

National Institute for Health and Care Excellence

Centre for Guidelines

Outline Requirement Specification

for Guideline Development

Centre

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Definitions and Terms

For the purposes of this procurement and all documents 01-08 of the Invitation to Tender pack, the capitalised words and expressions that follow have the meanings hereby assigned to them unless the context specifically requires otherwise. It should also be noted that references to the singular include the plural and vice versa.

| Term | Meaning |
| --- | --- |
| **“Invitation to Tender Pack"** | A set of 8 (eight) documents providing details of the tender which includes: 01\_Specification of Requirements; 02\_Form of Offer; 03\_Sample Terms and Conditions; 04\_Developing NICE guidelines: the manual (Appendix A); 05\_Policies (Appendix B); 06\_Redaction Request Form: 07\_TUPE Confidentiality agreement: 08\_Competing Interests |
| **“Invitation to Tender” or “ITT”** | The document inviting the Supplier to submit a formal proposal and tender offer for evaluation to inform and satisfy NICE of the Supplier’s ability to perform the services. |
| **“NICE”** | National Institute for Health and Care Excellence |
| **“Supplier”** | The Potential Provider that responds to the Invitation to Tender. |
| **“Specification of Requirements”** | Document outlining the requirements of the NICE for the Guideline Development Centre |

Introduction

The following documents are included in the Invitation to Tender pack:

01\_Specification of Requirements   
Provides the Supplier with instructions to tendering, submission guidance and evaluation procedures, also outlines the requirements of NICE for the provision of the Guideline Development Centre Service.

02\_Form of Offer (ITT)  
Declaration from the supplier and listing of issues with the Terms and Conditions of Supply.

03\_Terms and Conditions of Contract  
the terms on which this contract will be awarded, and the service provided throughout the full life cycle of the contract.

04\_ Developing NICE guidelines: the manual (Appendix A), detailing the methods to be used in the performance of the work

05\_ Policies (Appendix B)

06\_ Redaction Request Form  
to contain all sections of the tender document submitted that the Supplier considers to be Commercial in Confidence, please see section 9 Freedom of Information and Procurement Transparency for more information.

07\_TUPE Confidentiality agreement  
required to receive the current Centre’s Staffing information.

08\_ Competing Interests  
 a declaration of any competing/conflicting interests for this work.

Contract Details

Submission of final offers to this ITT shall be in accordance with Section 5 Supplier Instructions.

On receipt of final offers from Suppliers in response to the final ITT, NICE will evaluate each response using the Selection Criteria set out in section 9.

The evaluation will form the basis of NICE’s decision to proceed to interview or to contract award. Should NICE deem that interviews are required prior to finalising its decision to proceed to awarding the contract the following procedure will be followed (3.4 below).

NICE envisages that a number of Suppliers could be selected to attend a further interview post the tender evaluation. The shortlist for interview will be determined by the evaluation procedure, applying the criteria as described in section 9 of this document. Suppliers must ensure they are available to attend the interviews on the dates stated below.

The evaluation methodology applied to such interviews is detailed in section 9.

Procurement Timetable

The estimated timetable for the remainder of this procurement is as follows, please note NICE reserve the right to amend and adjust this timetable at its discretion:

|  |  |
| --- | --- |
| **Stage** | **Date** |
| Issue of ‘Guideline Development Centres’ Tender  (to be posted on TED and Contracts Finder) | 16/06/2021 |
| Deadline for Expression of Interest | 16/07/2021 |
| Deadline for tender questions | 07/06/2021 - 19/07/2021 |
| Tender submission deadline | 27/07/2021 at 16:00 |
| Tender evaluation | 28/07/2021 - 19/08/2021 |
| Notify shortlisted Suppliers of interview  (if required) | 20/08/2021 |
| Interviews | 06/09/2021 |
| Winning Supplier Notice and Losing Suppliers Debriefed | 08/09/2021 |
| Alcatel Period (10 days) | 09/09/2021 - 24/09/2021 |
| Contract Award | 01/10/21 |
| Contract Commences | 01/04/22 |

Supplier Instructions

This section sets out the general instructions for the submission of the tender / final offer from the Supplier in response to this ITT. These instructions must be followed and adhered to. Any deviation from these instructions may result in your tender being rejected.

The tender submission offer must be returned no later than 4.00pm on 27th July 2021.

All tender submission and final offers must be written in English and to be submitted electronically by email in a Microsoft word format to: [contract.bids@nice.org.uk](mailto:contract.bids@nice.org.uk)   
the Email should be titled **Guideline Development Tender**

The following appendices only must be provided as with original signatures and posted for the attention of NICE’s Named Point of Contact (see section 8):

* Form of Offer and Terms of Conditions of Contract
* Competing Interests
* Redaction Requests Notifications

The package must bear no sign / brand of any other form of identification of the sender.

All responses must be referenced as detailed in the final ITT for ease of evaluation.

All offers must be submitted in GBP sterling and must be exclusive of Value Added Tax (VAT).

The Supplier should answer all questions (see section 13) as accurately and concisely as possible in the same order as the questions are presented. Where a question is not relevant to the Supplier, this should be indicated, with an explanation.

The Supplier must be explicit and comprehensive in their responses to this ITT as this will be the single source of information on which responses will be scored and ranked. Suppliers are advised neither to make any assumptions about their past or current supplier relationships with NICE, nor to assume that such prior business relationships will be taken into account in the evaluation procedure.

NICE reserves the right at any time:

to issue amendments or modifications to the documents contained in the Invitation to Tender pack during the tender;

to not bind itself to accept the lowest or any offer and reserves the right to accept an offer either in whole or in part, each item being for this purpose treated as offered separately;

to purchase the most cost effective and economically advantageous offer from this tender and does not bind itself to the cheapest price or the overall winner of the scoring evaluation that may result from this procurement;

to terminate this procurement at any time;

to require the Supplier to provide additional information supplementing or clarifying any of the information provided in response to the requests set out in this ITT. NICE may seek independent financial and market advice to validate information declared, or to assist in the evaluation.

NICE will not be liable for any cost incurred in relation to any part of this procurement activity throughout its lifecycle to close, including any costs or expenses incurred by any Supplier or the Supplier's Team or any other person in resource time, preparation of responses, attendance of meeting, or any other cost that the Supplier may incur.

The costing spreadsheet of your offer must be transparent to NICE and not be password protected or have any part of the model hidden. All costs breakdowns must be shown within your response and provided in GBP sterling.

Non Compliance and/or disqualification

NICE expressly reserves the right to reject any proposal that:

does not meet any minimum requirement in the tender;

does not follow the instruction to tender guidance;

is incomplete, or does not provide either an answer to any question or a reasonable explanation of why an answer to any question has been omitted;

refuses to adhere to the Terms and Conditions of Contract or expresses the tender is based on any material change to the Terms and Conditions.

NICE reserves the right to reject or disqualify a Supplier and/or the members of the Supplier’s Team where:

The Supplier and/or the members of the Supplier’s Team are unable to satisfy the terms of Article 45 of Directive 2004/18/EC and/or Regulation 23 of the Public Contracts Regulations 2006 at any stage during the Open Procedure;

the Supplier and/or the members of the Supplier’s Team are guilty of material misrepresentation or false statement in relation to its application and/or the process; and

the Supplier and/or the members of the Supplier’s Team contravene any of the terms and conditions of this ITT and/or any Associated Documents.

Queries about the Procurement

All requests for clarification or further information, including terms and conditions of contract in respect of this procurement should be addressed to NICE’s named contact point (section 8). No approach of any kind in connection with this procurement should be made to any other person within, or associated with, NICE.

NICE will ensure that all applicants receive equal treatment during this procurement and we will share all information requests and responses with all applicants, whether submitted in writing or discussed as part of dialogue.

Any questions and answers will be collated and distributed by email to all the Suppliers within 6 days of receipt throughout the tender period.

Please note that that there will be no telephone or any informal or other kind of discussion about the procurement between a Supplier and officers or directors of NICE after this document is dispatched other than the representative of NICE named in section 8.

If NICE considers any question or request for clarification to be of material significance, both the question and the response will be communicated, in a suitably anonymous form, to all Suppliers who are invited to take part in dialogue.

All responses received and any communication from Suppliers will be treated in confidence but will be subject to paragraph 7.5.

Named Point of Contact

NICE’s named point of contact for this procurement is:

Barney Wilkinson

Associate Director Procurement and IT

National Institute for Health and Care Excellence

Level 1A

City Tower

Piccadilly Plaza

Manchester

M1 4BD

Email: [Barney.Wilkinson@nice.org.uk](mailto:Barney.Wilkinson@nice.org.uk)

The Supplier is asked to include a single point of contact in their organisation. NICE will not be responsible for contacting the Supplier through any route other than the nominated contact. The Supplier must therefore undertake to notify any changes relating to the contact promptly.

Additional Information

NICE expressly reserves the right to require a Supplier to provide additional information supplementing or clarifying any of the information provided in response to the requests set out in the final ITT. NICE may seek independent financial and market advice to validate information declared, or to assist in the evaluation.

Freedom of Information

In accordance with the obligations and duties placed upon public authorities by the Freedom of Information Act 2000 (“the FoIA”), all information submitted to NICE may be disclosed in response to a request made pursuant to the FoIA.

In respect of any information submitted by a Potential Supplier that it considers to be commercially sensitive the Potential Supplier should:

* clearly identify such information as commercially sensitive;
* explain the potential implications of disclosure of such information; and
* provide an estimate of the period of time during which the Potential Supplier believes that such information will remain commercially sensitive.

Please submit responses to 9.3 as an Annex with the completed tender offer.

Where a Potential Supplier identifies information as commercially sensitive, NICE will endeavour to maintain confidentiality. The Supplier should note that, even where information is identified as commercially sensitive, NICE might be required to disclose such information in accordance with the FoIA. Accordingly, NICE cannot guarantee that any information marked ‘commercially sensitive’ will not be disclosed.

Procurement Transparency

In light of the current Government’s need for greater transparency, the Supplier and those organisations looking to bid for a public sector contract should be aware that if they are awarded a contract for this work, the resulting contract between the supplier and NICE will be published in its entirety.

In some circumstances, limited redactions will be made to some contracts before they are published in order to comply with existing law and for the protection of national security. The Supplier is asked to make any sections of their tender that they regard as Commercial in Confidence or subject to the non-disclosure clauses of the FOIA or DPA clear within the submission documents. Please note that the total value (bottom line) of the agreement is required to be published under the UK Government’s Transparency Agenda. Please do not hesitate to contact us if you require clarity upon this point.

Please complete Annex 5 - Redaction Requests of the ITT, to notify NICE of any sections of the tender you regard as Commercial in Confidence.

Tender Evaluation and Selection Criteria

Evaluation

* + - 1. NICE will review all tenders to ensure they are fully compliant with these instructions. Any non-compliant bid may be rejected (see above).
      2. The underlying principle of ITT evaluation will be based on the Most Economically Advantageous Tender (MEAT) that meets NICE’s requirements.
      3. The Evaluation Methodology set out in this section will be used to evaluate the Supplier submission/offer to this Invitation to Tender (ITT).

Cost Evaluation;

* + - 1. The cost will be evaluated using the following formula:
* Lowest Price / Supplier Price X 26 (the weighting)

Selection criteria

|  |  |  |
| --- | --- | --- |
| Selection Criteria |  |  |
| Organisational and financial robustness and stability | PASS OR FAIL | Financial Stability  Please note that NICE reserves the right to exclude Applicants from the further process if it becomes clear from the financial information provided that the Applicant is considered a financial risk and there is, therefore, a risk that the Applicant will not be able to perform the contract. NICE will, in particular, take into account strong adverse trends (more than 20 %) which are unsatisfactorily explained with regard to:   * Turnover * Profit * Assets, including Cash * Liabilities   If criteria cannot be met by a subsidiary then Parent Company Guarantee may be considered, provided that the parent meets the criteria. |

|  |  |  |  |
| --- | --- | --- | --- |
| **Selection criteria** | **Question number in Specification of Requirements** | **Weighting (%)** | **Sub Weighting (%)** |
| **Financial stability** | See above | Pass or fail | |
| **TUPE Indemnity** | See below | Pass or fail | |
| **Understanding the brief** | 1.1 | 5 | 1 |
|  | 1.2 | 2 |
|  | 1.3 | 2 |
| **Methodological rigour** | 2.1 | 8 | 5 |
|  | 2.2 | 2 |
|  | 2.3 | 1 |
| **Approaches to guideline development** | 3.1 | 20 | 1 |
| 3.2 | 4 |
|  | 3.3 | 3 |
|  | 3.4 | 2 |
|  | 3.5 | 2 |
|  | 3.6 | 1 |
|  | 3.7 | 1 |
|  | 3.8 | 1 |
|  | 3.9 | 2 |
|  | 3.10 | 1 |
|  | 3.11 | 1 |
|  | 3.12 | 1 |
| **Programme management** | 4.1 | 21 | 2 |
|  | 4.2 | 1 |
|  | 4.3 | 1 |
|  | 4.4 | 1 |
|  | 4.5 | 2 |
|  | 4.6 | 2 |
|  | 4.7 | 2 |
|  | 4.8 | 1 |
|  | 4.9 | 4 |
|  | 4.10 | 1 |
|  | 4.11 | 1 |
|  | 4.12 | 1 |
|  | 4.13 | 2 |
| **Quality Assurance** | 5.1 | 15 | 9 |
|  | 5.2 | 2 |
|  | 5.3 | 2 |
|  | 5.4 | 2 |
| **Host Governance** | 6.1 | 5 | 1 |
|  | 6.2 | 1 |
|  | 6.3 | 2 |
|  | 6.4 | 1 |
| **Cost** | 7 | 26 | - |

Criteria and Scoring Guide

* + - 1. Each evaluator will independently evaluate each tender submitted and use the following guide to score each criterion. The scores of all evaluators per criterion will then be averaged and weighting applied to give an adjusted score. All clarifications required by NICE will be incorporated into the final evaluation.

| Score | Guide |
| --- | --- |
| -5 | The point is omitted |
| 0 | Not explained/ repeat of specification |
| 1 | Not acceptable |
| 2 | The point is possibly acceptable |
| 3 | The point is acceptable |
| 4 | The point is well made and acceptable |
| 5 | Excellent |

Short Listed Suppliers for Interview and Evaluation

NICE may choose to shortlist a Supplier to present to the evaluation panel and clarify any outstanding areas or their proposal where NICE may have concerns or further questions. However, if no further concerns or questions are raised, NICE reserves the right to proceed to Contract Award.

Each supplier interviewed will be re-scored independently of the tender response, based on their responses in the interview alone and re-ranked against each of the other suppliers that were shortlisted for interview. This evaluation will have no bearing on the evaluation that resulted in the supplier being shortlisted to interview or not. Any Supplier not invited to interview will be notified at the same time as those successfully shortlisted.

The scoring guide and criteria as shown above will be used to score the interviewed supplier. The interview will be in direct relation to the outstanding areas of the Supplier’s proposal.

The shortlisted Suppliers will be notified of the evaluation process on invitation to interview.

Draft Outline Requirement Specification

Introduction

* + 1. The National Institute for Health and Care Excellence (NICE) is seeking to procure two Guideline Development Centres (DC1 and DC2) to develop guidelines for health and care in England.
    2. This document is the final requirement specification for the two Guideline Development Centres.

About NICE and the Centre for Guidelines

* + 1. NICE is a non-departmental public body (NDPB) and the independent organisation responsible for providing national guidance and advice on promoting high quality health, public health and social care in England. Descriptions of the methods and processes employed by NICE are available from NICE’s website ([www.nice.org.uk](http://www.nice.org.uk)). NICE recently set out its five-year strategy which can also be found on <https://www.nice.org.uk/about/who-we-are/corporate-publications/the-nice-strategy-2021-to-2026>
    2. The Centre for Guidelines (CfG) at NICE makes evidence-based recommendations on a wide range of topics, from preventing and managing specific conditions, improving health, and managing medicines in different settings, to providing social care and support to adults and children, and planning broader services and interventions to improve the health of communities.
    3. CfG will commission the development of guidelines from two Guideline Development Centres.
    4. NICE currently holds contracts with two external development centres, each of which is hosted by a Royal College. These contracts end on 31 March 2022. NICE also has internal teams that develop guidelines.

Staffing requirements

* + 1. Each Guideline Development Centre will have one host who will be accountable for the contract, regardless of any subcontracting arrangements. Each Guideline Development Centre will comprise a multidisciplinary team of people led by a Director. The team will require expertise in guideline development; this should include expertise in methods of health technology assessment, systematic reviewing, complex analysis (e.g. network meta-analyses, operational research), health economics, project management and information searching and retrieval. The technical staff should be skilled at assessing, analysing and interpreting alternative data sources including qualitative studies, mixed methods evidence and ‘real-world evidence’. Each Guideline Development Centre should also be capable of providing training and support to its staff and its guideline committees.

Guideline Development

* + 1. A guideline comprises a set of recommendations on a topic, explanations of why the recommendations were made and supporting documentation, including evidence reviews, economic analyses, an algorithm (where relevant) and an equality impact assessment.
    2. A Guideline may be developed as single product or as part of a suite. A suite comprises multiple guidelines in a broad topic area (e.g. cardiovascular disease). See section 12.5 for further details.
    3. Guideline development adheres to the following high-level principles, which are expected to be adhered to as part of the contract:
* All guidelines will cover all of the topics which are contained in the Scope.
* All guidelines will be developed in line with the developer’s annual Business Plan and the guideline workplan.
* All guidelines will be clear and consistent (both within the guideline and between other NICE guidance).
* All guidelines will make recommendations within legal and statutory boundaries.
* All guidelines will only be varied from the scope with the prior written agreement of NICE.
* All guidelines will be delivered, to a high quality, within the agreed financial budget and timeline.
* All guidelines will be transparent around decision-making.
* All guidelines will consider the reputational risk to NICE and the Guideline Development Centre.
* NICE will commission the guideline topics and will continue to commission guidelines according to the requirements of the Centre for Guidelines.
* The Guideline Development Centre will be expected to use new technologies as defined by NICE.
* The Guideline Development Centre shall show agility and flexibility around innovation and change and be prepared to adopt new approaches as required.

The Guideline Development methods and process

All guidelines will be developed and delivered in accordance with NICE’s policies, procedures, methods and processes. All guidelines should follow the approach set out in Developing NICE guidelines: the manual (<https://www.nice.org.uk/process/pmg20/chapter/introduction>, hereafter ‘The Manual’). In particular, they shall adhere to the following:

Explicit consideration of equality and diversity (see section 6.3 of The Manual, <https://www.nice.org.uk/process/pmg20/chapter/reviewing-research-evidence#equality-and-diversity-considerations>).

Consideration of the appropriate methodological approach (see section 4 of The Manual, <https://www.nice.org.uk/process/pmg20/chapter/developing-review-questions-and-planning-the-evidence-review>, and Appendix B, <https://www.nice.org.uk/process/pmg20/resources/developing-nice-guidelines-the-manual-appendices-2549710189/chapter/appendix-b-approaches-to-additional-consultation>).

Maintaining a clear audit trail of the review questions and protocol development (see chapter 4 of The Manual, <https://www.nice.org.uk/process/pmg20/chapter/developing-review-questions-and-planning-the-evidence-review>).

Consideration of the approaches for sifting and quality assessment (see sections 6.1 of The Manual, <https://www.nice.org.uk/process/pmg20/chapter/reviewing-research-evidence#identifying-and-selecting-relevant-evidence>).

Using the appropriate tools for the assessment of the quality and certainty of evidence (see chapter 6, <https://www.nice.org.uk/process/pmg20/chapter/reviewing-research-evidence>, and Appendix H, <https://www.nice.org.uk/process/pmg20/resources/developing-nice-guidelines-the-manual-appendices-2549710189/chapter/appendix-h-appraisal-checklists-evidence-tables-grade-and-economic-profiles> of The Manual).

Undertaking economic analysis (see chapter 7 of The Manual, <https://www.nice.org.uk/process/pmg20/chapter/incorporating-economic-evaluation>).

Consideration of re-running searches prior to submission (see section 5.10 of The Manual, <https://www.nice.org.uk/process/pmg20/chapter/identifying-the-evidence-literature-searching-and-evidence-submission#re-running-searches>).

Transparent reporting of guideline committee’s decision making and interpretation of evidence (see chapter 9 of The Manual, <https://www.nice.org.uk/process/pmg20/chapter/writing-the-guideline>).

Consulting on the guideline and responding to stakeholder comments (see chapter 10 of the Manual, <https://www.nice.org.uk/process/pmg20/chapter/the-validation-process-for-draft-guidelines-and-dealing-with-stakeholder-comments>).

All guidelines commissioned to the Guideline Development Centre will undergo surveillance by NICE to assess whether an update is needed. The Guideline Development Centre is expected to work with the NICE Surveillance team to provide advice and information at each surveillance point, as appropriate (see chapter 13 of The Manual, <https://www.nice.org.uk/process/pmg20/chapter/ensuring-that-published-guidelines-are-current-and-accurate>).

Any decision to deviate from the approaches above shall be made with the agreement of NICE.

Guideline specific:

* + 1. In addition to the points above, there are options as outlined in The Manual. The Manual allows for various options in the identification, assessment or synthesis of the evidence. The options will be made in conjunction with the Centre for Guidelines and the NICE team responsible for quality assurance.
    2. Type of committee;  
       Guidelines will be developed using topic specific committees appointed for the development of a particular guideline or for up to 3 years to work on multiple guidelines within a broad topic area, with membership subject to renewal for a total period of up to 10 years. (see chapter 3 of The Manual, <https://www.nice.org.uk/process/pmg20/chapter/decision-making-committees>).
    3. Call for evidence;  
       Some guidelines commissioned to the Guideline Development Centre will benefit from a focussed call for evidence (see section 5.5 of The Manual, <https://www.nice.org.uk/process/pmg20/chapter/identifying-the-evidence-literature-searching-and-evidence-submission#calls-for-evidence-from-stakeholders>).
    4. Additional consultation;   
       In exceptional circumstances, an additional consultation may be considered in order to gain additional targeted input into the guideline (see appendix B of The Manual, <https://www.nice.org.uk/process/pmg20/resources/developing-nice-guidelines-the-manual-appendices-2549710189/chapter/appendix-b-approaches-to-additional-consultation>)
    5. Use of new or novel technologies;  
       Some guidelines commissioned to the Guideline Development Centre will benefit from the use of newer technologies such as text mining. The Guideline Development Centre is expected to work with the NICE quality assurance team when deciding whether to use newer technologies or not.
    6. External Expert Review (EER);  
       The Guideline Development Centre or the NICE quality assurance team can request external expert review (see section 10.1 of The Manual, <https://www.nice.org.uk/process/pmg20/chapter/the-validation-process-for-draft-guidelines-and-dealing-with-stakeholder-comments#what-happens-during-consultation>).
    7. Linking to other NICE guidance;  
       The Guideline Development Centre may consider it appropriate to use evidence reviews from other NICE guidance (see chapter 8 of The Manual, <https://www.nice.org.uk/process/pmg20/chapter/linking-to-other-guidance>).

Process:

* + 1. Guidelines have 3 stages:
       1. Scoping – the scope of the project is determined and the committee recruited.
       2. Development – the evidence is reviewed and the committee drafts the recommendation.
       3. Consultation and validation – stakeholders provide comments on the draft guideline and the committee finalises it for publication.
    2. Further details of the work involved during each stage is given below.
    3. **Scoping**
       1. Recruit a Guideline committee Chair and members to form the Guideline Committee. The Chair will also be involved in the scoping of the guideline (see chapter 3 of The Manual, <https://www.nice.org.uk/process/pmg20/chapter/decision-making-committees>).
       2. The Chair is a non-specialist in the guideline topic. To support the Chair, a topic advisor with relevant specialist experience should be recruited. It may be appropriate to recruit some members of the committee early to give additional input.
       3. Every guideline is underpinned by a scope. This may be developed by an internal NICE team, or by the Guideline Development Centre. The scope identifies what the guideline will and will not cover by indicating the key areas and draft review questions, to be addressed (see chapter 2 of The Manual, <https://www.nice.org.uk/process/pmg20/chapter/the-scope>).
       4. Where the scope is developed by the Guideline Development Centre, up to three Scoping Group meetings will be held as agreed with the NICE project team.
       5. Where the scope is developed by the Guideline Development Centre, and requires a Scoping Workshop, this will be facilitated by the Guideline Development Centre and hosted by NICE. The workshop will allow registered stakeholders to provide input into the draft scope. Stakeholders are organisations who have registered an interest in the guideline topic.
       6. Draft a workplan, containing detailed project plans for each stage of the guideline’s development and final review questions, to the satisfaction of NICE.

**Development**

* + - 1. Submit to NICE during development draft review protocols, to an agreed template, for the purpose of quality assurance by the NICE project team.
      2. Provide training and support to committee members to enable them to interpret the findings from the evidence and understand the process NICE uses to develop recommendations (see section 3.7 of The Manual, <https://www.nice.org.uk/process/pmg20/chapter/decision-making-committees#identifying-and-meeting-training-needs-of-committee-members>)
      3. Over the development period of the guideline, hold meetings with the guideline committee to review the evidence provided by the developers and formulate guideline recommendations and research recommendations.
      4. In preparation for guideline committee meetings, undertake evidence reviews and economic analysis, to inform the development of guideline recommendations (see chapter 4, <https://www.nice.org.uk/process/pmg20/chapter/developing-review-questions-and-planning-the-evidence-review>, chapter 5, <https://www.nice.org.uk/process/pmg20/chapter/identifying-the-evidence-literature-searching-and-evidence-submission>, chapter 6, <https://www.nice.org.uk/process/pmg20/chapter/reviewing-research-evidence> and chapter 7, <https://www.nice.org.uk/process/pmg20/chapter/incorporating-economic-evaluation> of The Manual).
      5. Manage formal consensus work outside the Guideline committee as required when there is limited or poor quality evidence, for example Delphi surveys, as and when agreed by NICE (see section 3.9 of The Manual, <https://www.nice.org.uk/process/pmg20/chapter/decision-making-committees#making-group-decisions-and-reaching-consensus>).
      6. Attend progress and monitoring meetings with the NICE quality assurance team throughout the development of each guideline. Scheduled meetings are included in the timeline and workplan for each guideline, but additional meetings may be requested at any time by the NICE quality assurance team. The Guideline Development Centre is expected to attend and contribute fully to all meetings to which they are invited.
      7. Amend guideline products after pre-consultation review by NICE.

**Consultation and validation**

* + - 1. Respond to stakeholder consultation comments on the draft guideline (see chapter 10 of the Manual, <https://www.nice.org.uk/process/pmg20/chapter/the-validation-process-for-draft-guidelines-and-dealing-with-stakeholder-comments>).
      2. Submit final draft guideline and a completed consultation comments table.
      3. Delivery of final changes to draft documents for NICE sign off
      4. Submit all data and analyses including de novo simulation and economic models to NICE on publication of the guideline, in formats agreed by NICE. The data will be stored for future updates of the guideline, and the Guideline Development Centre is expected to ensure its completeness and accuracy prior to submission to NICE. If on updating guidelines, errors or incompatibility issues are identified, the Guideline Development Centre is expected to correct and manage these issues, in discussion with NICE.

Additional activities

* + 1. Work with NICE to contribute to the ongoing assessment, refinement and innovation of guideline methodologies and processes to ensure approaches are fit-for-purpose.
    2. Ensure all technical staff members are appropriately trained and qualified in guideline development methodologies and undertake a commitment to the ongoing training and professional development of such staff.
    3. Have the ability to provide rapid responses to queries raised by NICE.

**Programme management and slot capacity**

In line with Pillar 2 of the NICE 5-year strategy (<https://www.nice.org.uk/about/who-we-are/corporate-publications/the-nice-strategy-2021-to-2026>), NICE is exploring different approaches to guideline development and how it maintains and updates its existing portfolio of guidelines. NICE is committed to providing dynamic, living guideline recommendations that are up to date and which integrate the latest evidence, practice and technologies in a useful and usable format. Guideline Development Centre will be expected to adopt a flexible, responsive and agile approach to develop guidelines. NICE will work closely with the Guideline Development Centre when commissioning topics. For the purpose of this tender the current processes are described.

Each Guideline Development Centre will manage a programme of guidelines, with work commissioned into a ‘capacity slot’. NICE will typically commission guidelines according to one of two models – a ‘single guideline’ model or a ‘suite’ model.

Guidelines on both the ‘single’ guideline and ‘suite’ models may be commissioned for development with or without a scoping stage.

Guidelines in the ‘single guideline’ model can be different sizes:

* + - 1. Where NICE commissions a guideline on a new topic, or a large or full update of an existing guidelines, these typically comprise approximately 16 to 20 review questions, OR
      2. Where NICE commissions a smaller guideline or a partial update of an existing guideline, these typically comprise approximately 8 to 12 review questions.

With the ‘single guideline’ model, the work in the consultation & validation phase on one guideline will usually overlap with the scoping phase of the next guideline commissioned in the capacity slot. This is because the work in these phases is expected to use half the capacity of a slot. The development phase for a guideline is expected to use the full capacity of a slot.

With the ‘suite’ model, a ‘capacity slot’ will be allocated to a broad topic area (e.g. diabetes). A single committee will undertake multiple pieces of work (e.g. glucose monitoring and long acting insulin) across several guidelines in that broad topic area. This is equivalent to a single guideline in a capacity slot.

Developing guidelines within suites is a new approach for NICE and reflects the commitment within the 5-year strategy to develop living guideline recommendations that are up to date and that are presented in a useful and useable format.

From time to time, NICE may also commission small, urgent updates comprising 1 to 2 review questions which will need to be developed rapidly.

* 1. Guidance production systems
     1. During the course of the contract, the Guideline Development Centre will be required to adopt new guidance development systems, specified or commissioned by NICE, and to provide the relevant components of the guideline content through a new structure and in different formats as required by each system.
     2. The Guideline Development Centre will be expected to work with NICE to test new systems and methodological tools.

Reporting

* + 1. Prepare and submit reports and documentation for, and attend, Quarterly Review Meetings with NICE. These reports will be based on the annual business plan and will address:
* Risks
* Centre infrastructure
* Activity against agreed milestones
* Finances
* Technical reporting on each guideline
* Progress against the objectives set out in the Centre business plan
* Annual compliance reporting, including on equality
* Governance Board meeting minutes

Governance Framework

* + 1. The host shall put in place a governance structure and establish a Governance Board to monitor: business planning; strategy; financial plans; delivery of the work programme. The Governance Board should meet at least 4 times in each year.
    2. The host shall be accountable for risk management, the financial budget and delivery of the agreed milestones.
    3. The host shall ensure an accountability framework is in place for the Guideline Development Centre.

Timescales

* + 1. The contract for the Guideline Development Centres will commence on the 1st April 2022.
    2. The contract will be for an initial period of 2 years, the agreement shall have an option to be extended for further 12 month periods, so that this contract may remain in force for a series of 1 year periods terminating on 31st March 2028.

Capacity

* + 1. In order to maintain business continuity for the guidelines in development, the work programme in National Guideline Centre will be allocated to Development Centre 1 (DC1). The work programme in National Guideline Alliance will be allocated to Development Centre 2 (DC2). The minimum capacity per annum will be 12 slots in DC1 and 12 slots in DC2.

Budget

* + 1. The budget is £2,671,800 per annum. This is for 12 ‘capacity slots’ per year. Both DC1 and DC2 are the same for the purposes of this tender.
    2. The Supplier will be expected to make proposals through the annual business planning process with the intention of improving the quality of the outputs whilst making efficiencies.

Staffing skill-mix

* + 1. NICE expects that the Guideline Development Centre will be managed by 1 WTE Centre Director with senior management support and clinical advice.
    2. NICE expects that the following will be the minimum requirement per capacity slot:
* Systematic Reviewer 1.3 WTE
* Health Economist 0.5 WTE
* Project Manager 0.5 WTE
* Information Scientist 0.3 WTE
  + 1. All new appointments of Centre Directors will be made with the involvement of NICE. The leadership, structure and skill-mix of the team will be agreed with NICE during annual business planning.

TUPE

* + 1. NICE currently holds contracts with two external development centres that are hosted by the Royal College of Obstetricians and Gynaecologists and the Royal College of Physicians. These contracts end on 31 March 2022.
    2. As the work of developing Guidelines continues with the new contracts, NICE is of the opinion that TUPE will apply between the current and new host organisation.
    3. The work in progress of the National Guideline Centre currently hosted by the Royal College of Physicians will be transferred to DC1.
    4. The work in progress of the National Guideline Alliance currently hosted by the Royal College of Obstetricians and Gynaecologists will be transferred to DC2.
    5. TUPE data from the current suppliers will be provided to those potential suppliers who complete and return the non-disclosure agreement for the TUPE information, who thereby agree to the confidentiality clauses for the receipt, safe keeping and use of that information.
    6. The current contracts go beyond standard TUPE legislation, specifically with regard to redundancy liability. Under the current contracts the liability is partially payable by NICE and partially by the employer. The amount is calculated on the proportion of the time worked in a National Collaborating Centre, as opposed to length of NHS/Royal College service.
    7. The TUPE costs will not form part of the selection process. It will still legally apply and suppliers will need to consider its implications carefully, but it will be excluded from the costing element of the tender. This also removes any bias from the comparisons between current suppliers and potential new suppliers solely created by potential TUPE costs.
    8. Suppliers will be assessed upon their plans for dealing with TUPE and creating the best skill-mix available for the work. NICE will then resolve any issues that arise from TUPE with the successful suppliers as part of the contract award stage.
    9. Suppliers must be prepared to issue an indemnity to the existing suppliers for staff liabilities from the date of Transfer.

Tendering Response Questions

Proposals should include the following details in the number order given below:

* 1. **Understanding of the brief:**
  2. Please provide a short summary of your understanding of a Guideline Development Centre and the wider policy context.
  3. Please provide a summary of your understanding of the evidence-base in guideline development and how this might differ with respect to clinical, public health and social care topics.
  4. Describe how your proposed Service is designed to meet or exceed the contractual obligations and specification requirements.

**2.0 Methodological rigour**

The Supplier of a Guideline Development Centre shall ensure that their technical staff have a high degree of technical expertise in designing and undertaking evidence and economic reviews. Please address the following points:

* 1. How will you ensure your technical staff have the necessary skills to synthesise, analyse and interpret different types of data. Expertise is required in systematic reviewing, evidence synthesis, qualitative and quantitative analyses (e.g. thematic analyses, meta-analyses, network meta-analyses, mixed methods synthesis and primary data analyses from real world evidence sources) and economic analyses (including economic modelling)?
  2. Provide evidence of how you have effectively presented complex data to audiences of mixed expertise, both remotely and face-to-face.
  3. Include details of your links/networks with any organisations that you would use as a flexible resource to ensure efficient working, and your process for engaging with them.

1. **Approaches to guideline development:** 
   1. What development approaches will you consider at the commission or the scoping stage for guidelines that are known to have limited or no evidence.
   2. Provide a detailed description of how you would determine the most appropriate approaches for the evidence reviews; including how you would decide to use more complex methods such as statistical modelling, network meta-analysis, or mixed methods synthesis. Include a rationale for when each of these approaches might be used.
   3. Provide an outline of how the economic analysis (model) will follow methods outlined in Developing NICE guidelines: the manual (mentioned above).  Please describe how you will source/access non-clinical data and combine this with clinical data, (if applicable), to adopt the non-NHS/Personal and Social Services (PSS) reference case for economic modelling?
   4. We require flexibility to adopt new guidance development systems and/or processes, when specified by NICE. Provide an example detailing where you have shown similar flexibility in the past.
   5. Describe how you will deliver multiple pieces of work within a suite using a single guideline committee.
   6. Please outline the level of staff and the skills that you would propose to support each guideline committee.
   7. Set out how would you go about recruiting to a committee whose topic area is difficult to recruit to.
   8. How would you ensure that the committees are representative for each guideline topic or a suite of guidelines?
   9. How would you ensure that all committee members actively engage in the discussion, both remotely and face-to-face?
   10. What do you see as the pros and cons of virtual vs. face-to-face committee meetings?
   11. How would virtual committee meetings affect your environmental performance?
   12. How would you ensure equality and diversity is considered at each stage of guideline development?
2. **Programme management:**

The Supplier shall demonstrate that it is capable of setting up, implementing and maintaining the Guideline Development Centre and providing high quality outputs.

* 1. Describe how the Guideline Development Centre will be set up to deliver the service?
  2. What plans do you have to take on apprentices and increase the skills of staff?
  3. What is your process for addressing workforce inequalities including the disability employment gap?
  4. How will you improve the health and wellbeing of your workforce?
  5. Describe how you will manage a programme of single guidelines of different sizes as well as broad topic suites.
  6. How will you set up and maintain a number of committees to work on broad topic suites?
  7. How will you respond to requests by NICE to develop small, urgent guideline updates to rapid timelines?
  8. Provide an example of how you have previously met tight and conflicting deadlines in situations of competing demands.
  9. Give an overview of the risks you consider to be associated with setting up and maintaining the Service, stating whether you consider the probability of them occurring to be high, medium, or low risk. Provide a summary of how you would mitigate each risk.
  10. Outline the risks and their mitigation if the number of capacity slots changes over time.
  11. Provide details of your experience in working to set standards, and IT security.
  12. Describe how you would provide prompt responses to queries raised by NICE.
  13. Describe the plans you would put in place to improve quality of the outputs over time while making efficiencies.

1. **Quality Assurance:**

Please address the following:

* 1. Provide an overview of the quality assurance structure, methods and processes that will ensure the quality and delivery of each of the following throughout development:
* evidence reviews
* economic reviews
* economic analyses
* economic models
* evidence syntheses (including network meta-analyses) and
* the guideline recommendations and their underpinning rationales

This should include details regarding the proposed monitoring, reporting and internal sign-off procedures in place throughout development.

* 1. How will you ensure the quality assurance of all documents submitted to NICE?
  2. Provide an overview of how you will ensure committees are high-functioning committees and deliver guidelines that are fit for purpose.
  3. How will you ensure quality at the same time as being able to work flexibly and deliver a work programme of different sizes of guidelines?

1. **Host Governance:**

Please provide:

* 1. Your experience as a host organisation in setting up a structure and governance strategy.
  2. Your plans for appointment of membership to the governance board.
  3. Your proposals for putting a structure in place to ensure financial and operational stability and risk management.
  4. Details of how you would ensure appropriate record management storage, including software and systems used.

1. **Project cost & value for money:** 
   1. Please provide a cost breakdown in GBP sterling, exclusive of Value Added Tax (VAT), of the allocated budget necessary to deliver the Guideline Development Centre (including costs of attending all meetings) – please use the tables below to present this information. The ‘Resource Costs’ table must show the estimated time commitment (whole time equivalent) of each role on a separate line (e.g. senior reviewer, junior reviewer). All travel and subsistence costs are to be included in the non-pay table. Please add rows to the tables as required:
   2. Resource Costs per annum

|  |  |  |
| --- | --- | --- |
| **Job title** | **WTE** | **Cost per annum** |
| ***Senior Management*** |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
| ***Project management*** |  |  |
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| ***Reviewing*** |  |  |
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| ***Health economics*** |  |  |
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| ***Information Scientists*** |  |  |
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|  |  |  |
| ***Subcontractor*** |  |  |
|  |  |  |
|  |  |  |
| **PAY TOTAL** |  |  |

* 1. Non-Pay Costs

|  |  |
| --- | --- |
| **NON-PAY** | **Costs per annum** |
| ***Overheads*** |  |
| Finance/HR/payroll |  |
| IT support |  |
| Accommodation |  |
| Insurance |  |
| Services, utilities, cleaning, etc |  |
| ***Other*** |  |
| Staff training |  |
| Staff travel |  |
| Library costs |  |
| Licenses |  |
| Equipment |  |
| ***Committee Costs***  ***(For the purpose of the Tender, assume 10 committee meetings per capacity slot, per year)*** |  |
| Room hire and catering |  |
| Chair honorarium |  |
| Lay member honorarium |  |
| GP locum fee |  |
| Travel / accommodation |  |
| Other costs (specify) |  |
| **NON-PAY TOTAL** |  |

* 1. Total Specification Cost (Exclusive Of VAT)

|  |  |
| --- | --- |
| Total Specification Cost | GBP Sterling |
|  |  |

* 1. Please include the TUPE cost of your proposal.
  2. Please confirm that you will provide a TUPE indemnity from the point of transfer.
  3. Please note that failure to provide the required information and complete the costing tables in the format requested may result in your proposal being rejected.

1. Policies and Financial Statements
   1. As required by Public Sector regulations and in line with best practice, please provide one copy of each of your organisation's policies relating to the following:
      1. Health and Safety
      2. Environmental
      3. Equal Opportunities and Diversity in the Workplace
   2. NICE recognises that some SMEs (Small, Medium Enterprises) (less than 50 people for a Small Enterprise and less than 250 for a Medium Enterprise) may not have formal policies available but still operate their businesses in a manner that is conducive to the above. If you are an SME and do not have formal policies in place, please submit with your response, a written statement on how your company operates in light of the above three areas of legislation and best practice.
   3. In addition, please provide the following:
      1. The last three years of audited accounts for your organisation. If your organisation is an SME and you do not have audited accounts, please provide 3 years of balance sheets.
      2. A completed declaration of interest form (document 08 of the tender pack) for each member of proposed project team. This should include declarations (if applicable) of all current projects with clients or partners that your department/ group/organisation is currently working with which could be seen as being detrimental or ethically opposed to the health aims promoted by NICE.
   4. If your organisation (whole organisation including parent, group or subsidiary) has a turnover of £36 million pounds or greater then please provide a Modern Slavery Act Transparency Statement: this should set out the steps you have taken to ensure there is no modern slavery in your own organisation/business and that of your supply chain. If your organisation has taken no steps to ensure there is no modern slavery in your own organisation, then your statement should say so.  
      [Please note: a parent org/ group statement is acceptable, this is compliance with the Modern Slavery Act 2015.]
2. Transparency requirements
   1. Within the Redaction request form (document 06 of the tender pack), please indicate which sections, if any, of your tender response are regarded as ‘Commercial in Confidence’ or ‘subject to the non-disclosure clauses’ of the Freedom of Information Act or the Data Protection Act and which exemption(s) apply to the indicated sections.