

Integrated performance report




Year-end 2023/24

NICE National Institute for
Health and Care Excellence



Section	Slide / chart number	ET lead
Our transformation objectives in the 23/24 business plan 1. NICE-wide horizon scanning and topic selection 2. Early engagement with industry 3. Improving our digital presence 4. Incorporating technologies into guidelines and resource impact 5. Advice on HealthTech products 6. Improvements to methods and processes 7. Improving measurement 8. Continuous improvement and talent management	Slide 5 Slide 5 Slide 6 & 7 Slide 6 & 7 Slide 6 & 7 Slide 8 Slide 9 Slide 10	Jonathan Benger Mark Chapman Clare Morgan Jonathan Benger Mark Chapman Helen Knight Clare Morgan Sam Roberts
Producing high quality advice...	Slide 12, chart 1 Slide 12, chart 2 Slide 13, charts 3 & 4	Helen Knight Mark Chapman Jonathan Benger
...that is relevant	Slide 14, chart 5 Slide 14, chart 6	Mark Chapman Clare Morgan
... that is timely	Slides 15, 16, 17 & 18 Slide 19, charts 10 & 11 Slide 19, chart 12	Helen Knight Mark Chapman Nick Crabb
... that is useable and has a demonstrable impact	Slide 20, chart 13 Slide 20, chart 14 Slide 20, chart 15	Boryana Stambolova Raghu Vydyanath Clare Morgan
While ensuring happy and well supported staff...	Slides 22, 23 & 24	Helen Brown
...effective communications and engagement	Slide 25, chart 23 Slide 25, chart 24 Slide 26, chart 25 Slide 26, charts 26 & 27 Slide 27, chart 28 & 29	Clare Morgan Jane Gizbert Boryana Stambolova Jane Gizbert Jane Gizbert
... and a financially sustainable organisation	Slides 28, 29 & 30	Boryana Stambolova

Summary

Area	Year-end delivery	Comments
Our transformation objectives in the 23/24 business plan		<p>Positive delivery achieved across the business plan objectives. 40 milestones were met, 2 partially met, 2 retired, and 5 not met. The 2 retired milestones related to continuous improvement and were withdrawn due to financial pressures. The following 5 milestones were not met: 2 inter-related milestones - publish Interim methods & processes for integration, and then updating the methods manual – delayed to enable additional stakeholder engagement, and then an extension to the consultation after a request from the ABPI. Rapid entry to managed access was de-prioritised by the system. The Immuno-oncology milestone was not achieved because of the challenges faced in creating robust methods and the significant challenges raised from stakeholders. Procurement of the content management system was paused to develop the product strategy, and this resulted in a revised set of requirements that we are exploring with the market.</p>
High quality advice that is relevant, timely, usable and has a demonstrable impact		<p>The guidelines and health technologies programmes exceeded the volume of outputs set out in the 2023/24 business plan. The number of quality standards updates was lower than set out in the business plan but slightly above internal work-plans. 93 technology appraisal (TA) and highly specialised technologies (HST) outputs were published (85% of the business plan target); this is due to topics taking longer than the standard process to publish and therefore extending into 2024/25.</p> <p>The mean and median number of days between GB marketing authorisation (MA) and TA/HST guidance publication significantly reduced from 2022/23 for 'optimal' topics and the 15% target reduction was met with topics published 50% quicker on average compared to last year. However, this target was not achieved when 'divergent' topics are included, with performance affected by 6 HST publications with a mean of 1,625 days. The target to produce conditional recommendations for early value assessments of health technologies within 6 months was not met, and the proportion of NICE Advice early engagement services that are for diagnostics, devices and digital technologies reduced from 2022/23 against a target of a 25% increase.</p>
While ensuring a financially sustainable organisation, with happy and well-supported staff, and effective communications and engagement		<p>The 2023/24 year-end operational revenue position ended with a £287k surplus, in line with forecasts. This satisfies our statutory duty to stay within our allocated budget limits, as well as our commitment to have an underspend of less than £1m. The year-end financial position remains subject to external audit which will take place in May 2024.</p> <p>Turnover and sickness absence exceeded both the 2023/24 target and 2022/23 position. The proportion of ethnic minority staff in bands 7 and above increased, but at a lower rate than set in the target, and the staff appraisal targets were narrowly not met. The communications and engagement targets were all achieved, except for the proportion of NICE generated news coverage that includes at least one key message.</p>

Our transformation objectives in the 2023/24 business plan

1 April 2023 to 31 March 2024

1 Focus on what matters most

Relevance

Objective 1

Increase the relevance of our guidance by developing a NICE-wide horizon scanning & topic selection function enabled by coordinated stakeholder engagement

Objective 2

Increase the real-world impact of our pre-evaluation support by simplifying and improving NICE's early engagement with industry

What's been achieved

Objective 1:

- Prioritisation framework
- Organisational and process integration
- Establishment of shadow board
- Stakeholder engagement into new approach
- Approach to collecting system intelligence to inform prioritisation.

Objective 2:

- Organisational change into one team
- Design of new services
- Launch of new brand and digital campaign
- Quality & impactful engagement with industry

What we have learnt

Objective 1:

- Positive impact of extensive collaboration in designing new approach
- Complexity of work to establish a common clarification process as way of responding to prioritisation decisions.

Objective 2:

- Income targets too ambitious while managing organisational change
- Would have benefited from more commercial expertise and innovation experience
- Implications of new name not identified early
- Great benefits in customer journey mapping and input from audience insight.

8	Milestone	Delivered by	On track?
	Adopted a new, coordinated approach to stakeholder engagement	Feb 2024	Yes
	Redesigned our support for developers and innovators to make the most of NICE's relevant services, better tailored to the needs of all types of technology developers	Oct 2023	Yes
	Established a new early engagement team bringing together all of NICE's industry engagement services	Nov 2023	Yes – Prog Board agreed revised date of Nov 23
	Redesigned our business model to allow more scope for proactive outreach and to facilitate risk-based proportionate approaches to our advice for technologies	Nov 2023	Yes
	Established new ways of working to systematically gather intelligence from the health and social care system, and from life sciences and industry	Feb 2024	Yes
	Created a cross-organisational prioritisation function	Jan 2024	Yes
	Established a new mechanism to scope and schedule our topics based on identified priorities	Jan 2024	Yes
	Tested our selected priorities with the health and care system	Feb 2024	Yes

2 Provide useful and useable advice – Part 1

Useable

- Objective 3**
Make our advice easier to access by improving our digital presence

Objective 4
Increase the useability of our guidance by incorporating technologies into guidelines, and evolve our supporting resource impact assessment

Objective 5
Improve the value of NHS purchasing in new ways by developing the programme to provide advice on classes of HealthTech products already in use

- What's been achieved**
- Objective 3:**
- Final technical checks to go live with the new NICE homepage, news and blogs sections during May.
- Objective 4:**
- Developed draft interim methods to align guideline and technology appraisals ready for consultation and pilots in 2024/25.
 - Updated the resource impact template, after consultation with key stakeholders, to enhance the illustration of the capacity impact of our guidance.
- Objective 5:**
- We have three Late Stage Assessment topics live, the remaining five will be launched between May and July. We have published and consulted on our LSA Interim Methods and Process statement (Feb-March), have updated the Process and Methods document, and aim to publish this revised document and themed consultation responses in May. DHSC have published their MedTech Strategy, which includes Late Stage Assessment.

- What we have learnt**
- Objective 3:**
- Planning for technical challenges in the final migration unearthed unexpected challenges - but all work is in hand and a staggered approach has worked in mitigating them and will be taken forward in 2024/25.
- Objective 4:**
- Needed more stakeholder interaction: will be implemented in 2024/25
 - There has been good collaborative work across directorates, but this unearthed cultural difference and perspectives to be managed between different parts of NICE.
- Objective 5**
- Pre-launch work is required to identify key stakeholders and RWE sources and understand the procurement and commissioning landscape as soon as possible to engage within the timelines.
 - Consultation on the draft scope is required as well as a scoping workshop.

2 Provide useful and useable advice - Part 2

17	Milestone	Delivered by	On track?
	Agreed an approach to capturing and reporting evidence about the capacity and workforce implications of an intervention or recommendation	Jun 2023	Yes
	Commenced rolling quarterly improvements to guideline content presentation based on user research	Jul 2023	Yes
	Procured a new Content Management System to enable improvements to NICE’s corporate website	Aug 2023	Yes
	Aligned relevant methods and processes between guidelines and Technology Appraisals	Sept 2023	Yes
	Completed evidence review and initial stakeholder engagement to inform evaluative approach	Sept 2023	Yes
	Created a product and channel strategy to describe the future publishing model for NICE guidance that is more useful and useable	Oct 2023	Yes
	Commenced the continuous deployment and integration phase of our new CMS adoption	Oct 2023	Yes
	Procured suitable content management technology to realise our product strategy and deliver more value to our guidance users	Nov 2023	No
	Developed and adopted a Resource Impact Analysis methodology that reflects more granular evidence about capacity and workforce implications	Nov 2023	Yes
	Agreed and published interim methods and processes (integration of TAs into guidelines)	Nov 2023	No
	Developed and tested a new presentation approach to illustrate the workforce and capacity implications of NICE advice	Nov 2023	Yes
	Developed and consulted on new methods and process to consider late-stage multi-tech evaluations	Dec 2023	Yes
	Developed an approach to accessing and utilising data for late-stage class-based evaluations	Dec 2023	Yes
	Launched two pilots of the new approach	Jan 2024	Yes
	Commenced 2 pilots of interim principles for integrating TAs in guidelines	Feb 2024	Yes
	Finalised and published the updated methods manual codifying the new approach (integration of TAs into guidelines)	Mar 2024	No
	Developed partnerships for longer-term delivery of data access	Mar 2024	Yes

2 Provide useful and useable advice - Part 3

Timely

Objective 6

Improve the timeliness of our guidance by implementing improvements to our methods and processes identified last year

What’s been achieved

- Agreement reached on plan to establish mental health suite. Other 3 high priority suites already established.
- The first modular update to the Guide to developing Health Technology Evaluation was published on 31 October 2023.
- Two reference models to test pathway appraisals in cancer medicines have been completed and handed over to SEA to contribute to the methods work in 2024/25.

What we have learnt

- Work has begun on designing a new operating model for the Centre for Guidelines and there is a risk that this will slow progress and impact on delivery.
- The impact of accelerated regulatory processes by the MHRA might impact on the overall timeliness KPI.
- Ensuring methodological projects remain relevant in the changing climate and meet the needs of stakeholders requires significant engagement.

10	Milestone	Delivered by	On track?
	Health tech: Launched the first topic under a new single approach to multi-technology evaluations across medtech, diagnostics, and digital, including incorporating quick wins identified in our Early Value Assessment pilots	Aug 2023 (Nov)	Yes
	Guidelines: Embedded pilot living mechanisms to monitor evidence & system intelligence for Key Priority Areas within diabetes & women’s health suites	Aug 2023	Yes
	Health tech: Defined the approach to including Resource Impact Statements alongside all health tech guidance	Oct 2023	Yes
	Medicines: Published a modular update to our methods and processes to embed improvements identified in our Proportionate Approach to Technology Appraisals in 2022/23	Oct 2023	Yes
	Guidelines: Tested new proportionate approaches to guideline updates following identification of new evidence in Key Priority Areas in diabetes suite	Dec 2023	Yes
	Guidelines: Implemented a proportionate approach to consultation across all priority guideline suites	Jan 2024	Partially
	Medicines: Confirmed an approach to enable Rapid Entry to Managed Access	Jan 2024	No
	Medicines: Developed two reference models to test pathway appraisals in cancer medicines	Jan 2024	Yes
	Medicines: Commenced a pilot of a new approach to immuno-oncology appraisals/portfolio appraisals	Mar 2024	No
	Guidelines: Created a faculty of experts to support lifecycle of recommendations in 5 priority topic suites	Mar 2024	Partially

3 Constantly learning from data and implementation

Learning from real world data

Objective 7
Support implementation of our guidance by improving our measurement approach, and develop an automated uptake and monitoring system in a priority topic

What’s been achieved

- Implementing routine measurement: Creation of a data directory from the 21 topic areas and agreeing a common set of information to inform actionable insights.
- Measured the uptake of NICE advice in a pilot priority topic.
- Established a system for routine feedback from uptake data, an approach for automatic measurement of core recommendations, and defining core computable recommendations .

What we have learnt

- Scale and complexity of automation.
- Importance of embedding data and insight to inform our approaches to enable implementation of guidance.

	Milestone	Delivered by	On track?
6	Assessed the extent of uptake of priority guidance using currently available data	Sep 2023	Yes
	Develop an automated data pipeline to illustrate variation in clinical practice in primary care	Dec 2023	Yes
	Develop an approach for automatic measurement of core recommendations in NICE guidance (HTA + guidelines)	Dec 2023	Yes
	Developed an approach for defining core computable recommendations for guidance	Mar 2024	Yes
	Implemented routine measurement of TAs and high impact/priority TAs quality standards as a surrogate for guideline uptake	Mar 2024	Yes
	Established a system for routine feedback from uptake data to inform implementation support plans and topic selection	Mar 2024	Yes

4 Build a brilliant organisation

Brilliant organisation

Objective 8

Build a brilliant organisation by implementing suggestions from crowdsourcing and staff survey including: develop a **continuous improvement process** and capabilities and adopt **NICE-wide talent management** approach

What's been achieved

- Team by team leadership development programme has started with Health Tech and CHTE leadership teams, run by internal OD consultant. 360 feedback is underway.
- People Team have completed their team development programme with an external OD consultant.
- April and May values focus was 'we worked together as one team'. This has incorporated a comms plan, including case studies at all staff meetings, the launch of our values awards (40+ nominations received) and 3x all staff webinars on this value.
- Preparations for appraisal window have been put in place with refreshed training and updated appraisal framework with more emphasis on providing evidence of working to values.
- Values workshops for managers are taking place for those who completed the management development programme in 2022 – 2024. This module will be included in the refreshed management development programme in Autumn 2024 for new managers.
- Learning needs analysis and succession planning processes are underway with the ET.

What we have learnt

- 95% of staff agreed that the content of the values webinar was appropriate. We will act on written feedback for design and delivery of future webinars.

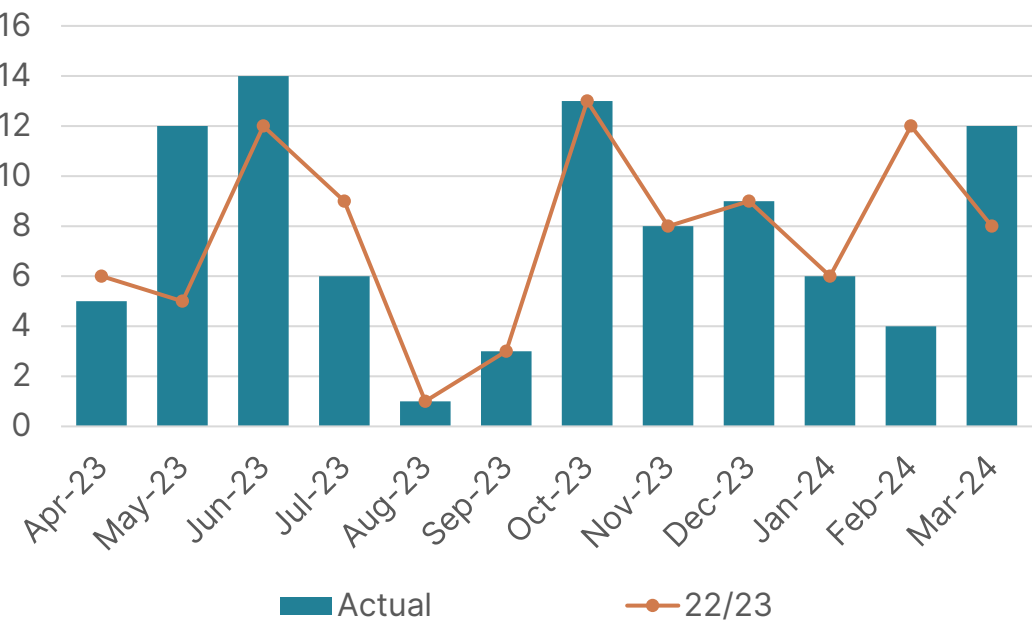
	Milestone	Delivered by	On track?
6	Completed our automation/AI strategy to improve our ways of working	Oct 2023	Yes
	Developing a 2-5 year Equality, Diversity and Inclusion roadmap	Nov 2023	Yes
	Redesigned our performance management process to streamline processes, embed management competencies and improve feedback	Dec 2023	Yes
	Launched a new intranet to support our transformation messaging and provide a networking and community building vehicle for staff	Dec 2023	Yes
	All directorates working with SharePoint instead of network drives on production of new information and docs	Dec 2023	Yes
	Developed a talent management approach including talent identification and succession planning	Jan 2024	Yes

**Provide high quality advice, that is relevant,
timely, usable, and has a demonstrable impact**

1 April 2023 to 31 March 2024

Provide high quality advice...

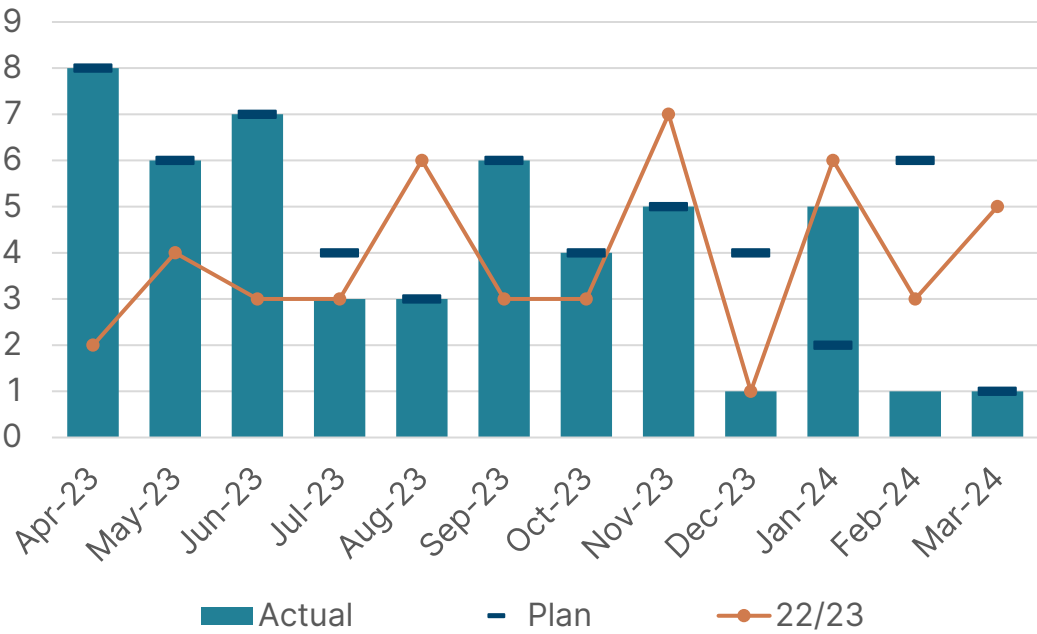
Chart 1: 110 technology appraisal and highly specialised technologies guidance



2023/24 plan	2023/24 actual	Year-end %	Year-end RAG status
110	93	85%	A

Business plan target of 110 publications not met due to topics in the work programme taking longer than the standard process to publish, particularly in Q4 2023/24 when topics did not progress to final guidance after one committee meeting, and therefore moved from a 2023/24 publication to a 24/25 publication. 18% of publications in 2023/24 were terminations, which is in line with proportion from the previous business year.

Chart 2: 50 health technologies programme guidance

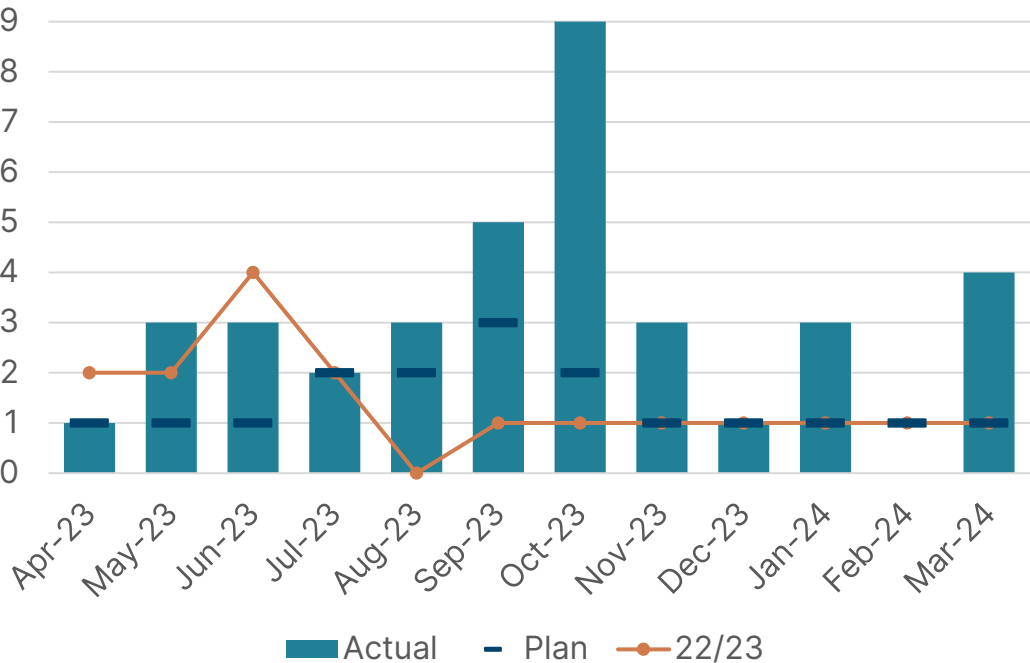


2023/24 plan	2023/24 actual	Year-end %	Year-end RAG status
50	51	102%	G

Target exceeded.

Provide high quality advice...

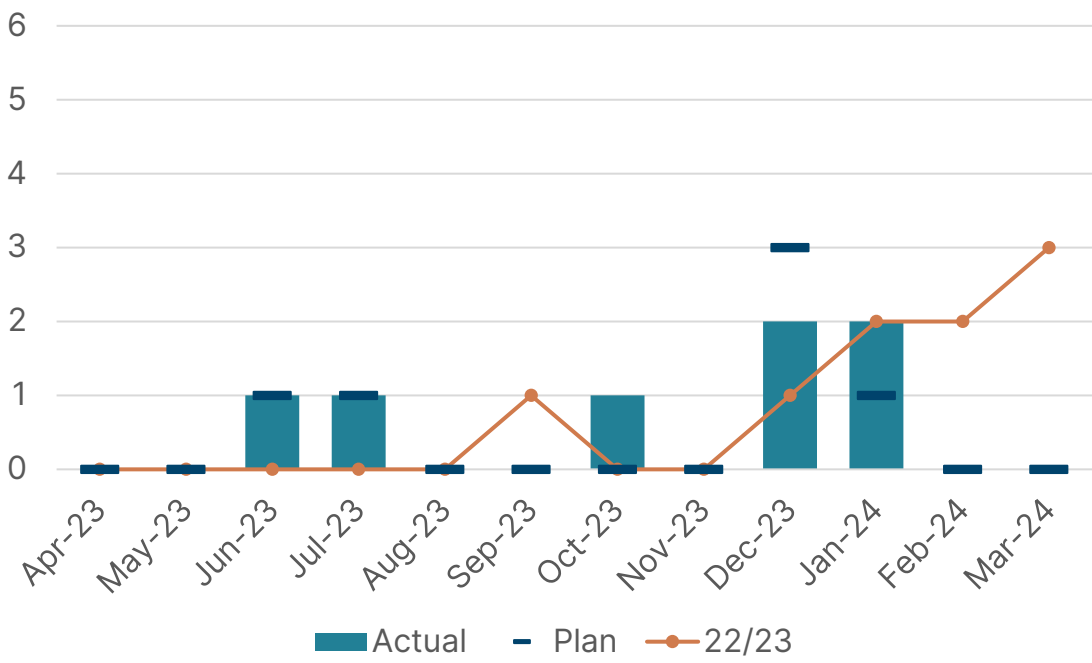
Chart 3: 17 new guidelines or updates to topic suites



2023/24 plan	2023/24 actual	Year-end %	Year-end RAG status
17	37	217%	G

Year-end target exceeded. Variance due to topics publishing earlier than planned and inclusion of 1 surveillance team generated update. In October, an additional 6 innovative updates were completed by the surveillance team which involved a change of content but did not require new evidence synthesis.

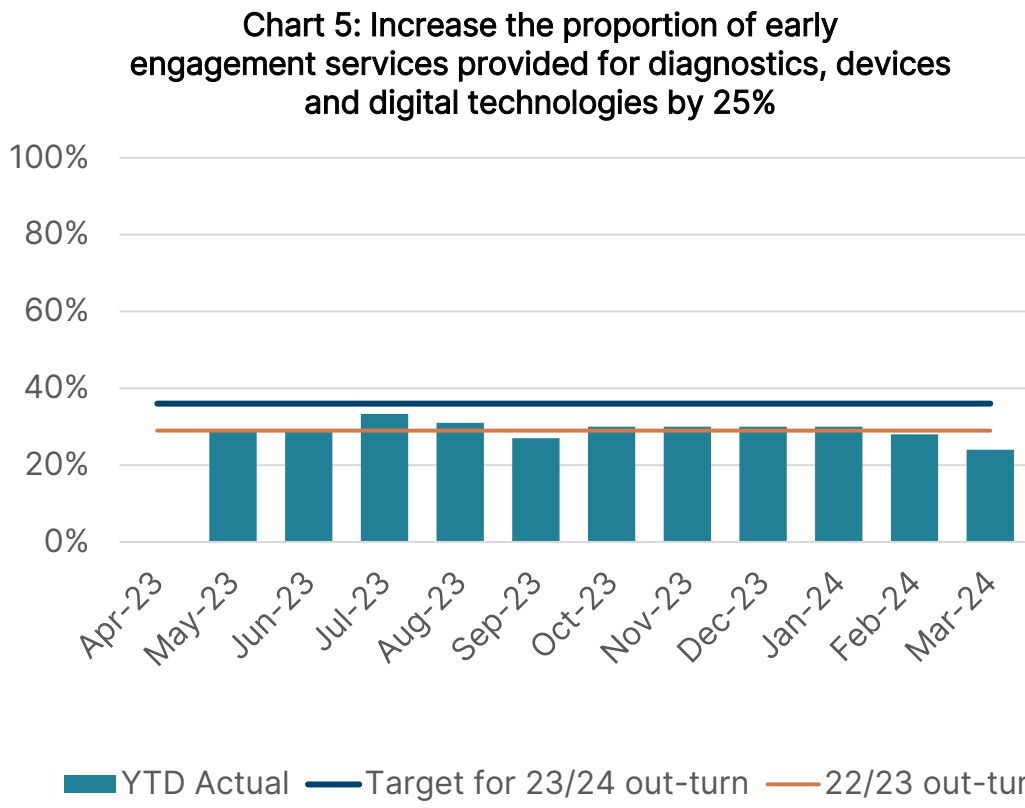
Chart 4: 11 quality standard updates



2023/24 plan	2023/24 actual	Year-end %	Year-end RAG status
6	7	117%	G

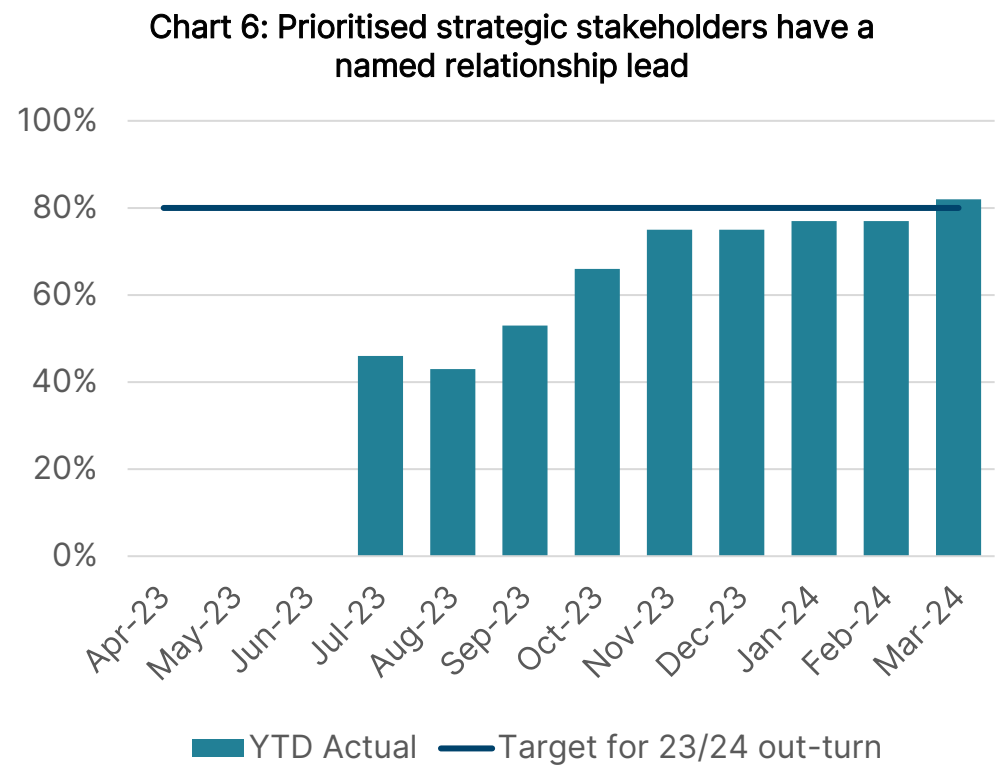
Variance due to additional topic being included in the work programme after annual planning had been agreed (Acute respiratory infection and virtual wards QS).

...that is relevant



Overall 2022/23 out-turn	Target for 23/24 out-turn	Year-end %	Year-end RAG status
29% of engagements	36% of engagements	24%	R <div></div>

Volume of requests (and higher conversion rates) from the pharma industry continue to affect progress with the KPI. Uptake of new 'surgery' service by healthtech industry has been slower than anticipated and several healthtech projects that were initially due to start in Q4 2023/24 have moved back into Q1 2024/25.



Overall 2022/23 out-turn	Target for 23/24 out-turn	Year-end %	Year-end RAG status
0%	80%	82%	G <div></div>

Target met.

...that is timely

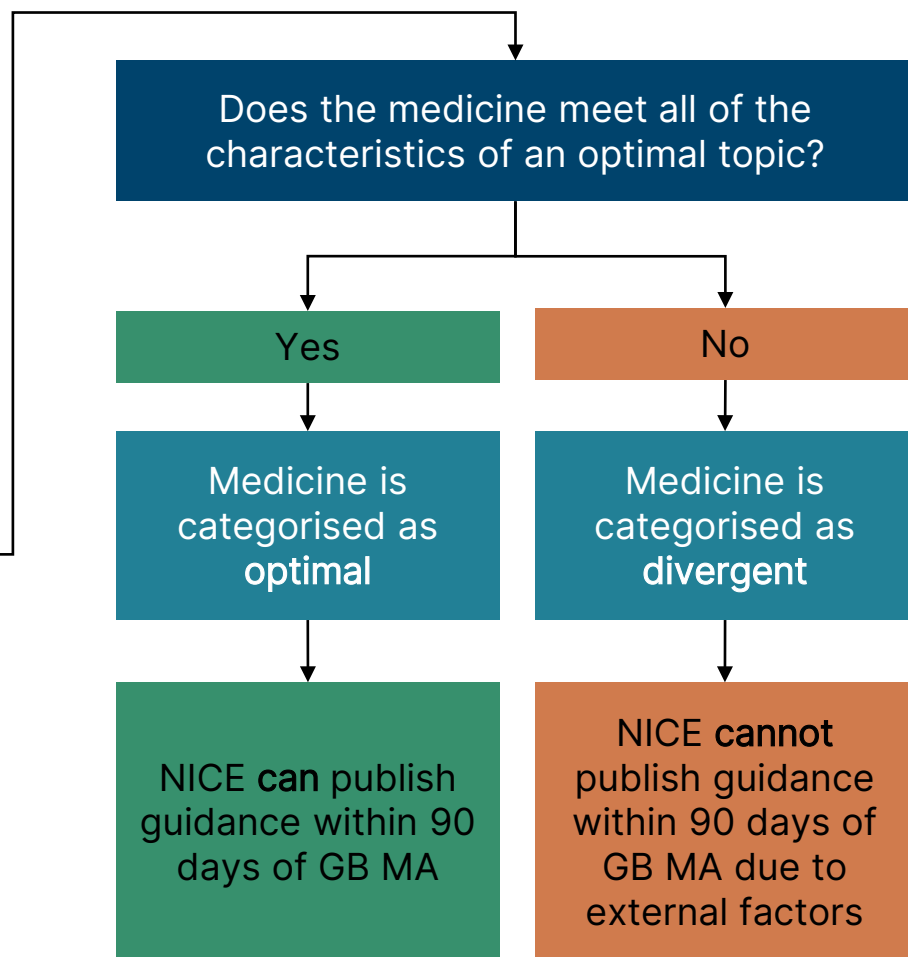
Helping practitioners and commissioners get effective treatments to patients fast

In 2022/23, NICE reduced the time taken to deliver guidance on medicines following GB marketing authorisation (MA) by **17%**. In 2023/24, we aim to reduce the time by a **further 15%**.



Our ability to publish final technology appraisal or highly specialised technologies guidance within 90 days of a medicine gaining marketing authorisation depends on whether it is classified as '**optimal**' or '**divergent**'.

NICE



...that is timely

How we characterise an 'optimal' or divergent topic

We categorise medicines as either optimal or divergent based on whether it is possible to publish final guidance within 90 days of marketing authorisation.

NICE



Characteristics of an 'optimal' topic

NICE is notified of topic >16 months ahead of GB marketing authorisation.

Company accepts the NICE topic selection or routing decisions.

Company does not negotiate a delayed evidence submission date.

The technical engagement stage is not required.

Additional data is not provided post evidence submission date.

Cost effective ICER presented and agreed at the first committee meeting leading to final draft guidance (consultation not required).

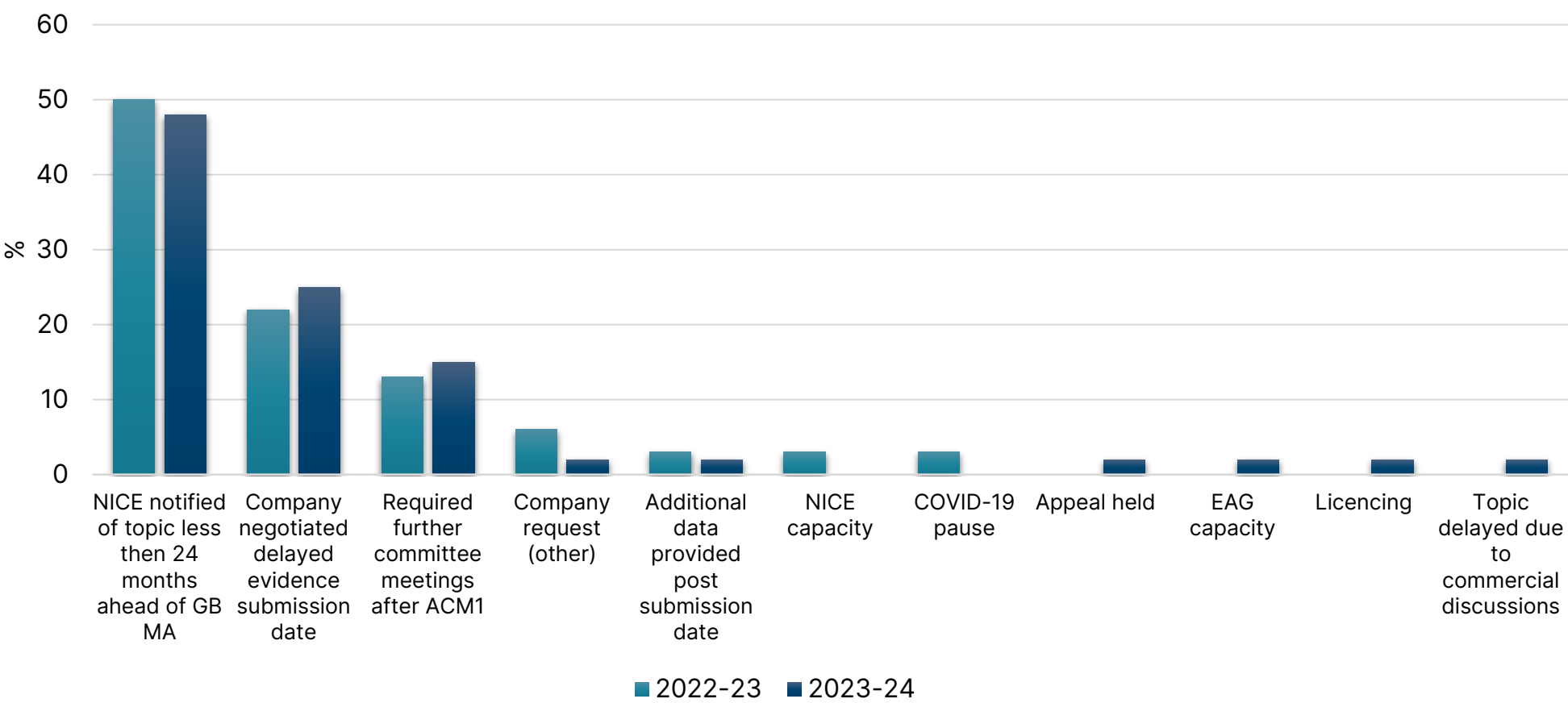
The topic is not delayed/paused due to commercial discussions (pre or post the committee meeting).

No appeal received for the topic or, if appeal received, appeal points are upheld.

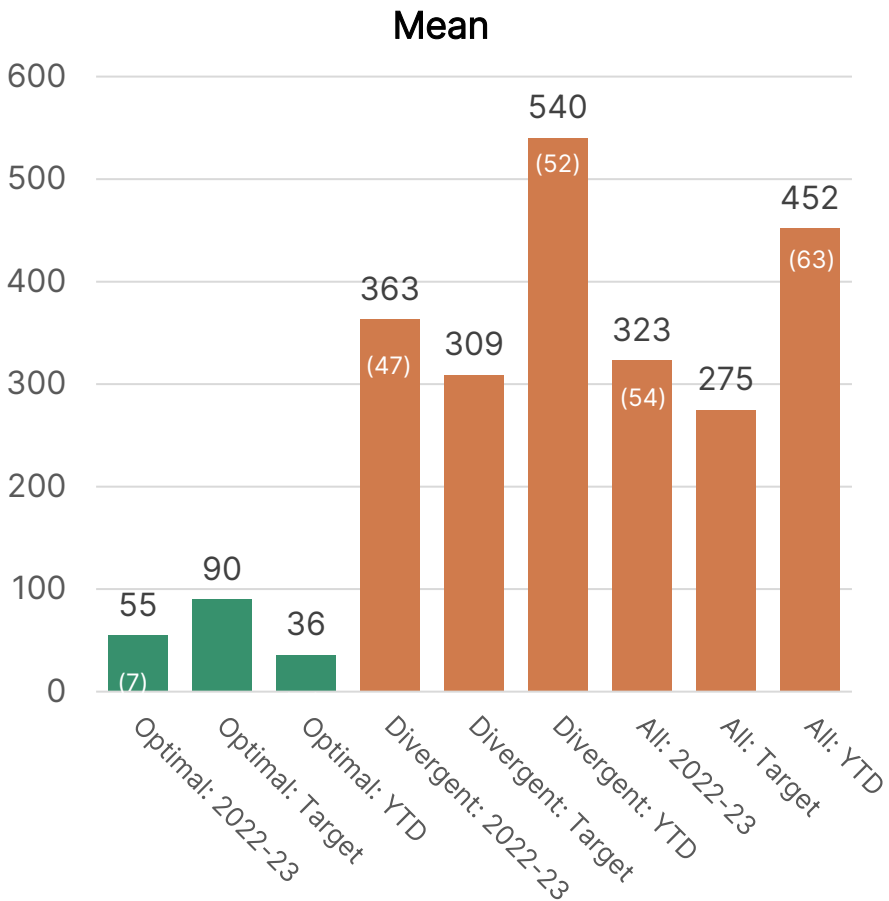
There aren't other external factors that cause delay to the appraisal timelines.

Factors that cause topics to be ‘divergent’

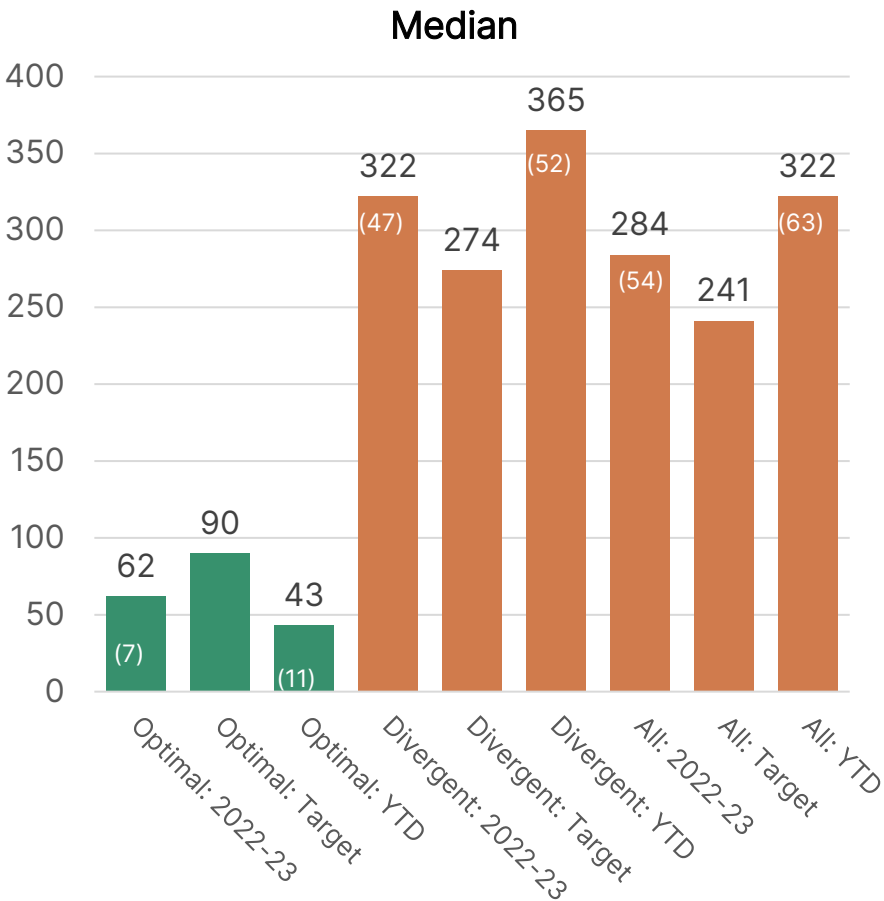
Chart displaying the primary factors impacting NICE’s ability to publish timely guidance, displayed as a % of all factors



Days between GB marketing authorisation and final TA/HST guidance publication: 2023-24



Figures in () indicate the number of topics in each category



Figures in () indicate the number of topics in each category

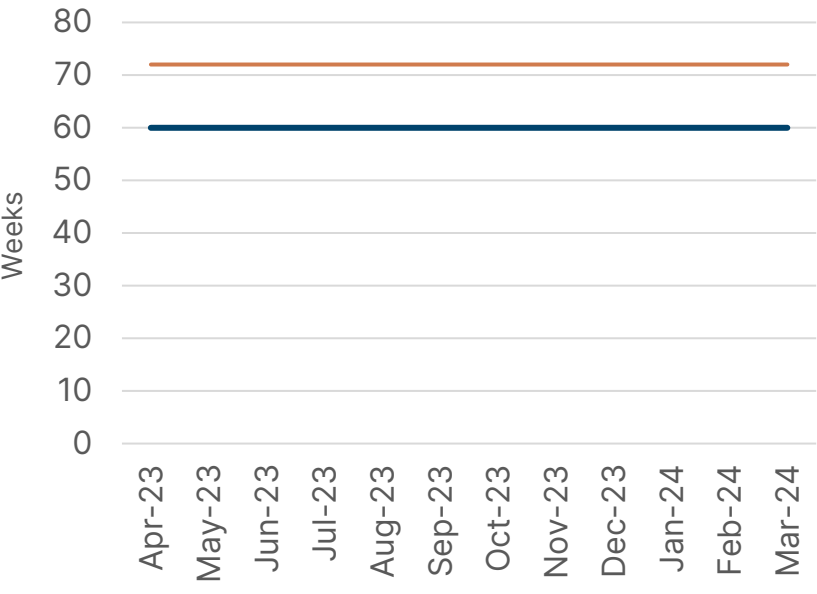
	RAG
Optimal	Achieved
Divergent	Not Met
All	Not Met

Commentary

- Optimal topic target achieved – 57% increase in number of optimal topics and topics published 50% quicker on average, compared to 22/23.
- Targets not met for mean and medians for divergent and all topics categories.
- TA publications (57) have a mean of 328 days which is a 10% improvement on 22/23 but misses target by 5%.
- HST publications (6) have a mean of 1,625 days which is significantly affecting the divergent and overall data for 23/24.

...that is timely

Chart 10: Time to produce health technology guidance is reduced by 17%

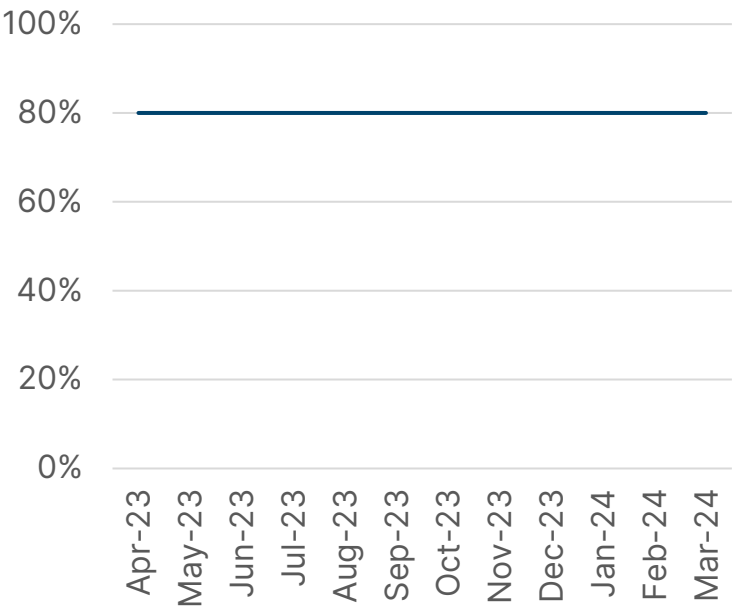


■ YTD Actual ■ Target for 23/24 out-turn ■ 22/23 out-turn

Overall 2022/23 out-turn	Target for 23/24 out-turn	2023/24 actual	Year-end RAG status
72 weeks	60 weeks	N/A	G

At the end of 2023/24 the new guidance timeline process delivers 17% overall reduction in timely delivery of multi-tech guidance. The HealthTech Programme have launched new topics in the new timeline and for 2024/25 will monitor and report the annual attainment.

Chart 11: Conditional recommendations for early value assessments are produced within 6 months

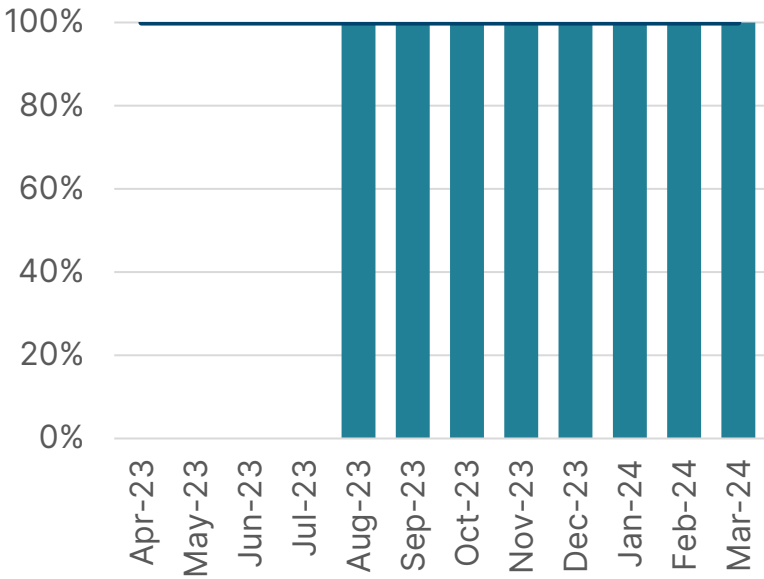


■ YTD Actual ■ Target for 23/24 out-turn

Overall 2022/23 out-turn	Target for 23/24 out-turn	Year-end %	Year-end RAG status
n/a	80%	0%	A

No EVAs were published within the 6 month target in the 2023/24 business year. The average time to produce conditional recommendations for 2023/24 was approximately 8 months. 24/25 we will be looking to improve on the 8 months baseline.

Chart 12: Evidence generation plans developed for all new EVA products, with conditional recommendations



■ YTD Actual ■ Target for 23/24 out-turn

Overall 2022/23 out-turn	Target for 23/24 out-turn	Year-end %	Year-end RAG status
n/a	100%	100%	G

Target met.

...that is usable and has a demonstrable impact

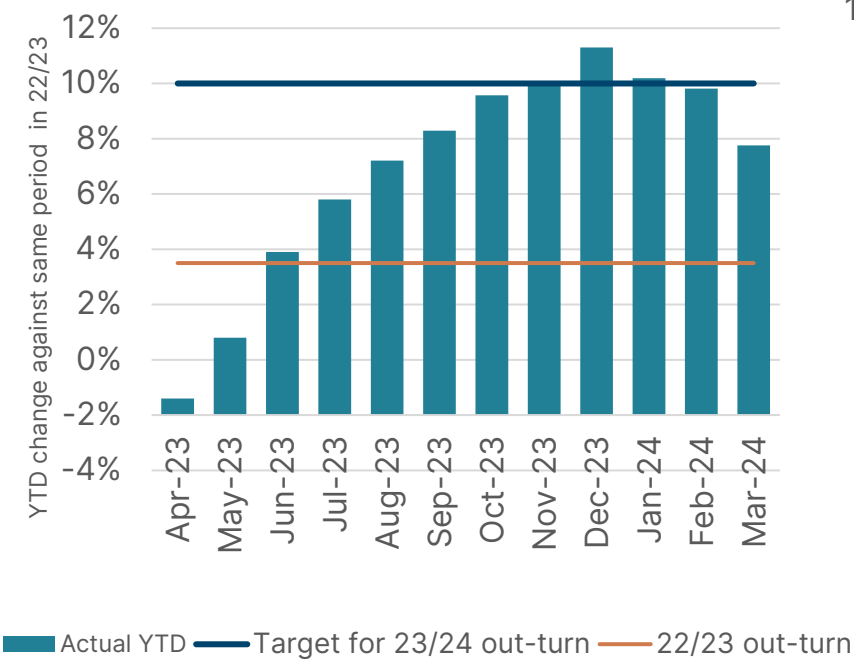
Chart 13: Resource impact products published at the point of guidance publication to support implementation



Overall 2022/23 out-turn	Target for 23/24	Year-end %	Year-end RAG status
100%	90%	100%	G

Target exceeded in all months.

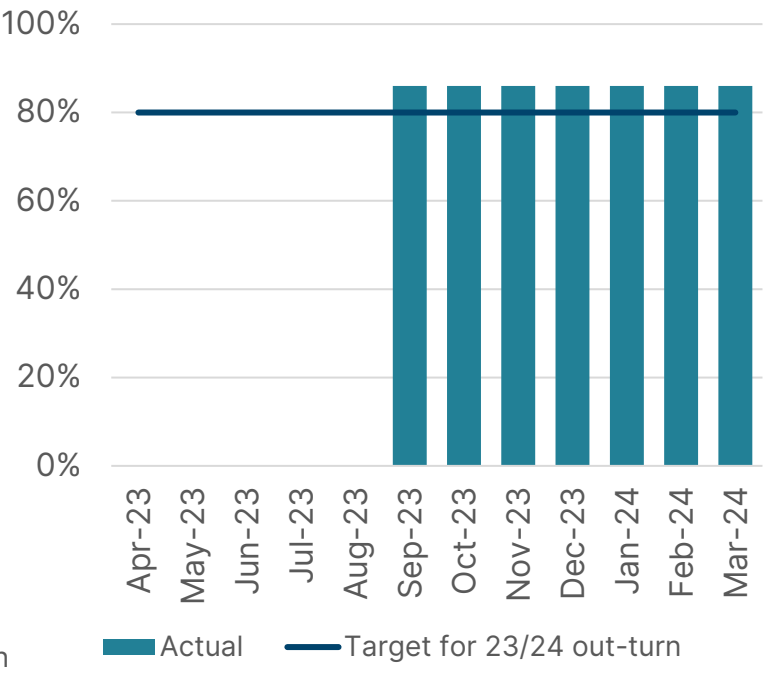
Chart 14: 10% increase in the number of sessions on nice.org.uk



Overall 2022/23 out-turn	Target for 23/24 out-turn	Year-end %	Year-end RAG status
3.5% growth	10% growth	7.76%	A

NICE.org has seen good growth in traffic year on year, after an initially slow start. The overall growth has exceeded previous years but fell short of the 10% target which was however met in 3 months.

Chart 15: System priority topic areas with agreed measures of uptake reported



Overall 2022/23 out-turn	Target for 23/24 out-turn	Year-end %	Year-end RAG status
0%	80%	86%	G

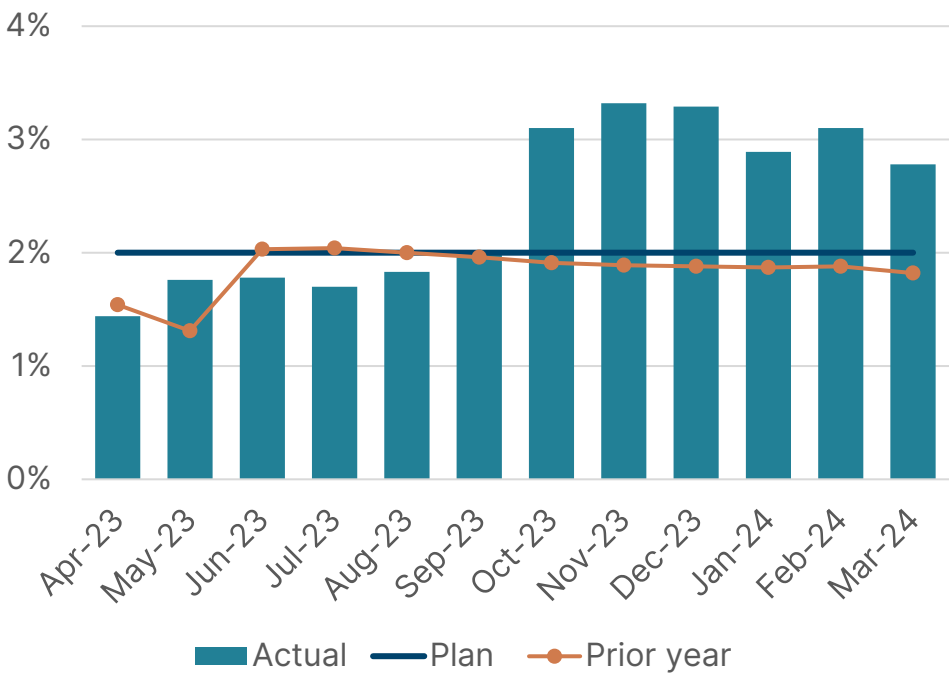
Data extraction was completed for 19 of the 21 agreed system priority topic areas. Data extracted for 12 out of the 14 topics related to Quality Standards: 1 topic is paused and 1 is blocked related to issues with mental health data.

While ensuring a financially sustainable organisation, with happy and well-supported staff, and effective communications and engagement

1 April 2023 to 31 March 2024

Happy and well supported staff (Slide 1 of 3)

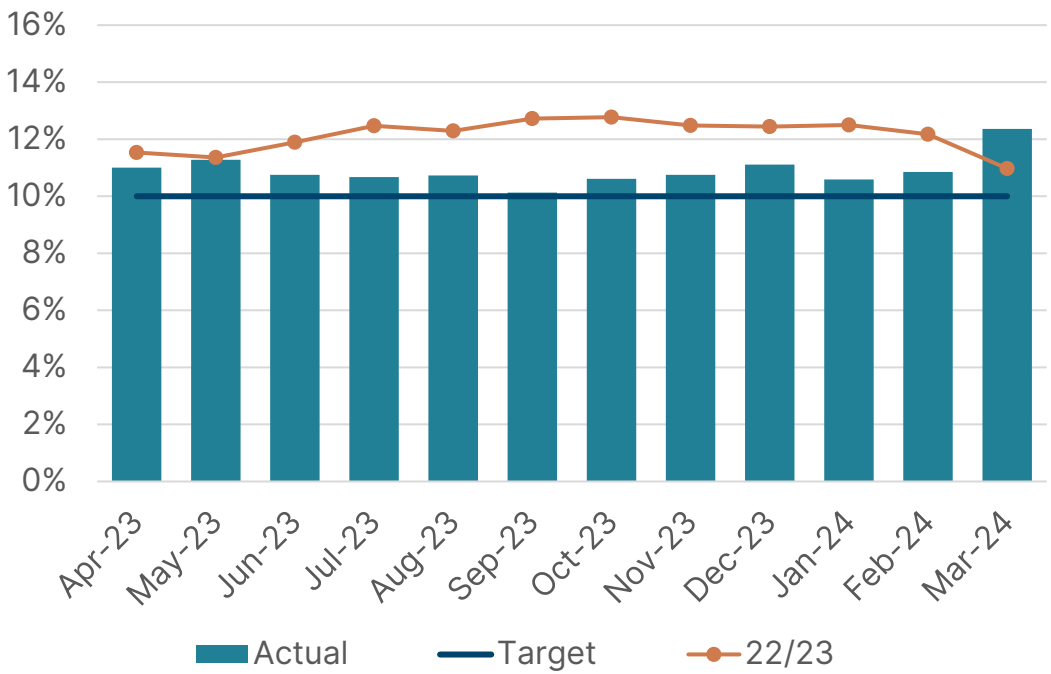
Chart 16: Sickness absence



Average 2022/23 out-turn	Target for 23/24 out-turn	YTD %	Year-end RAG status
1.89%	2%	2.49%	A

Current sickness absence rate is above target, with seasonal increases in autumn/winter. There has also been an increase in long-term absence, and the management of change processes have likely impacted sickness absence rates. Sickness absence is reported to the formal ET meetings and each directorate receives further detail as part of their monthly directorate report, presented by the People Partner.

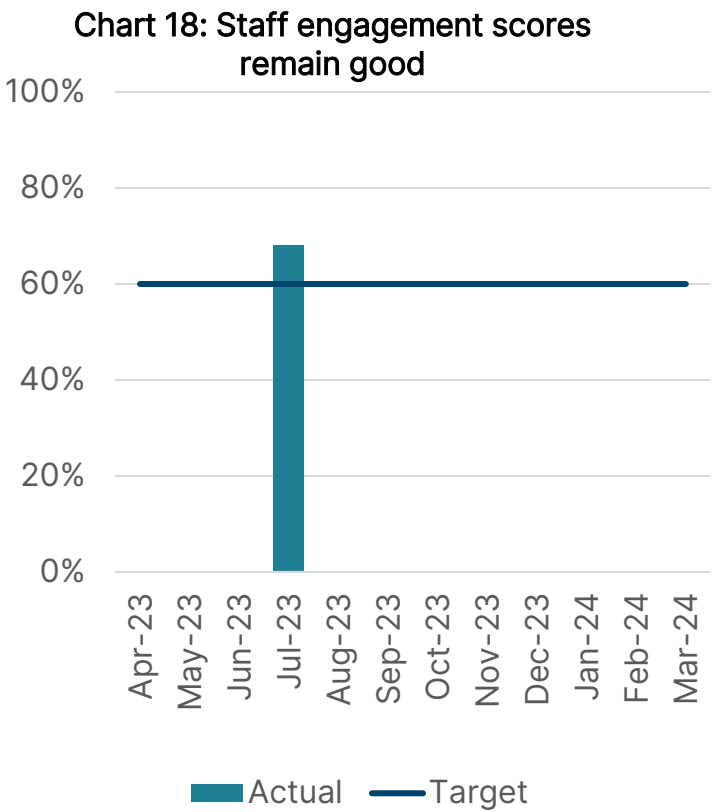
Chart 17: Rate of staff turnover



March 2023	YTD	Year-end RAG status
10.97%	11.61%	A

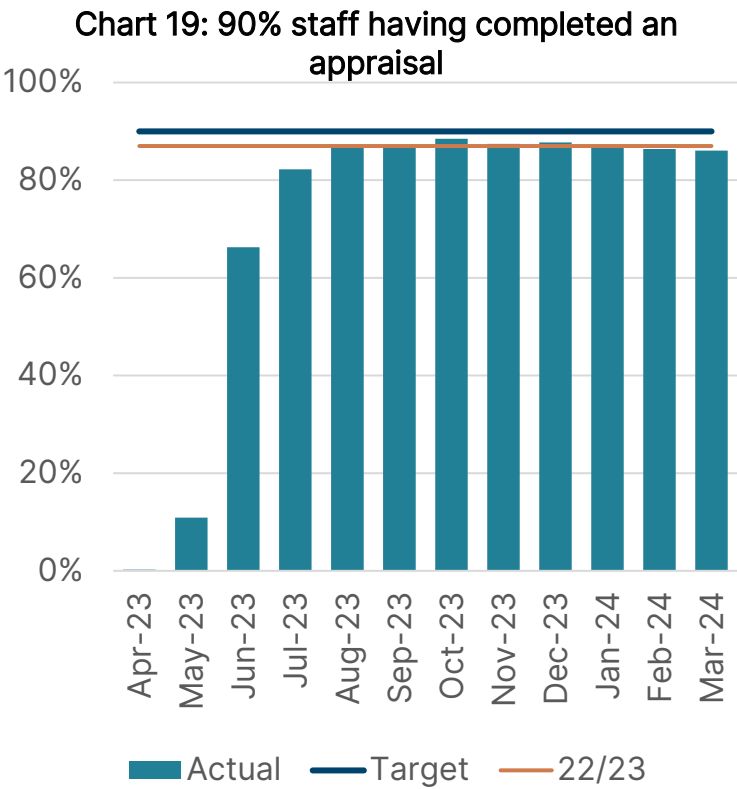
The turnover rate increased in March due to a number of fixed term contracts coming to an end on 31/03/24 and redundancies following the management of change processes in the organisation.

Happy and well supported staff (Slide 2 of 3)



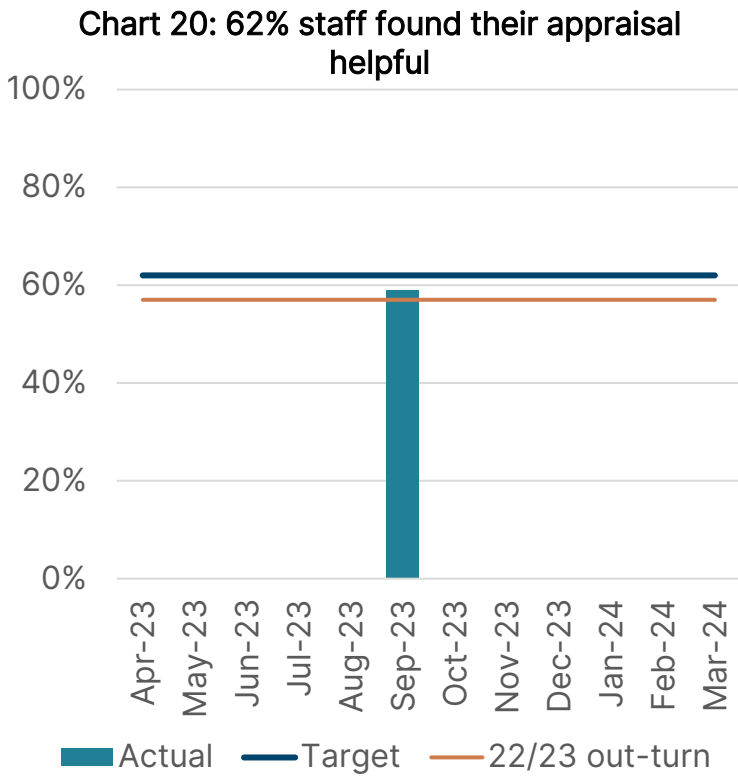
Overall 2022/23 out-turn	Target for 23/24	Year-end %	Year-end RAG status
n/a	>60%	68%	G

Engagement not measured during September's and January's pulse surveys.



Overall 2022 out-turn	Target for 23/24	Year-end %	Year-end RAG status
87%	90%	87.04%	A

The figures have reduced since October 2023 (highest compliance rate), as staff who may have had an appraisal completed in the appraisal period, may have left the organisation.

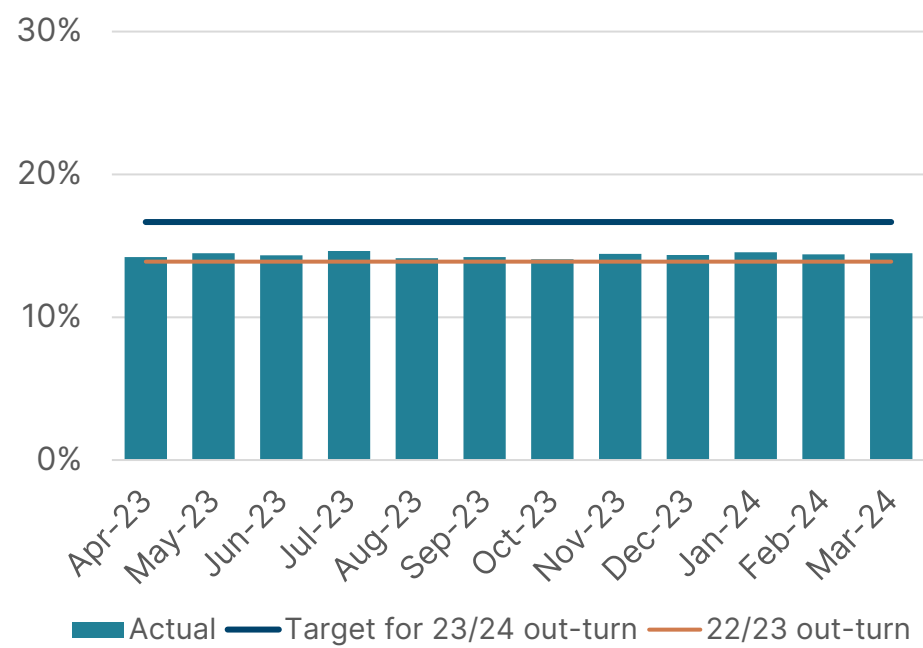


Overall 2022 out-turn	Target for 23/24	Year-end %	Year-end RAG status
57%	62%	59%	A

% increased from last year and it now falls only 1% outside of the "good zone" (60%). Issues identified in the feedback have been noted and actioned. Further development for managers about having open, honest conversations / giving feedback will be provided in module 4 of the management development programme.

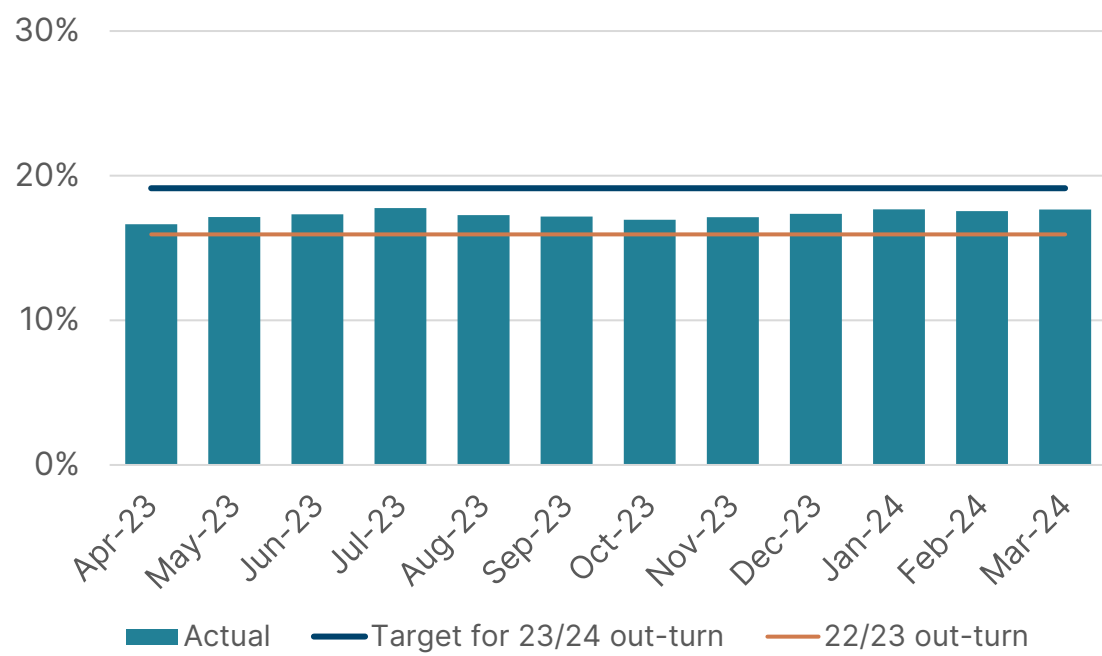
Happy and well supported staff (Slide 3 of 3)

Chart 21: 20% increase in the proportion of ethnic minority staff at band 8a and above



Overall 2022/23 out-turn	Target for 23/24 out-turn	Year-end %	Year-end RAG status
13.89%	16.67%	14.36%	A <div></div>

Chart 22: 20% increase in the proportion of ethnic minority staff at band 7 and above

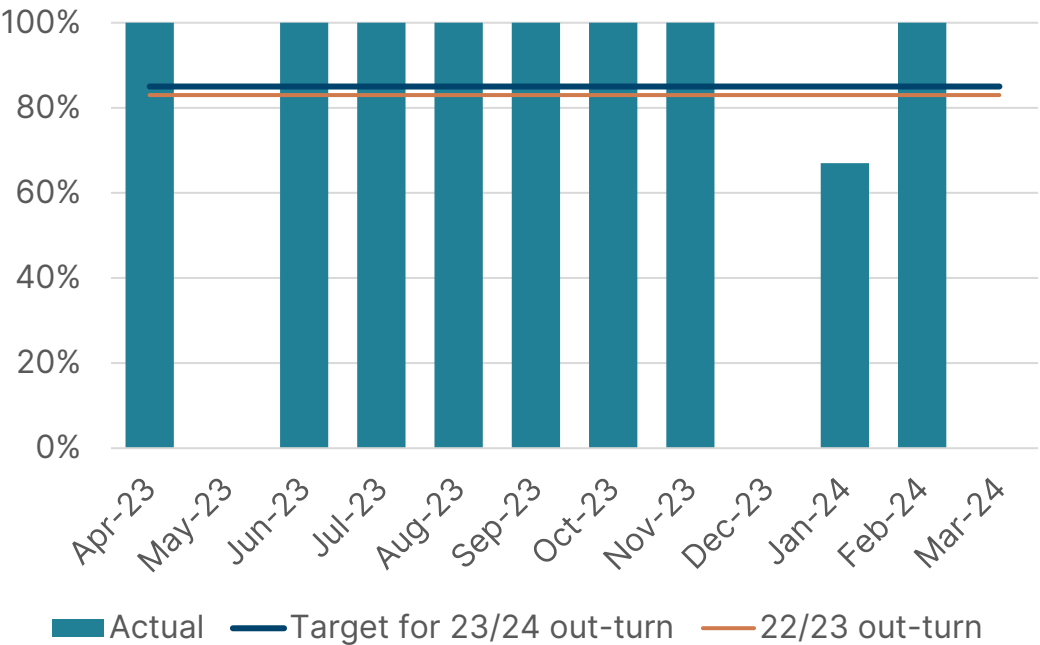


Overall 2022/23 out-turn	Target for 23/24 out-turn	Year-end %	Year-end RAG status
15.94%	19.13%	17.30%	A <div></div>

We continue to make good progress with this metric, despite not quite meeting the annual target for 2023/24. The recruitment process now requires a diverse interview panel for all band 7 and above roles and a new feedback form is in place to ensure recruiting managers provide a clear rationale on why candidates have not been appointed and candidates receive good quality feedback. This is all underpinned by increased availability of recruiting manager training. We are confident this will help us continue to make progress in 2024/25.

Effective communications and engagement (Slide 1 of 3)

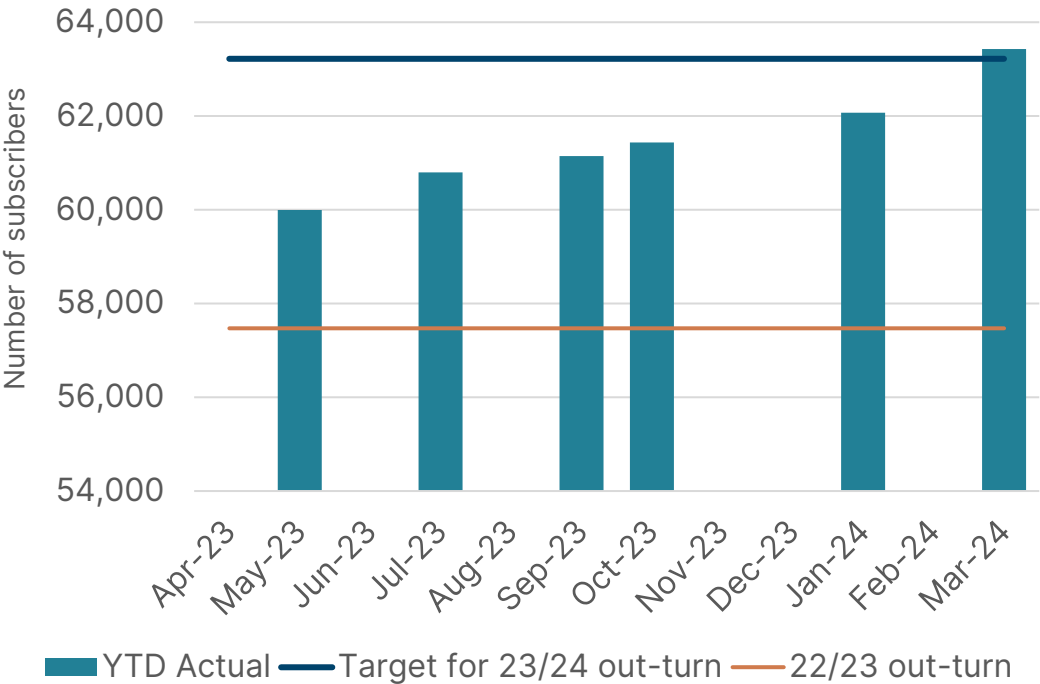
Chart 23: 85% of lay people who complete exit surveys rate their experience of working with NICE as 'good' or 'excellent'



Overall 2022/23 out-turn	Target for 23/24 out-turn	Year-end %	Year-end RAG status
83%	85%	94%	G <div></div>

Target met for the year.

Chart 24: 10% increase in subscriber acquisitions on 3 corporate newsletters

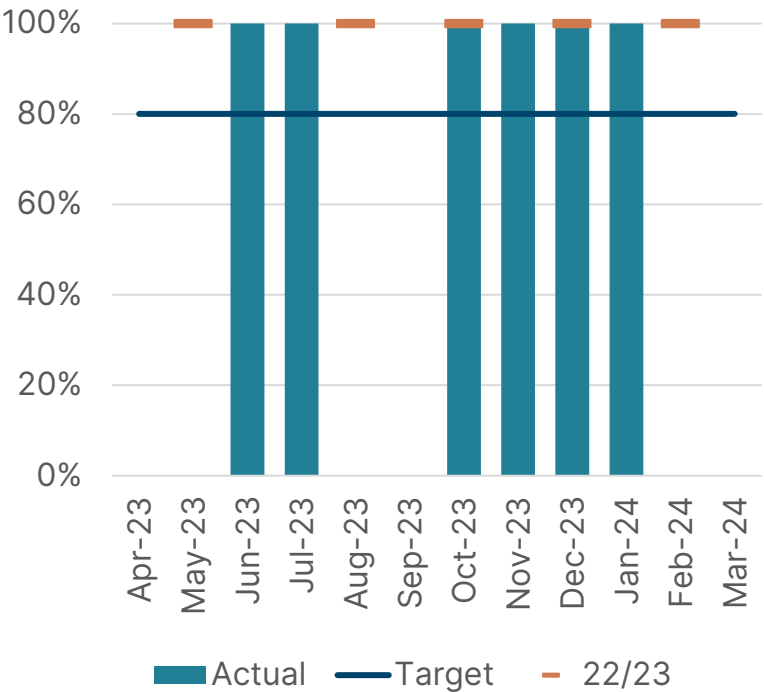


Overall 2022/23 out-turn	Target for 23/24 out-turn	Year-end position	Year-end RAG status
57,473	63,220	63,428	G <div></div>

Target met. Between the start of April 2023 and end of March 2024, NICE News for Health and Social Care increased from 39,716 to 41,559; Update for Primary Care increased from 14,443 to 15,726 and NICE News for Life Sciences increased from 3,314 to 6,143. Total subscribers is now 63,428. Note: data is YTD collected at the end of the reporting periods only.

Effective communications and engagement (Slide 2 of 3)

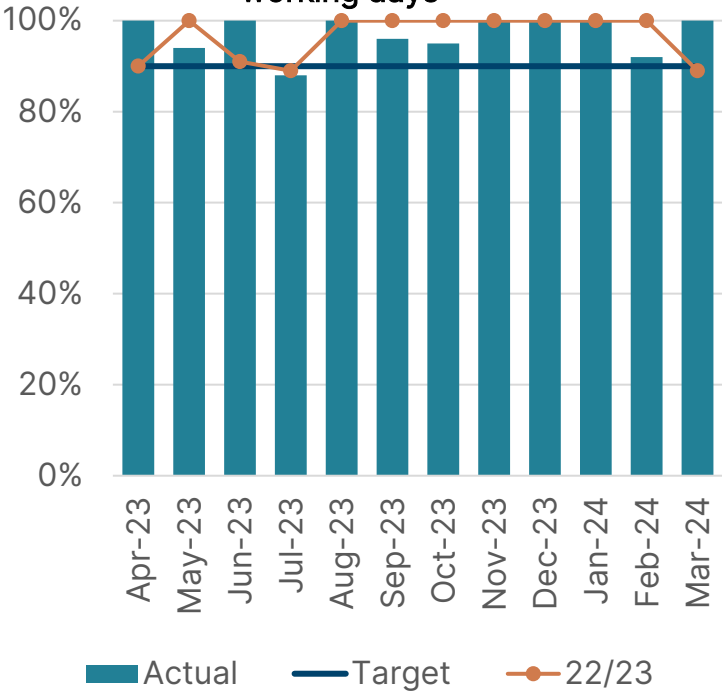
Chart 25: Complaints acknowledged and responded to in 20 working days



Overall 2022/23 out-turn	Target for 23/24	Year-end %	Year-end RAG status
100%	80%	100%	G

All complaints responded to within 20 working day deadline, and none currently under investigation by Ombudsman.

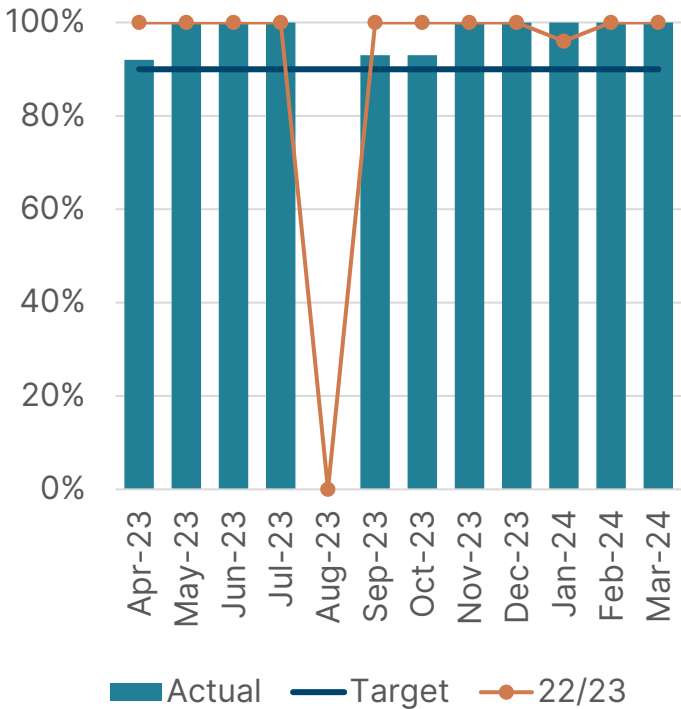
Chart 26: Freedom of Information requests responded to within 20 working days



Overall 2022/23 out-turn	Target for 23/24	Year-end %	Year-end RAG status
98%	90%	97%	G

Annual target exceeded.

Chart 27: Parliamentary Questions (PQs) contribution provided within requested time frame

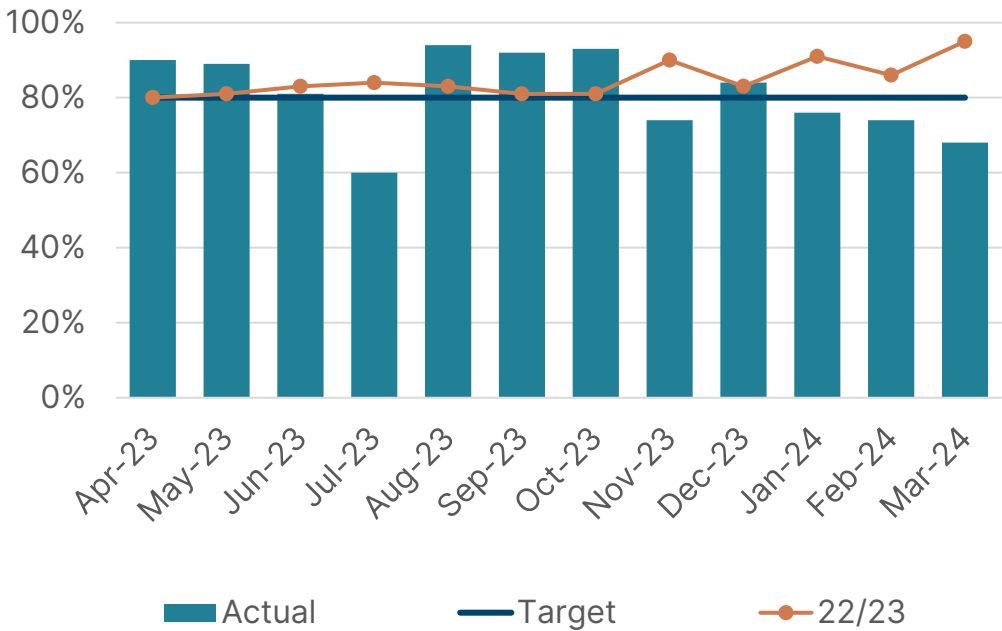


Overall 2022/23 out-turn	Target for 23/24	Year-end %	Year-end RAG status
99%	90%	98%	G

No PQs in August due to summer recess. Annual target exceeded.

Effective communications and engagement (slide 3 of 3)

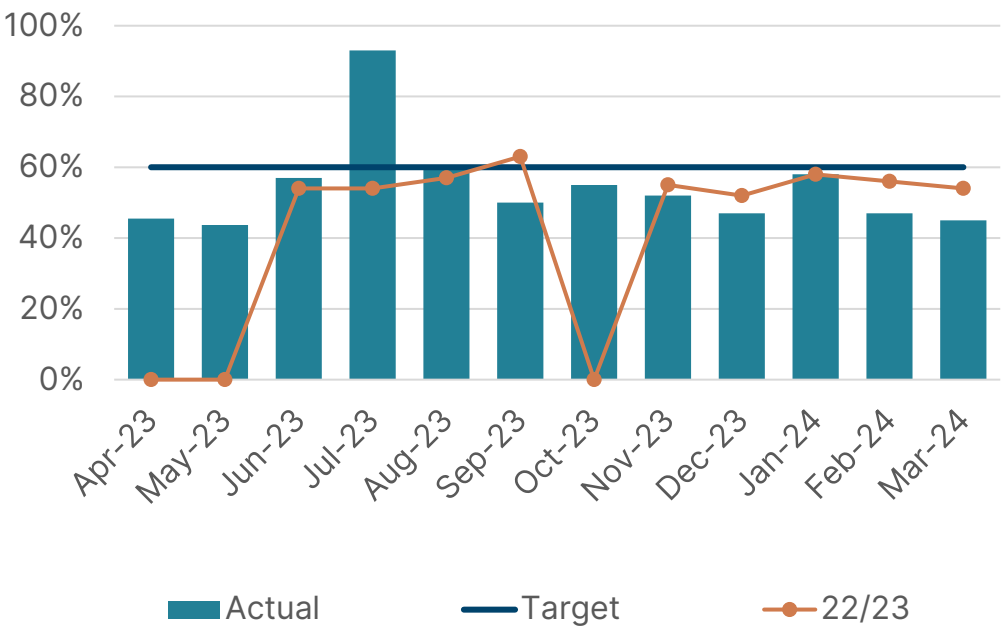
Chart 28: Proportion of media coverage of NICE that is positive



Overall 2022/23 out-turn	Target for 23/24	Year-end %	Year-end RAG status
85%	80%	81%	G

Annual target met

Chart 29: Proportion of NICE generated news coverage that includes at least one key message



Overall 2022/23 out-turn	Target for 23/24	Year-end %	Year-end RAG status
56%	60%	54%	A

The target was not met. This was a new KPI last year with no baseline from the previous year. Messages to be updated for 2024/25 and target reviewed.

Financial position as at 31 March 2024

Spend Category	Annual Budget £000	Outturn Spend £000	Estimated Outturn Variance £000
Pay	59,250	57,992	(1,258)
Non-pay	24,748	22,772	(1,975)
Income	(25,863)	(22,917)	2,946
Operational Total	58,135	57,850	(287)

Movement in Provisions	1,591	2,694	1,103
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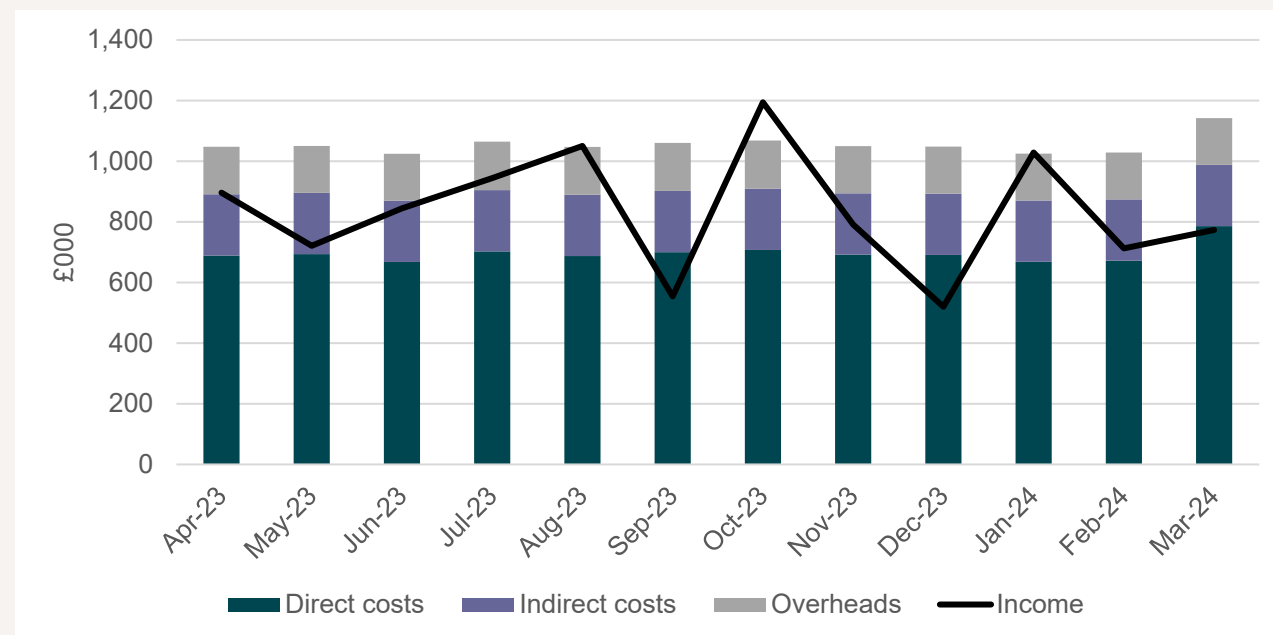
Capital	1,220	1,039	(181)
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- The 2023-24 year-end position is a £287k surplus, in line with previous months forecasts. This satisfies our statutory duty to stay within our allocated budget limits, as well as our commitment to have an underspend of less than £1m. The year-end financial position is subject to external audit which will take place in May 2024.
- The 23/24 income shortfall of £2.9m is primarily due to under recovery against plan for Technology Appraisals (see next slide). This is offset by pay underspends driven by vacancies and staff turnover, and non-pay underspends because of holding back reserves and investments.
- Year-end movement in provisions exceeds our notional Annually Managed Expenditure (AME) limit of £1.6m. This is attributable to the current estimate for dilapidations (£2.5m vs £0.5m previous estimate) following from the exercise of the lease break for the Manchester office. DHSC finance are aware that we have exceeded our AME limit, and we are working with them to resolve it.
- Capital is an underspend of £0.2m due to the late receipt of additional budget related to cyber security which we were able to utilise only partially.

Technology Appraisals – Month 12

TA Income YTD, M12 and Final Outturn

Month	Full cost recovery target (£000)	Actual income (£000)	(Surplus)/Deficit (£000)
M1-11	11,516	9,259	2,257
Mar-24	1,142	774	369
Total	12,658	10,032	2,626



- The year end position is a £2.6m under recovery of income against target, which was set to recover the full costs of the programme. The programme has recovered 79% of its costs (81% in 2022-23)
- As at end of March 2024, the deferred income for the 2024-25 financial year (i.e. work invoiced but income not yet recognised) is c£12m of income compared to c£7m at the same point last year. This gives us additional assurance about the 24-25 income target.

NICE Advice– FY 23-24 Forecast – Month 12

	23-24 Full Year Income (£'000)	23-24 Full Year Expenditure (£'000)	Net (£'000)
NA and NI only	(2,958)	3,108	150
LST only	(286)	772	486
Sub-total	(3,244)	3,880	636
GIA allocation to LST	(486)	-	(486)
Aggregate NICE Advice forecast deficit	(3,730)	3,880	150

- The full year outturn for the combined NICE Advice function is a £150k deficit. This includes the non-recurrent GIA contribution to the LST's funding for 2023-24, as shown in the table.
- The outturn includes a £947k of allocated overheads inclusive of a £0.4m of contribution for the use of the NICE brand and IP in addition to the team's pay and non-pay expenditure.
- It should be recognised that although not enough to offset losses earlier in the year, NA generated a surplus in the final 4 months of the financial year (and notably a £72k surplus in March 2024), making the outlook positive for 2024-25.
- In 2024-25 NICE Advice performance reports will incorporate lead indicators to support monthly revenue forecasts.