ (Office for Life Sciences) ██████████ <██████████@officeforlifesciences.gov.uk>
Sent: 12 February 2026 13:51
To: ██████████ - MRC UKRI ██████████ <██████████@mrc.ukri.org>; ██████████ - UKRI MRC ██████████ <██████████@mrc.ukri.org>
Cc: ██████████ (Office for Life Sciences) ██████████ <██████████@officeforlifesciences.gov.uk>; ██████████ (Office for Life Sciences) ██████████ <██████████@officeforlifesciences.gov.uk>
Subject: RE: Replacing Animals in Science Strategy commitments - Officials group meeting - 24th Feb

OFFICIAL

Hi ██████████

Apologies, my last email wasn't clear - yes you are on the cast list! We hope you can make it, and that you (or whoever you both think is best) might be able to present the UKRI update in the meeting. Nothing else has been shared on the meeting yet, so you haven't missed anything. The team should be sharing out some more info for the meeting on the 24th later today.

On data colleagues, we only have contact details for [REDACTED] and [REDACTED]. Do you have email addresses for [REDACTED] (EPSRC) and [REDACTED] (Innovate UK)? Do you also have an idea of who is leading on the data commitment and who should be invited to the meeting or if we should extend the invite to all four?

Noted on [REDACTED], thanks.

Best,

[REDACTED]



Office for
Life Sciences

[REDACTED]
Department for Science, Innovation & Technology
Department of Health and Social Care

[REDACTED] [@officeforlifesciences.gov.uk](mailto:[REDACTED]@officeforlifesciences.gov.uk)
www.gov.uk/officeforlifesciences | [@UK_Life_Science](https://twitter.com/UK_Life_Science)

OFFICIAL

From: [REDACTED] - MRC UKRI [REDACTED] [@mrc.ukri.org](mailto:[REDACTED]@mrc.ukri.org)>

Sent: 12 February 2026 10:10

To: [REDACTED] (Office for Life Sciences) [REDACTED] [@officeforlifesciences.gov.uk](mailto:[REDACTED]@officeforlifesciences.gov.uk)>; [REDACTED] - UKRI MRC [REDACTED] [@mrc.ukri.org](mailto:[REDACTED]@mrc.ukri.org)>

Cc: [REDACTED] (Office for Life Sciences) [REDACTED] [@officeforlifesciences.gov.uk](mailto:[REDACTED]@officeforlifesciences.gov.uk)>; [REDACTED] (Office for Life Sciences) [REDACTED] [@officeforlifesciences.gov.uk](mailto:[REDACTED]@officeforlifesciences.gov.uk)>

Subject: RE: Replacing Animals in Science Strategy commitments - Officials group meeting - 24th Feb

Hi [REDACTED]

Thanks. I have a diary hold invite as well. Hope I didn't miss anything else?

I have just a couple of points. First, did invites go to our data colleagues from councils?

Also, [redacted] affiliation is BBSRC, not MRC.

Best wishes,

[redacted]

[redacted]

[redacted]

Medical Research Council

[redacted] [@mrc.ukri.org](mailto:[redacted]@mrc.ukri.org)

[redacted]

From: [redacted] (Office for Life Sciences) [redacted] [@officeforlifesciences.gov.uk](mailto:[redacted]@officeforlifesciences.gov.uk)>

Sent: 12 February 2026 07:50

To: [redacted] - MRC UKRI [redacted] [@mrc.ukri.org](mailto:[redacted]@mrc.ukri.org)>; [redacted] - MRC UKRI [redacted] [@mrc.ukri.org](mailto:[redacted]@mrc.ukri.org)>

Cc: [redacted] (Office for Life Sciences) [redacted] [@officeforlifesciences.gov.uk](mailto:[redacted]@officeforlifesciences.gov.uk)>; [redacted] (Office for Life Sciences) [redacted] [@officeforlifesciences.gov.uk](mailto:[redacted]@officeforlifesciences.gov.uk)>

Subject: Replacing Animals in Science Strategy commitments - Officials group meeting - 24th Feb

OFFICIAL

Hi [redacted] and [redacted]

Hope you're both well.

I'm writing regarding the Replacing Animals in Science Strategy Officials' Group meeting on **24th February**. Invites have gone out to the following officials from MRC, BBSRC and Innovate UK:

- [redacted] – MRC (delegated to [redacted])
- [redacted] – MRC
- [redacted] – MRC
- [redacted] – BBSRC
- [redacted] – Innovate UK (declined)
- [redacted] – iUK

Grateful if you could confirm whether this attendee list looks appropriate from your side, or if there is anyone else you would recommend including.

We will shortly be sending a commissioning email asking for:

- a brief update on each organisation's strategy commitments, and
- review of the KPIs and the Group's Terms of Reference for approval.

Would one of you be able to please collate the updates from UKRI colleagues? Given time constraints, it would also be helpful if one of you could present the UKRI update at the meeting.

I've cc'd [REDACTED] and [REDACTED] in the team, who will be leading on the Strategy governance and would be happy to talk through any of the above.

Best wishes,

[REDACTED]



Office for
Life Sciences

[REDACTED]
[REDACTED]
Department for Science, Innovation & Technology
Department of Health and Social Care

[REDACTED] [@officeforlifesciences.gov.uk](mailto:[REDACTED]@officeforlifesciences.gov.uk)
www.gov.uk/officeforlifesciences | [@UK_Life_Science](https://twitter.com/UK_Life_Science)

OFFICIAL

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OFFICIAL-SENSITIVE

From: [REDACTED] - MRC UKRI
To: OLS Governance; Patrick Chinnery - MRC UKRI
Cc: [REDACTED] - MRC UKRI; [REDACTED] (Office for Life Sciences); [REDACTED] (Office for Life Sciences); [REDACTED] (Office for Life Sciences); [REDACTED] (Office for Life Sciences); [REDACTED] (Office for Life Sciences)
Subject: RE: DUE 16th Jan 2026: Life Sciences Sector Plan Reporting - Actions 1, 2a and 11i plus 9
Date: 16 January 2026 11:21:24
Attachments: [img-410598f1-9934-4f01-8229-aff1cb22792d\[97\]](#)
[img-dbbf8a3d-e5df-402f-baad-8300aa21e404\[30\]](#)
[image001.png](#)
[LIFE SCIENCES SECTOR PLAN REPORTING ROUND 2 - MRC Executive Chair Professor Patrick Chinnery Jan 2026.pptx](#)
[REDACTED]
[Delivery proposal - LSSP Action 2a - v1.1.pdf](#)

Dear OLS Governance Team,

Further to your email below, please find attached updated reporting slides for MRC's actions 1, 2a and 11i. In addition, I have added action 9 into the pack, which I believe you have also received directly from Biobank. We have considered the feedback from ministers and provide 2 additional documents addressing that for Action 2a and 11i (attached).

Best,

[REDACTED]

[REDACTED]

[REDACTED]

Medical Research Council

[REDACTED] [@mrc.ukri.org](mailto:[REDACTED]@mrc.ukri.org)

[REDACTED]



Medical
Research
Council

www.mrc.ukri.org

From: OLS Governance [REDACTED] [@officeforlifesciences.gov.uk](mailto:[REDACTED]@officeforlifesciences.gov.uk)>

Date: Friday, 5 December 2025 at 14:21

To: Patrick Chinnery - MRC UKRI [REDACTED] [@mrc.ukri.org](mailto:[REDACTED]@mrc.ukri.org)>

Cc: [REDACTED] [@mhra.gov.uk](mailto:[REDACTED]@mhra.gov.uk)>, [REDACTED] (Office for Life Sciences)

[REDACTED] [@officeforlifesciences.gov.uk](mailto:[REDACTED]@officeforlifesciences.gov.uk)>, [REDACTED] (Office for Life Sciences)

[REDACTED] [@officeforlifesciences.gov.uk](mailto:[REDACTED]@officeforlifesciences.gov.uk)>, [REDACTED] - MRC UKRI

[REDACTED] [@mrc.ukri.org](mailto:[REDACTED]@mrc.ukri.org)>, [REDACTED] (Office for Life Sciences)

[REDACTED] [@officeforlifesciences.gov.uk](mailto:[REDACTED]@officeforlifesciences.gov.uk)>, [REDACTED] (Office for Life

Sciences) [REDACTED] [@officeforlifesciences.gov.uk](mailto:[REDACTED]@officeforlifesciences.gov.uk)>, [REDACTED] (Office for

Life Sciences) [REDACTED]@officeforlifesciences.gov.uk>

Subject: DUE 16th Jan 2026: Life Sciences Sector Plan Reporting - Actions 1, 2a and 11i

OFFICIAL

Dear Patrick Chinnery,

Thank you for your continued engagement on delivery of the Life Sciences Sector Plan.

Following the four-monthly reporting cadence, we are commissioning the second full round of reporting on all 33 Life Sciences Sector Plan actions. Please see attached your previously returned slides for you to update and return by no later than **COP Friday 16th January 2026**.

In addition, ministers have reviewed each of the reporting slides and have provided individual feedback in the attached letter. They have also asked for greater detail to be provided on industry engagement across all of the actions. **Please ensure this feedback is considered when updating your reporting slides.** We have also updated the guidance document (see attached) to help you complete this reporting, the updates to the guidance since the last round are in red.

This reporting will be shared with all Life Sciences Delivery Board members. Reporting will also be shared (confidentially) with relevant Trade Associations, to allow for transparency in the reporting process, and we will share any key thoughts that the Trade Associations have with the board. **If there any details that are commercially sensitive and so can't be shared with Trade Associations, please highlight these as per the guidance.**

If you require any support or have any questions let us know.

Best wishes,

OLS Governance Team

OFFICIAL

Agenda Item 2 – Life Sciences Sector Plan Reporting Round 2



Office for
Life Sciences

Action	The Government will continue to invest at scale in discovery science.	Date	Jan 2026
1		Delivery Confidence	
SRO	MRC Executive Chair – Prof Patrick Chinnery		

Action Context, Interdependencies, Delivery Structure/Systems

Discovery science is critical both in underpinning long-term improvements in our understanding and treatment of disease, and in generating the ideas and technologies required for the for the formation and growth of new technologies. We will continue our support for discovery research, ensure that the UK remains a bastion of early-stage science, identifying and de-risking new ideas which improve health and create jobs, and developing the ideas and IP which new companies can be formed around. As a sign of the Government’s commitment in this area, the Laboratory of Molecular Biology, one of the world’s pre-eminent scientific institutions, will also receive a 10-year funding allocation to support pioneering research, foster global talent, and drive breakthroughs that underpin the Life Sciences sector.

Progress Narrative

The 2025 Spending Review committed £22.6 billion per year for research and development by 2029-30, in support of the Industrial Strategy. Allocations for individual areas have been published and there is a commitment to invest in Life Sciences, through MRC, and wider UKRI budget. Patrick Chinnery is the SRO for UKRI’s investment in Life Sciences.

Delivery Milestones

Date	Milestone	Status
Dec 25	Secure multi year spending review settlement for life sciences across UKRI Explainer: UKRI budget allocations – UKRI	Complete

Impact Metrics, e.g how will impact be tracked measured for this action.

Metric	Progress
Continued HMG investment in discovery research at current levels	Measured via the Health Research Analysis report
Continued investment from private (industrial and philanthropic sources) within and beyond UK	UK philanthropic investment measured via Health Research Analysis report
Long term monitoring of discovery science activity, including (but not limited to) business growth, talent and employment, and global academic renown	Captured via existing MRC monitoring tools

Risks and Issues

Risk/Issue	RAG	Mitigation	Res. RAG
Unfavourable spending review allocations		Strong bids, highlighting the value of discovery sciences to both health and growth.	
Wider fiscal events forcing a Government policy change.		Strong comms and HMG engagement to highlight the persistent need to support discovery sciences. Building relations with external funders.	

Action	The Government will establish pre-clinical translational infrastructure to drive development of pre-clinical models as an alternative to animals and will develop up to three fully integrated translational networks in key disease areas.	Date	January 2026
2a		Delivery Confidence	
SRO	MRC Executive Chair – Prof Patrick Chinnery		

Action Context, Interdependencies, Delivery Structure/Systems

This action is linked to the government's strategy on supporting alternatives to the use of animals in science. The preclinical research hub has the support of ABPI, pharma and developers of non-animal models. The translational networks are backed by pharma companies. Establishment of the hub and networks will deliver a consolidated offer, linking and accelerating preclinical and clinical research for both industry and academia to de-risk the drug and device development process and supporting the delivery of large clinical trials within the UK. There are crossovers with the AI Opportunities Plan, given the potential for AI to support pre-clinical translational research. The UK CERSI also has potential interests.

Progress Narrative

MRC has completed delivery proposals for the Hub and initial TRN, with details on delivery milestones and impact metrics. Both activities are led by the same MRC team, with close operational coordination and will initially focus on a shared disease/mechanistic pathway to create a clear and attractive integrated UK translational offer, with the hub enabling rich and effective preclinical discovery and early development, and the TRN facilitating direct evaluation of assets in human tissue and consenting patients.

As the investment grows, we hope to secure funding for additional TRNs in complementary areas, aligned to expansion of capabilities at the Hub; long term, our vision for the Hub is to act as a standalone facility for pre-clinical translational models across a range of disease pathways, while playing an integral part in a suite of TRNs. As both activities require leveraged funding to fully meet their ambitions, we have engaged with interested companies to co-design the Hub and TRN, and the research focus will be determined in partnership with companies and funders able to co-invest in areas of UK strength.

Delivery of both activities will be overseen by the new UKRI Life Sciences Programme Board (chaired by Patrick Chinnery, SRO). This board will consist of representatives from relevant government departments (DSIT, DHSC and others as appropriate), UKRI councils, industry bodies and external experts drawn from universities, investors and business. We anticipate that this Board will be supported by a scientific advisory group focused on these LSSP investments, consisting of experts from industry, clinical and academic sectors, to provide independent scrutiny, challenge and strategic direction.

Impact Metrics, e.g. how will impact be tracked measured for this action.

Metric	Progress
Development of theory of change with metrics which will be refined with programme teams and the board	Underway
Establishment of pre clinical hub and creation of at least 1 network	Underway

Delivery Milestones

Date	Milestone	Status
Sept 25	Agree governance structures	
Sep 25	Health priorities mapping and analysis	
Jul-Sep 26	Funding decisions made on Hub (Jul) and TRN (Sep)	
Dec 2026	Establishment of Pre-clinical Hub and at least one network	

Risks and Issues

Risk/Issue	RAG	Mitigation	Res. RAG
Failure to agree scope of the initial investments		Broad consultation with multiple sectors has defined the high-level scope of the Hub and pathfinder TRN. Key parties to co-develop specification/focus of Hub/TRN	
Lack of engagement from industry and academia		Ongoing consultation with both in design of Hub/TRN. Governance will ensure engagement through oversight/advisory groups. Strong narrative and comms to highlight the potential and value of the networks.	
Failure to secure co-investment		Co-design TRNs and Hub with interested parties to ensure activities meet the needs of industry.	
Failure to meet timelines		Close project management. Interim decision-making while formal governance established. Host hub where capacity exists. TRN in research area with UK strengths.	
Insufficient funding available		Narrow focus for initial investments to ensure funding envelope delivers meaningful value for stakeholders	

Action	Expand and enhance the UK's consented health research datasets and develop the cutting-edge infrastructure needed to deliver a comprehensive genomics ecosystem, maximising patient benefit, with the potential for genomics to contribute to half of all healthcare interventions – UK Biobank	Date	15.01.26
9ii		Delivery Confidence	
SRO		MRC Executive Chair – Prof Patrick Chinnery	

Action Context, Interdependencies, Delivery Structure/Systems

- The funding will enable UK Biobank to have (by 2030) completed proteomic analyses of all 500,000 participants (both proteomic measures from baseline recruitment and an assessment of change over time in 100,000 participants).
- In addition to completing measures of ~6,000 proteins using the Olink proteomic platform, the funding will support the collection of complementary proteomic data using other platforms (as with the 50,000 Somascan assay that is being conducting in parallel with industry funding from Illumina/Somalogic and other Pharma partners) since the additional platforms provide different information that is relevant to disease processes.
- This will expand the impact of UK Biobank's pre-eminent biomedical research resource with enhanced characterisation of participants alongside other multi-omic data and participant health outcomes via linked primary and secondary care data within the UK Biobank Research Analysis Platform. It will ensure UK Biobank remains the best-characterised research cohort in the world, attracting hundreds of millions in industry and philanthropic investment.
- Proteomics has been evidenced to be a very powerful predictor of disease, outperforming other predictive markers, with the potential to have a transformational direct impact on approaches to prevention. This funding will co-match industry investment and will enable completion of the cohort-wide Olink proteomics assay on 300k samples, measuring ~6,000 proteins in participants' blood by the end of 2026.
- Dependent on securing the £20m awarded during SR phase 2 but will require business case approval.
- Progress is actively tracked and reviewed as part of UK Biobank's Project Delivery governance and with oversight provided by the Joint Steering Committee of the industry-led Pharma Proteomics Project Consortium.

Progress Narrative

Provide a short summary of the delivery status of the action (100 words max)

- An industry-funded pilot study of 50,000 UK Biobank participants identified proteins that could accurately predict dementia up to 10 years before diagnosis using an Olink assay that measures up to 3,000 proteins.
- UKB has secured ~£16m of industry investment from 15 pharmaceutical companies (forming the Pharma Proteomics Project consortium) to complete the first 300k samples using a new assay of up to 6,000 proteins
- This funding will extend the breadth and depth of proteomics measures available, including protein measures for the final 300k samples using the new Olink assay to cover the full UKB cohort (500k participants, involving 600k samples analysed, 100k of which are repeat samples) with completion in 18-24 months to the end of 2026, and with complementary measures on a subset of participants using different proteomics technologies.

Impact Metrics, e.g. how will impact be tracked measured for this action.

Metric	Progress
Completion of pilot to measure up to 6k proteins for ~12k samples to assess assay quality and deliverability	<i>Pilot completed in June. QC review undertaken during July. Regular shipments of up to 50k samples per month have now commenced.</i>
Proteomics analysis complete for first tranche of data (150k samples)	Sample measure are on track for first 150k dataset to be available to PPP consortium by end Q1 2026.
Proteomic analysis complete of all 500k UKB participants (600k samples)	Anticipated completion early 2027. PPP consortium has 9mths exclusive access before general release.
UKB will measure impact of the new proteomics data through monitoring of publications and patents.	Not yet started

Delivery Milestones

Date	Milestone	Status
Q4 2025	Access to participant health outcomes via linked primary care health records (GP data) to substantially enhance the value of proteomic data	Delayed but in progress
FY 26-27	Delivery of the full £20m to complete the Olink 500,000 measures ahead of reagent expiry in Q4 2026. Business case submission end January 26 for project start April 26	In progress
Q4 2026	Completion of proteomic analysis of all 600k samples before assay reagents expire.	Not started
2030	UK Biobank will have expanded the impact of its pre-eminent biomedical research resource with enhanced characterisation of participants, including proteomic analyses alongside other multi-omic data, and health outcomes via linked primary and secondary care data available within the UK Biobank Research Analysis Platform.	In progress

Risk/Issue	RAG	Mitigation	Residual RAG
The £20m must be provided in full in 2026/27 so that the proteomic testing is completed before the assay reagents expire in Q4 2026. If not, this risks compromising continuity of scientific testing and industry confidence.		OLS will work to submit the business case well by January 2026 to ensure funds are ready to be released for the start of the 26-27 FY.	
The existing proteomics assay provider must be used to complete the 600k sample testing to ensure scientific continuity and industry confidence. As UKB operates under public procurement, there may be a risk in committing funding to the existing provider without formal procurement.		UKB have undertaken a legal risk assessment to understand this risk in more detail and has provided the advice it has received to OLS/MRC to derisk the procurement risk.	

Action	The Government will promote closer coordination and collaboration across the UK health and Life Sciences research funders – creation of a UK-wide research portfolio database	Date	January 2026
11i		Delivery Confidence	
SRO	MRC Executive Chair – Prof Patrick Chinnery		

Action Context, Interdependencies, Delivery Structure/Systems

Building on the strength of the OSCHR board, the Government will promote closer coordination and collaboration across UK health and Life Sciences through the creation of an OSCHR-led UK-wide research portfolio database and management tool for government funded research. This will simplify access to and increase transparency of the public and charity-funded national portfolio, making it easier for the UK to attract collaboration and inward investment from industry, investors, and other commercial finance actors, ensuring best value for money and impact of every pound invested.

Progress Narrative

On track to deliver publicly available research database and management tool for Sept 2026. A range of projects are underway to support this, including development and validation of key digital capabilities and sector wide engagement, to ensure usability and buy-in from key stakeholders. Following detailed spec development, we are in discussions with potential providers to explore options for data capture, analysis and presentation.

Delivery Milestones

Date	Milestone	Status
Summer 25	Development and validation of ML tool to automate the HRCS coding	Underway
Aug/Sept 25	Engagement of wider sector through set up of sector working group	Continuous
Sept 25	Meetings with industry reps to review opportunity to include industry data, and understand what industry would want to see in a portfolio database	Completed
Jan 26	Ongoing engagement of wider sector through OSCHR and sector working group	Underway
Jan 26	Development of database concept and start of discussion with potential providers	Underway

Impact Metrics, e.g how will impact be tracked measured for this action.

Metric	Progress
By September 2026, an OSCHR-led, UK-wide research portfolio database and management tool will have been created	Underway
Proportion of government funded research represented in the database	Underway
Quality of system engagement with the tool, measured quantitatively through structured feedback across industry, academia and third sector	Sector working group is being set-up – ongoing feedback mechanism possible through this channel

Risks and Issues

Risk/Issue	RAG	Mitigation	Res. RAG
Lack of buy in from key stakeholders		Co develop solution with stakeholders	
Data access to key funding streams from across government funders		Engagement with key stakeholders across departments and devolved administrations	

LSSP – Action 2a delivery and governance plans

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Version	Date	Authors	Approved by
1.0	09.01.26	[REDACTED] [REDACTED]	[REDACTED]
1.1	15.01.26	[REDACTED] [REDACTED] [REDACTED] [REDACTED]	[REDACTED]

1. Preclinical translational research hub delivery plan

1.1 Summary

A **public-private pre-clinical translational laboratory hub** (the Hub) with core-funded technical staff and state of the art equipment where researchers from academia and industry co-develop predictive pre-clinical human in vitro models for medicines discovery.

The Hub will:

- Provide shared laboratory space across 1-3 sites, with core-funded technical staff, data scientists and state of the art equipment and technologies where industry and academic researchers can co-develop pre-clinical human disease models for medicines discovery. The models will:
 - Have a clear use in the medicines discovery pathway to improve the identification of targets, biomarkers, and therapeutic candidates and predict their efficacy.
 - Accurately recapitulate the desired aspects of diseases with clear functional end-points and benchmarking against patient data.
 - Have a clear a pipeline for scaling and validation of the models with clear go/no-go criteria, criteria of success, timeline and budget.
- Link to and establish IT infrastructure to make data and methods generated within the hub openly available.
- Link with NIHR BioResource and other patient cohorts to provide access to patient derived samples for validation of the generated models.
- Utilise and co-develop novel AI methods to integrate data from the models with patient data, including potential AI supported tools to simulate biological processes and predict human responses more accurately (depending on funding levels).
- Be located within one or more existing public or high education research institute(s), with demonstrated expertise and existing infrastructure to optimise the use of resources and enhance the impact of the initial investment.
- Provide an overview of existing human in vitro models and facilitate contact between researchers in need of a model and “model owners” in academia, industry or CROs.

1.2 Timeline

Milestone	Delivered by	RAG
Initiation phase		
Initial consultation completed	December 2025	
Approval of Delivery plan	January 2026	
Completion of technical specifications for the Hub	January 2026	
Funding opportunity announced for Hub location site	March 2026	
Decision made on Hub location site	July 2026	
Establishment phase		
Hub set up	December 2026	
Additional equipment acquired and lab space functional	March 2027	
Work on model development start	April 2027	
Hub running at full capacity	October 2027	
Expansion phase		
Additional investment into the hub secured ¹	TBD	

1.3 Hub delivery

¹ early discussions are ongoing with potential co-investors, but no commitments have been made to date

- Initiation
 - The Hub will be established with 1-3 initial focus area(s). Expertise, technologies and equipment will serve a range of model development needs. Access to patient samples will be limited to the focus areas.
 - Companies who co-invest in the establishment of the Hub (through direct or in-kind contributions and/or shared services cost) will join the Hub consortium and co-design the Hub specifications and initial research focus area(s).
- Establishment
 - An opportunity to submit an outline application will be opened, with technical specifications strictly defined and applications capped at 1 per institution.
 - 2-3 institutions will be invited to submit full applications to host the Hub.
- Expansion phase
 - The Hub will work towards becoming disease agnostic with expertise, technologies and equipment serving a wide range of model development needs.
 - Commercial companies will be able to collaborate with the Hub on a specific project basis, with terms in line with both standard T&Cs for UKRI funded industry collaborations and the consortium principles

1.4 Consultation

The proposal and delivery plan were initially informed by an initial proposal from the ABPI proposal, followed by OLS-led consultation and a workshop on novel in vitro models conducted by MRC in 2024. This was further developed through targeted consultation with industry experts from pharmaceutical companies and contract research organisations, the ABPI pre-clinical working group and academic researchers (Annex 1 for list of external experts).

2. Translational Research Network delivery plan

2.1 Summary

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

2.2 Timeline

[REDACTED]

² [REDACTED]

2.3 TRN delivery

- [REDACTED]
 - [REDACTED]
 - [REDACTED]
 - [REDACTED]
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- [REDACTED]
 - [REDACTED]
 - [REDACTED]
 - [REDACTED]

2.4 Consultation

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

3. Draft impact metrics (to be stress tested with progamme teams and commercial experts)

[REDACTED]

[REDACTED]

4. Governance

[Redacted text block]

[Redacted text block]

[Redacted text block]

[Redacted text block]

5. Co-ordination of the Hub and TRN

[Redacted text block]

[Redacted text block]

[Redacted text block]

6. Risks

Risk/Issue	Mitigation
Failure to agree scope of the initial investments	Broad consultation with multiple sectors has defined the high-level scope of the Hub and pathfinder TRN. Further refinement with key interested parties is underway to co-develop the technical specification of the hub and the initial disease/mechanistic focus of both investments.
Lack of engagement from industry and academia	Ongoing consultation with both sectors in the design of the hub and TRN, ensuring that investment plans align with previously documented enthusiasm. UKRI governance will ensure engagement through oversight and advisory

³ [Redacted footnote]

	groups. Strong narrative and comms to highlight the potential and value of the networks
Failure to secure co-investment from industry	Co-design TRNs and Hub with interested parties to ensure activities meet the needs of industry.
Failure to establish investments on time	Close project management, RAG monitoring, interim decision-making while formal governance is established. Host hub in a location with existing capacity so activation energy is lowered. Position TRN in research area with existing UK activity/strength.
Insufficient funding available to have material impact, leading to loss of confidence in programme	Narrow focus for initial investments to ensure funding envelope delivers meaningful value for stakeholders

Annex 1

Consultation events for the Hub

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

Background documents

[REDACTED]

Draft plan circulated autumn 2025

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

Consultation events for the TRN

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

Background documents

- [REDACTED]

From: [REDACTED] - NC3Rs
To: [REDACTED] (Office for Life Sciences)
Cc: [REDACTED] - NC3Rs
Subject: NC3Rs Commitment update
Date: 30 March 2026 11:13:18
Attachments: [NC3Rs summary for MHRA 2026.pdf](#)

Hi [REDACTED]

I hope this finds you well. I thought it would be useful to send you a short update on where we are with the commitments that are assigned to the NC3Rs – please see below.

We have also been helping UKRI colleagues with their commitments:

- Joint [funding call](#) with Innovate UK on the adoption of non-animal approaches for pharmacokinetic prediction and cardiovascular safety (this is working very well).
- Expertise provided to MRC colleagues on an *ad hoc* basis for the Translational Hub (Commitment 1).
- MRC colleagues requested help with how to deliver Commitment 5 on publishing areas of research interest for alternative methods. Last week I convened a meeting of MRC, BBSRC and NC3Rs staff to discuss how we take this forward and the NC3Rs is now taking the lead on developing plans for delivering this Commitment. We have agreed to meet with MRC and BBSRC colleagues every three weeks to discuss and to work collaboratively on this. It is likely that we will hold a workshop so that we can engage a range of stakeholders.

Happy to discuss further. I have copied in [REDACTED] for information.

Hope you have a great Easter.

Best wishes

[REDACTED]

Commitment 4 – foundational training for early career researchers

We are making good progress with this commitment. The NC3Rs Board approved the plans we had prepared for this commitment. We are in the process of establishing a steering committee to oversee the development of the training. Invitations have gone out and we have had an excellent response. The e-learning modules that will eventually form the basis of much of the training are under-development with one course almost completed.

The summer school for NC3Rs PhD students, which we have also opened up to a small number of MRC and BBSRC PhD students, is set for June – a great agenda is in place.

Commitment 6 – strengthening journal commitments on publishing alternatives

This is not scheduled to be initiated until 2027 but we have done some preliminary thinking on how to address this.

Commitment 7 – increase the availability of alternative methods

This commitment relates to the NC3Rs gateway, a publishing platform in collaboration with F1000Research which NC3Rs grant holders can use for publishing detailed methodologies. We have

met with F1000Research to discuss expanding the gateway to researchers supported by other funders. As a first step however we need to understand how much research there is out there that is relevant and what appetite there is among researchers to use the gateway. We think the best approach to addressing these two information gaps is to do a survey of researchers focusing on those funded by UKRI. We have developed a draft survey and have met with MRC and BBSRC colleagues to discuss how they can help disseminate this – to note the information that we collate should be helpful to MRC and BBSRC as they do not know how much of their portfolio is relevant to replacing the use of animals. While we are making progress and have sensible plans for delivery of this Commitment we are hampered by a lack of resource and need to be able to recruit.

Commitment 10 – publish regulatory agency accepted alternative methods and priorities for future development and validation

The NC3Rs Regulatory Sciences Forum discussed this Commitment at its meeting in February and again last week. We are making progress but need some clarity from OLS on a couple of points regarding what is expected for this Commitment. To note we are hampered by a lack of resource and need to be able to recruit (we have the job description drafted) to maintain momentum.

Commitment 12 – Support training in alternative method development, qualification and validation

As for Commitment 10, plus this will be the focus of the Regulatory Sciences Forum meeting scheduled for 13 May. We need more staff resource to deliver this Commitment.

Commitment 15 – Quantify annually the inclusion of second species testing in clinical trial applications

I met [REDACTED] from the MHRA on 13 February to discuss collaboration and delivering this Commitment. I followed-up with a short paper (sent to [REDACTED] on 17 March) and am waiting a response. I have attached the paper for your information.

[REDACTED]
[REDACTED]
NC3Rs – National Centre for the Replacement, Refinement and Reduction of Animals in Research

Gibbs Building, 215 Euston Road, London, NW1 2BE

[REDACTED] [@nc3rs.org.uk](mailto:[REDACTED]@nc3rs.org.uk)

nc3rs.org.uk | [@NC3Rs](https://twitter.com/NC3Rs) | [LinkedIn](#)
[REDACTED]



NC3Rs and MHRA partnership working – summary

Introduction

1. The NC3Rs has a long-standing programme working with pharmaceutical companies and regulators, nationally and internationally, to generate the evidence base needed to modernise nonclinical testing and minimise animal use and suffering. The programme involves more than 50 pharmaceutical companies and contract research organisations, supported by active participation from regulators and government agencies. It has led to changes in company and regulatory practices. Key outputs include amendments to the ICH M3 guideline to remove the [requirement for single dose acute toxicity studies](#) for the registration of new medicines and changes to minimise the use of dogs and non-human primates through refined study designs. The FDA's recent [draft advice](#) to streamline nonclinical safety packages and the EMA's recent [Reflection Paper on Non-Human Primates](#) have both been significantly informed by the work we have led on [re-evaluating the need for chronic toxicity studies for monoclonal antibodies](#), in partnership with the European Partnership for Alternatives to Animals and the Netherlands Medicines Evaluation Board.
2. Many of the NC3Rs activities have focused on our role as an honest broker for sharing data between companies to identify opportunities to minimise animal use. The data is typically non-competitive and includes detailed information on study designs, clinical endpoints and compound progression through the development pathway. These initiatives are complemented by NC3Rs work to fund and support the development and qualification of new approach methodologies that replace animal use in pharmaceutical development. In 2025 we published jointly with the MHRA and ABPI a [report on a workshop](#) we held on incorporating new approach methodologies into medicines development. We work closely with the ABPI and in February 2026 we published a report – [From Models to Medicines](#) – commissioned by the ABPI which reviewed the UK's landscape for human-relevant *in vitro* model development in the UK. The report includes a new Translational Readiness Framework which academics and industry stakeholders can use to assess and benchmark a model's suitability for use in pharmaceutical development.

Working with the MHRA

3. The MHRA has been one of the NC3Rs most important and long-standing partners. Colleagues from the MHRA have participated in a wide range of NC3Rs activities (e.g. expert working groups) and we have also worked together on jointly badged initiatives. The latter includes:

- Reducing the use of recovery animals. This led to evidence-based [recommendations](#) on when the use of recovery animals is (and is not) scientifically justified to reduce unnecessary inclusion in studies. We continue to track use through subsequent [data sharing projects](#), and have seen a shift towards fewer recovery groups being used, however, further opportunities remain to optimise group sizes and reduce the use of recovery animals.
 - Global harmonisation of *in vitro* only nonclinical packages for biosimilar products. This [work](#) demonstrated when *in vivo* studies can be waived for biosimilar development, supporting wider acceptance of *in vitro* only nonclinical packages. A recent review of EMA and FDA approval data that we have conducted (*paper submitted*), however, suggests that further international regulatory discussions are needed to enable more consistent global uptake of *in vitro* only packages to avoid unnecessary *in vivo* studies.
 - Use of the Forced Swim Test in rodents. This collaboration supported policy changes based on a [joint paper](#) we published which clarified the appropriate scientific use and regulatory relevance of the Forced Swim Test to assess antidepressant activity.
 - Human tissue for safety pharmacology. This work resulted in a [Q&A document](#) co-authored with international regulatory agencies, clarifying how human tissue data can support medicine development.
4. We are seeking to build on our engagement with MHRA colleagues to accelerate the delivery of NC3Rs impacts – for example through the provision of a route to regulatory changes at the ICH level. We propose six-monthly meetings with key MHRA and NC3Rs staff to facilitate this – providing a regular forum to share updates, horizon scan and identify opportunities to collaborate. As a start we would welcome discussion on next steps for an international initiative that we are leading (which includes MHRA participation), to generate evidence for the scientifically justified use of a [single species](#) in long-term toxicity studies.
5. We are also seeking closer collaboration with the MHRA to deliver key commitments in the Government's *Replacing animals in science* strategy, including those in which the NC3Rs is the SRO. The NC3Rs [Regulatory Science Forum](#) (of which MHRA is a member) is identified in the strategy as being critical to Government commitments on publishing accepted regulatory agency accepted alternative methods and priorities for future development and validation (Commitment 10), and on training for method developers and regulatory assessors (Commitments 12 and 13). Commitment 15 which states “*We will quantify annually the inclusion of second species testing in clinical trial applications*” also requires collaboration as the NC3Rs is the SRO but the data resides with the MHRA – we would welcome an opportunity to discuss how to expedite the collation and publication of the information required, noting that the deadline for first publishing this is mid-2026.

██████████
████████████████████
March 2026