Leadership Development at NICE

# Background to NICE

1. The National Institute for Health and Care Excellence (NICE) was established more than 20 years ago as an independent non-departmental government body tasked with:

* giving advice, guidance quality standards and information recommendations on matters relating to the provision of NHS services, public health services or social care in England.
* delivering education training and development on evidence-based therapeutics and medicines management to healthcare professionals.
* providing advisory services to devolved administrations and pharmaceutical companies.

1. With a core purpose defined as “to improve health and well-being by putting science in evidence at the heart of health and care decision-making”, NICE focuses on:

* providing independent assessment of a wide range of complex evidence to help commissioners, frontline practitioners, patients, carers and the public to make better informed decisions.
* working with those at the forefront of scientific advances in using analytical skills, knowledge and expertise to identify, assess and develop timely recommendations on innovation that have a real impact on patients’ lives and on the delivery of health and care services.
* working with partners across the health and social care system to drive the uptake of effective and cost-effective new treatments and interventions to benefit the whole population, and to improve and ensure equity of access to all members of society.

1. NICE’s work spans three interlinked ecosystems: life sciences, guidelines and information. The three join together through the provision of advice on best practice to help ensure the adoption of cost- effective innovation. The life sciences ecosystem spans product development through regulation to launch and adoption, with NICE playing a key role in the evaluation of clinical and cost effectiveness. The guidelines ecosystem involves developing best practice recommendations, advice and quality standards, mainly for frontline practitioners and extending across the whole care pathway.

# Our Future Vision for NICE

1. NICE is a world class organisation, built on rigour, transparency and independence in evidence based decision making – strengths we will preserve at all costs as the people of this country demand no less.
2. But the world around us is changing and NICE must evolve if we are to play our part in maximising peoples health and wellbeing into the future.
3. When first formed, NICE had the unity of purpose, organisational confidence and intellectual firepower to revolutionise access to better care, becoming a global leader. The next 5-10 years will be similarly steep ‘s curve’ that needs to harness this revolutionary spirit.
4. Stakeholders have told us that in order for NICE to play our part in maximising health and wellbeing, we need to: focus on what is going to change the face of health and social care, produce useful and useable advice, become an integral part of the learning health system and develop into an organisation as brilliant as the people in it.
5. This will involve significant shifts in key areas including: real world data, extracting insights across our advice, creating a diverse suite of products, moving to stream-lined hybrid advice, accelerating methodological innovation and developing partnerships.
6. All of this would lead to a materially different experience for practitioners, patients, industry and NICE staff.
7. These shifts are starting in 22/23 with our current business priorities which are focussed on foundational changes that set us up for more radical changes in the coming years.
8. Our Executive Team and Board are working through the elements of this future in more detail and creating a 3-5 year transformation plan to get us there.
9. As a starting point, we have been working on a ‘call for change’ that will underpin the work over the next 5 years.

# Specific Changes NICE

1. The Executive Team has recently undergone significant levels of change with introduction of new roles. Our new Chief Executive joined NICE on 1st February 2022. In addition, we have recruited to several additional executive roles which will support the delivery of our strategy. Appointments to these roles should be completed by January 2023.
2. NICE has been a very stable organisation for 20 years. Dr Sam Roberts is our first externally appointed CEO in that time and 50% of our executive team have been directors for NICE for a long time with limited access to leadership development.
3. Sam’s appointment, along with new external appointments to 50% of our executive team brings about a significant shift in leadership at NICE, as a timer when we are also facing unprecedented rapidly evolving external context that we are operating in.
4. We have undertaken a prioritisation exercise across the organisation which created 4 core objectives for 2022/23. Three of these priorities are technical, and one priority focusses on our internal transformation which includes building on a multi ‘digital workplace’ programme, org wide process harmonisation and implementing the outputs of a recent culture diagnostic.
5. We have recently co-created a ‘change story’ with staff which outlines where we have been, where we are now and where we need to go. This story provides the basic narrative for our transformation journey which we are using as a starting point for ‘staff led’ change across NICE. For the remainder of 2022/23, we will be crowdsourcing ideas to address a set of key challenges that need to be addressed to change the way we work. Once ideas have been refined, we will move to action, empowering employees to take the lead in bringing these ideas to life, sharing successes as we go.
6. In addition to these strategic changes, we are piloting a set of recommendations and practical advice on how we might best harness technology, workspace planning and people management to find the right balance of home working and office-based activities following the shift towards home working during the pandemic. Currently, we are hybrid working, with a lot of employees working at home most of the time and coming into the offices for ‘heads together’ activities.

# Current leadership and management development offer

1. We have recently launched a mandatory management development programme which all managers, including our executive team, are taking part in. This is due to complete in Spring 2023. By the time the leadership development programme begins, most of our executive team should have completed the management programme.
2. The content of this programme is aligned to a set of management competencies that are derived from our culture diagnostic. The programme includes 3 face to face workshops, 2 action learning sets and pre and post reflective work. The course overview and management competencies will be available to any interested bidders.
3. NICE supports individual leaders to participate in external development programmes based on their individual development needs. We also offer coaching with external providers. However, the NICE executive team has not participated in team development or a joined up individual development programme for many years.

What we want to achieve

1. In order to develop a common approach to transformation within our newly formed executive team, we need to respect and honour the best elements of our leadership teams past experiences and integrate them with the new approaches recently appointed directors will bring so we are creating a shared future leadership and transformational style.
2. Changing the way we work by being more empowering, collaborative, user focussed and radical in our approach is very different to the rigid, hierarchical, risk averse, introspective approach of previous years. Our ‘staff led’ approach to transformation is also very different to the ‘top down’ approach to change that has been adopted previously. Leaders ‘story telling’ our shared vision and role modelling news ways of working and transformational goals is critical.
3. Whilst it is our aspiration to empower our employees to lead the charge and shape the transformation themselves, on the basis that those closest to the work are in the best place to change it, that is not to downplay the important role of leadership.
4. At this pivotal stage in NICE’s journey as an organisation, we need a cohesive leadership team who embody empowerment, collaboration, user focus and a radical approach and create an environment where their teams are able to flourish in this way too. Our leadership team need to live and breathe our shared vision for transformation, embody our new ways of working, role model the associated behaviours and work well together.
5. Our leaders will need to inspire commitment in others to lead, facilitate partnership working and create the supporting infrastructure that will enable change to happen at the scale and pace required. They also need to move into a space where they are actively collaborating; pooling their efforts and expertise so that the collective result is significantly greater than the outcomes of individual leadership actions.
6. They will need to transform mindsets as they go along and maintain their energy and drive for as long as it takes to achieve the vision. The transformational change has to be fully embraced and become the day job if it is to succeed.

Requirement for this work

1. By January 2023, our executive team will comprise of 11 roles (10 directors and 1 CEO). All will participate in the programme. Our CEO is based out of our London office and our directors are split between our Manchester and London offices, therefore, we expect the delivery of the programme to take place over both sites.
2. The discovery and design of the leadership development programme must be complete by 31st December 2022. The delivery of the programme must take place from January 2023 – 31st March 2024 and include an ‘intensive programme’ which runs from January 2023 – 31st March 2023 and comprises of 3 full day group sessions/modules (one per month). Between April 2023 and end of March 2024, the programme will include one session/module per quarter.
3. The programme should include individual and group diagnostics with feedback as well as group and individual coaching throughout the programme.
4. The sessions/modules should be pitched at executive level. Whilst 50% of the executive team are new, the other 50% have worked at NICE for many years. This dynamic needs to be considered in the development of the programme.
5. We want to ensure that the programme of development results in sustainable change and a tangible difference in the way leaders at NICE operate and behave so the content and delivery must be action orientated with a focus on performance outcomes. We require that the delivery of the programme will include a process for evaluating its impact and effectiveness.
6. We believe it is important that the programme be bespoke to the specific leadership challenges in NICE and relates back to our strategic aims. Any development programme would need to give the opportunity to break down silos and create networks across the organisation whilst also recognising the unique leadership challenges and strategic aims of different parts of the organisation.
7. The programme needs be challenging enough that it addresses current behaviours that are preventing us from moving forward but also supportive and intuitive in understanding the challenges leaders experience which impacts on their behaviours and any nervousness and resistance to change which exists within the team.
8. The sessions need to be engaging, action orientated and encourage collaboration across the team. We would like the programme to involve a blend of learning to enable the most effective outcomes. We welcome bidders to provide us with an example of a successful programme of this nature that demonstrates a blended approach and gives opportunity for leaders to do things differently during the programme.
9. We expect to be able to use the content of the development programmes once the design work is complete and will need the supplier to consider how the content can be adapted in the future to be converted into a NICE leadership induction that can be delivered by the NICE OD and L&D team.
10. All bidders will have access to our culture diagnostic, our high level priority areas and change story. If you intend to bid for this work, please contact Barney Wilkinson with and expression of interest and we will share this information with you.

**Required Outcomes**

1. We require a leadership development programme that will:

* Support the implementation and embedding of our target culture through role modelling appropriate behaviours
* Reduce silo working and encourage collaborative working, encourage a ‘one team with a shared purpose’ approach to transformational change
* Creates a collective leadership style taking the best of the past and present and forming a leadership style that is right for us and will enable us to transform in the way we need to
* Develop a leadership mindset with a desire to understand, respond and develop a partnership approach to tackling complex issues and reward empowerment.
* Enable us to become more action focused by accepting more risk (as appropriate), trusting in the direction and focusing more on the change requirements
* An evaluation process that provides evidence of any tangible and sustainable changes to our culture and leadership practices
* Ensure that all members of the executive team have participated in the development programme within the timeframes set out above.

Required experience

1. We are seeking to engage consultants with deep expertise in culture development, team cohesion and leadership development through transformation and can demonstrate projects that they have led on covering planned leadership development aligned to cultural interventions and transformation plans implemented across an organisation.
2. The successful consultants should have demonstrable experience of delivering and facilitating workshops to cohorts of senior leaders.
3. We are keen that any organisation fully engages and operates within NICE and is not in itself a silo or works separate too NICE.
4. Experience of working either with public sector, arm length bodies (ALBs), academic institutions or organisations with deep scientific expertise requiring significant change.
5. The consultancy should be able to support transformational change requirements and enable the executive team to find the right balance between pushing the change required and accepting what is possible within the constraints of our current culture. An understanding of equality issues and retention and motivation of staff is essential.

If you are interested in this work, please email [barney.wilkinson@nice.org.uk](mailto:barney.wilkinson@nice.org.uk) by 10/10/22

1. Please can you provide full responses on the following:
   1. The process and methodology that you would apply to designing the development programme that integrates the past, present and future and create a cohesive executive team with a collective leadership and transformation mindset.
   2. An explanation of how you will align the programme and its outputs to our strategic and transformational aims.
   3. An explanation of the blended learning approaches you would use in the programme and why
   4. An explanation on how you will evaluate the impact of the development programme on the implementation of our target culture and strategic transformational aims
   5. An outline of the approach you would use to ensure that the learning outputs from the programmes would result in a sustainable change to leadership behaviours and practice
   6. The process and methodology that you would apply to designing the whole programme and delivering the intense development programme to all leaders by end of March 2023 and the remaining programme by end of March 2024. Please include why you think this method is the most efficient and effective possible for us.
   7. Your understanding of equality, diversity and inclusion issues and retention and motivation of staff as to how it relates to this work.
   8. 2 previous examples of how you have designed and delivered leadership development aligned to strategic and transformational aims
   9. An initial project plan showing how you can complete this piece of work and provide your full insights.
   10. What you see as the risks/ challenges of the work and what you would do to mitigate these. Please also include any dependencies or assumptions of inputs you would require from us.
   11. Your costs for completing the work. Please provide a full cost breakdown including total costs for discovery, design of whole programme and delivery of intensive programme (by 31st March 2023) and delivery of the 23/24 programme (by 31st March 2024). £80k of the £95k budget for this programme has been allocated to the discovery, programme design and intensive programme delivery.

**Timescale**

1. We will seek to appoint advisors for this activity, as soon as possible and require this initial programme of work (design and delivery of leadership development programme), to be completed by the latest deadline of 31st March 2023 and the delivery of 4 subsequent modules (1 per quarter) by 31st March 2024.

**Process**

1. This invitation to tender is conducted under the Terms and Conditions issued with this ITT will apply.
2. The timetable for submission of tender documents and their evaluation will occur as follows.

**Timeline**

|  |  |
| --- | --- |
| Issue ITT | 21/09/22 |
| Deadline for Expressions of Interest | 10/10/22 |
| Deadline for questions | 10/10/22 |
| Responses to questions final issue | 12/10/22 |
| Tender receipt deadline | 18/10/22 |
| Interview invitations | 25/10/22 |
| Interview (if required) | 31/10/22 and 3/11/22 |
| Award | 4/11/22 |
| Contract start | 10/11/22 |

**Budget**

1. We are asking you to set the budget. Bidders are requested to fully cost their tenders including full cost breakdowns and rational. Fees should be inclusive of all costs and expenses, including travel if applicable, but exclusive of VAT
2. Offers of £95k or more for the leadership programme will not be considered.
3. Failure to comply with these instructions may result in your offer being rejected.

**Selection Criteria**

1. Tenders will be assessed on the basis of the following mandatory and desirable criteria for selection for interview and at interview, if an interview is used.

|  |  |
| --- | --- |
| **Criteria** | **Weighting** |
| **Ability to design a leadership development programme for an executive team** | **15%** |
| **Ability to deliver engaging and action orientated development that aims to deliver tangible and sustainable change** | **15%** |
| **Experience of designing and delivering leadership development aligned to and strategic aims and transformation plans** | **20%** |
| **Cost** | **50%** |

**Transparency**

1. In light of the governments need for greater transparency, suppliers and those organisations looking to bid for public sector contracts 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. Suppliers are asked to make any sections of their tender that they regard as ‘Commercial in Confidence’ or ‘subject to the non-disclosure clauses’ of the Freedom of Information Act or the Data Protection Act clear within the submission documents. Please note that the total value (bottom line) of the agreement is required to be published under current EU regulations and the UK governments Transparency Agenda. If you require clarity on this point, please contact us via the route stated above.

**Cost Evaluation**

1. In light of the government’s drive for transparency, NICE is providing the formula that will be used for the cost evaluation aspect and the scoring guide.
2. The cost will be evaluated using the following formula:

Lowest Bidder’s Price / Bidder’s Price X 50

**Criteria and Scoring Guide**

1. Each evaluator will independently evaluate each tender submitted and use the following guide to score each criteria, the scores of all evaluators per criteria are then averaged and the criteria weighting is then applied to give an adjusted score.

|  |  |
| --- | --- |
| Scoring Note |  |
| -5 | The point is omitted |
| 0 | The point is not explained/ repeat of specification |
| 1 | The point is not acceptable |
| 2 | The point is possibly acceptable |
| 3 | The point is acceptable |
| 4 | The point is well made and acceptable |
| 5 | The point exceeds expectations/excellent |

**Non Compliance**

1. NICE expressly reserves the right to reject any proposal that -:

* Does not follow the instruction to tender guidance.
* Is an incomplete proposal, where answers to any questions are not provided, or a reasonable explanation is not provided of why any answer to any question has been omitted.

**Questions**

1. Before the offers are submitted, those wishing to offer may have specific questions and queries regarding the process, the policy or the arrangements with NICE. Under our procurement arrangements NICE has to ensure that all applicants receive equal treatment, and we will share all information requests and responses with all applicants. In order to do this please could you confirm your intent to quote/ expression of interest at your earliest convenience and submit all questions and queries to Barney Wilkinson by email to [barney.wilkinson@nice.org.uk](mailto:barney.wilkinson@nice.org.uk) by 16.00hrs 10/10/22 and the responses will be issued together with the original questions by email to all who have expressed interest, the final set will be sent out by 12/10/22

**Expressions** **of interest**

1. Expressions of interest are to simply be an email containing the contract details of the person leading the tender from your organization. They will be used to ensure that any and all questions received are fairly distributed to all interested parties. Reference for this tender is ‘Leadership and management development at NICE’. Please send them to [barney.wilkinson@nice.org.uk](mailto:barney.wilkinson@nice.org.uk) by 10/10/22

**Offer Submission**

1. Please send you offers to [contract.bids@nice.org.uk](mailto:contract.bids@nice.org.uk) by 16.00 on the 18/10/22 and include the Form of Offer, Redaction Requests and Competing Interests documents issued with this documents, the Project Service Contract is for your legal review and queries regarding T&Cs should be raised during the question period and noted in the Form of Offer.