**National Institute for Health and Care Excellence (NICE)**

**Invitation to tender**

**Requirements Specification for Staff Engagement Surveys**

**Background to NICE**

1. The National Institute of Health & Care Excellence (“NICE”) was founded in 1999 and over the last 20 years has built an enviable national and international reputation. Our core purpose is to ‘Improve health and wellbeing by putting science and evidence at the heart of health and care decision making” and our people are our most important asset. The NICE Website [https://www.nice.org.uk](https://www.nice.org.uk/) contains detailed information about who we are, what we do and the principles we work to.

**Our Future Vision for NICE**

1. NICE’s vision for these next five years is reflected in four key pillars that underpin where it needs to focus its transformation efforts:

* rapid, robust and responsive technology evaluation: providing independent, world leading assessments of new treatments at pace, quickening access for patients, and increasing uptake.
* dynamic, living guideline recommendations: creating and maintaining up-to-date guidance that integrates the latest evidence, practice and technologies in a useful and usable format.
* effective guidance uptake to maximise impact: working with strategic partners to increase the use of guidance, monitor adoption and measure impact on health outcomes and health inequalities.
* leadership in data, research and science: becoming scientific leaders by driving the research agenda, using real-world data to resolve gaps in knowledge and drive forward access to innovation for patients.

1. NICE’s core purpose does not change, but the way that the organisation works must evolve. The key to delivery will be through partnerships, both enhancing and developing existing collaborations and forging new ones to expand skills, capacity and capabilities. Internally, the strategy will be underpinned by a significant change programme that addresses how we manage and accept appropriate risk to enable a more responsive and agile organization. This will enable NICE to concentrate the right resources and focus to deliver its ambitions at pace, while still maintaining ongoing obligations.
2. NICE are procuring services to enable us to appoint a staff engagement provider for our staff engagement surveys, the supplier will plan and produce all aspects of our staff engagement surveys for three years: April 2022 to March 2025.
3. The supplier will work closely with NICE to develop high quality staff engagement surveys. NICE are looking for an expert partner that will apply their field experience and best-practice recommendations to help solve organisational problems and drive engagement across the organisation.
4. The contract will start in May 2022, with work beginning immediately in preparation for the first survey, which NICE would ideally like to roll out in June 2022.

**Current Engagement Survey’s Background**

1. The NICE annual staff survey gives staff the opportunity to share their opinions and provide feedback about working life at NICE. The information gathered each year is used for planning purposes and to help set priorities for the next 12 months and beyond. The 2021 survey saw the highest ever response rate with 88% of staff taking time to complete the survey. The feedback painted a generally positive picture about how
2. staff feel about working for NICE, the responses have been fairly consistent over the past 10 years. Although COVID-19 definitely had an adverse impact on engagement and staff wellbeing.
3. The annual survey is usually launched in May. NICE L&D & OD team have received a full breakdown of results since 2015. The staff survey report and NICE wide action plans (created by the L&D and OD team in partnership with trade union colleagues and senior managers), are available for employees, executive team and board members to read, the report and action plan are tailored for the audience. Each directorate is encouraged to implement an action plan to address issues raised.
4. Due to the COVID-19 pandemic NICE have also launched a number of tailored pulse Surveys using Snap Surveys to ascertain how staff are feeling and as a result relevant support was implemented. NICE has also used Snap Surveys to obtain staff opinions on prioritising objective for 2022/23. Both survey results have required in house data analytics and presentation.

**Essential Skills and Service Requirements**

1. NICE requires a staff engagement survey supplier that has a diagnostic and interactive approach with powerful analytics and tailored action planning all of which need to be inclusive of implementation and embedment support. NICE are looking for the provider to run the planned pulse surveys and would also require the capability for additional questions within bespoke / sporadic pulse surveys as and when required.
2. The service requirements are as follows:

* Evidence of a proven track record of a timely and successful staff engagement survey process from agreeing objectives and applications to feeding back to NICE (including employees)
* a successful track record of effectively marketing staff engagement surveys in order to ensure that responses to the surveys are high.
* The ability to obtain an understanding of how engaged NICE employees are with the organisation, via regular pulse surveys throughout each year of the contract.
* ability to use our previous reports in order to monitor changing patterns in employee engagement to inform future organisational improvement.
* ability to uncover honest feedback and accurate, measurable results.
* Provide robust online reporting, which includes benchmarks against relevant industry comparators, in-depth analysis, extensive action planning tools, support and expert consulting at an organisation wide and directorate specific level.
* Production of findings in an engaging format, ensuring they are tailored for the audience and include a detailed analysis and breakdown. This must identify key trends and patterns, highlighting key sections and making recommendations for areas that require improvement.
* The survey data also needs to be housed on the provider’s servers to add a layer of confidentiality to ensure employees are confident that no one within NICE can see their individual results.
* The supplier needs to be focused on providing unique insights and recommendations as well as implementing change within NICE.
* Findings are required to be produced in an engaging format, ensuring they are

tailored for the audience and include a detailed analysis and breakdown. This must

identify key trends and patterns, highlighting key sections and making

recommendations for areas that require improvement.

* Set Service Level Agreement with NICE for the delivery and Key Performance Indicators reporting for Contract Management.
* To work collaboratively with the NICE L&D and OD Team on the production of the pulse survey questions and effective delivery, alternatively, if the supplier has set questions, to work with NICE L&D and OD to ensure that key questions from historical surveys continue to be captured so we can continue to measure trends and key metrics for reports such as the Workforce Race Equality Scheme and Workforce Disability Equality Scheme.
* Ability to provide presentations on key findings to the NICE board, Executive Team

(ET) and members of staff.

**Monitoring and Evaluation**

1. The supplier is expected to undertake the following monitoring and evaluation tasks:

* Provide records of completion rates, including regular updates during pulse survey response windows.
* Attendance at project team catch ups with NICE L&D and OD team. Please note this will need to be more regular during pulse survey planning, launches, processing and feedback periods, with contact as necessary in between.
* Regular update reports provided to NICE on the progress of the planned pulse surveys and bespoke pulse surveys.
* Reports provided on the extent to which SLA’s and KPI’s have been met.
* delivery of the pulse survey engagement plan and bespoke pulse surveys within restricted / tight deadlines

**Standards and Quality Assurance**

1. The supplier should have effective internal processes to support their own quality assurance. The methodology of the supplier in terms of quality assurance is imperative for the pulse engagement surveys, the systematic monitoring and evaluation of the various aspects of the process are necessary to ensure that high standards of quality are being met.
2. Data integrity is very important, the supplier must effectively maintain and ensure the accuracy and consistency of data over its entire life-cycle. This is a critical aspect to the design, implementation and usage of the system which stores, processes and retrieves the data.
3. A clear evidence base needs to be provided to demonstrate why any questions the supplier is proposing within the planned pulse engagement / bespoke surveys are effective.
4. When presenting data, an effective balance must be struck between enabling robust analysis of the data and preserving confidentiality for respondents. Suppliers are expected to outline how they will protect confidentiality (for example, by setting a minimum number of participants in a team, and by redacting free text comments which refer to individuals).
5. In addition, the supplier must evidence that the requirements of the General Data Protection Regulation will be met and the rights of data subjects protected.

**Declaration of Interests**

1. NICE has a wide range of stakeholders with an interest and involvement in its work, including the general public, patients and carers, healthcare professionals, industry, political audiences, academia and international audiences. It is important for potential bidders to indicate where they anticipate areas of conflict with their existing work base, and how they would handle issues of conflict of interest and confidentiality should they arise. (Please see the form in the tender pack titled “Competing Interests”).

**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.
2. 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.

**Budget**

1. NICE expects tenders to be within £54,000 **exclusive of VAT,** this amount is for the

3-year period (2022, 2023 and 2024) i.e. £18,000 **exclusive of VAT** for each year. Submissions will be judged on their overall quality and value for money, together with their likely success in providing the data and insights needed within the agreed timeframes.

NICE is a public sector employer, and which qualifies us for a public sector discount with many organisations. If this applies to your bid, please ensure that this is outlined clearly in your proposal and ensure that the final cost is inclusive of any public sector discount.

**Your proposal**

Set out in the same order as below, applying the same headings and ordering convention:

1. **Experience and expertise:**
   1. a. Please confirm that the requirements of the General Data Protection Regulation will be met and the rights of data subjects protected.
   2. Please provide an executive summary of expertise and experience / track record in this field, demonstrating how you have worked collaboratively with other organisations. This should also include membership of specialist professional bodies or any associated accreditations achieved, service levels agreements and key performance indicators.
   3. Please set out the range of surveys and support that you would offer for this work including the speed by which the data, pulse engagement surveys and analysis of results can be reported.
   4. Please provide a project plan, showing key milestones, activities and delivery dates.
   5. Please detail how you would ensure the information gathered is honest, accurate and measurable?
   6. Please detail your ability to provide extra surveys outside of this. Include lead-times, maximum number of surveys and another other conditions you would require for these ad-hoc surveys.
   7. Please provide details of any online reporting that you would provide, this could include benchmarks against relevant industry comparators, in-depth analysis, extensive action planning tools and support and specialist advice.
   8. What scope do you have to produce presentations on key findings to the NICE board, Executive Team (ET) and members of staff and what do you see as the risks and mitigations of each audience
2. Methodology
   1. What system/s will you use to process, monitor and support the pulse engagement surveys?
   2. Please detail how you would support and manage the pulse survey engagement process? Including an explanation of which staff will be involved in each stage of the process and what their specific roles are.
   3. Provision of a clear description of the format, and content and nature of the reports that will be produced. Please detail how these reports are altered to reflect different audiences and their needs?

d. Who would own the collated data at the end of the process?

e. How do you deal with historical questions which need to be kept for trend analysis? Some of the questions will need to remain the same and some questions may need to be reworded please can you explain how you undertake this.

f. What is the process for creating new questions?

g. For the questions that specifically measure engagement, please can you

provide an explanation regarding the types of questions available, are they

fixed or can we be involved in their design?

1. Contract management:
   1. Please identify the risks associated with this contract, stating whether you consider them to be of high, medium or low probability of occurring and provide a summary of how you would mitigate each risk.
2. Standards and Quality Assurance:

a. Please detail your procedure to provide quality assurance of and quality control your work, including accuracy of data.

b. Is the survey data housed on the supplier’s server to add a layer of confidentiality? If not, where will the date be stored? Please demonstrate how you ensure that respondent confidentiality is maintained?

c. Please provide details of your user / client supporting systems and interface? Who will receive training on this? And what will this training consist of?

d. How do you propose to maximise completion rates of the surveys?

e. Please detail what happens when concerns or complaints arise, both from a contract management and user experience perspective.

1. Costings

A detailed cost breakdown for this work must be included as follows:

* + 1. Please provide a cost breakdown in GBP sterling, exclusive of Value Added Tax (VAT) for the planned pulse engagement surveys, all costs and expenses must be included within the pricing presented. The final cost must be inclusive of any public sector discount.
    2. Please complete the costing table in the format provided below as failure to do so may result in your offer being rejected. All travel and subsistence costs are to be included.

Provide a breakdown of costs, exclusive of VAT in the table below:

|  |  |
| --- | --- |
|  | GBP Sterling |
| Total planned engagement staff surveys |  |
| Travel and subsistence costs |  |
| Total Cost | £ excl VAT |

* + 1. Please also provide a breakdown of costs for the sporadic and possibly bespoke pulse surveys (the rate chargeable for such a service for the duration of the contract) exclusive of VAT in the table below:

|  |  |
| --- | --- |
| Total cost per bespoke / sporadic survey | GBP Sterling |
| Total Cost | £ excl VAT |

d. Please also state the benefits of your proposal and where your proposal adds value for money.

1. Policies, Certifications and Financial Statements

As required by Public Sector regulations and in line with best practice, please provide one copy each of your organisation’s policies relating to the following:

* 1. Health and Safety
  2. Environmental
  3. Equal Opportunities and Diversity in the Work Place
  4. Modern Slavery Act Compliance

We recognise 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***.***

In addition please provide the following:

e. 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.

f. 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.]

1. References

Supply the names and contact details of two recent clients who would be willing to

provide a confidential reference in support of the proposal, where either the same

or very similar work to that being requested here, has been undertaken within the

last 3 years.

1. Timetable

|  |  |
| --- | --- |
| Issue tender | **19/5/22** |
| Deadline for expressions of Interest | **9/06/22** |
| Deadline for Tender Questions | **9/06/22** |
| Answers to questions sent out by NICE | **10/6/22** |
| Tender receipt deadline | **15/6/22 by 16.00** |
| Tender assessment | **16/6/22-21/6/22** |
| Notify short list | **22/6/22** |
| Interviews | **29/6/22** |
| Award contract and issue debrief | **30/6/22** |
| Contract start | **7/7/22** |

1. Tender instructions

* Interested parties must submit an expression of interest (EOI) no later than 8th June 2022 to [barney.wilkinson@nice.org.uk](mailto:barney.wilkinson@nice.org.uk) Bidders who submit a proposal and have not sent an EOI by the above deadline date and time shall not be considered.
* Proposals and the Form of Offer, Redaction Requests and Competing Interest forms should be submitted electronically no later than **16.00** UK time on 15th June 2022to [**contract.bids@nice.org.uk**](mailto:contract.bids@nice.org.uk)
* Failure to comply with these instructions may result in your offer being rejected.
* The proposal email must be titled ‘Provision of Staff Engagement Surveys Tender**’** and the bidder must answer all questions as accurately and concisely as possible in the same order as the questions are presented.
* Where a question is not relevant to the bidders organisation, this should be indicated, with an explanation.
* The bidder must be explicit and comprehensive in their proposals as this will be the single source of information on which their response will be evaluated.
* The bidder is advised neither to make any assumptions about their past or current bidder relationships with NICE nor to assume that such prior business relationships will be taken into account in the evaluation procedure.
* Before any documentation is submitted, those wishing to tender 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. Consequently all questions and queries regarding this invitation to offer must be submitted by email to [barney.wilkinson@nice.org.uk](mailto:barney.wilkinson@nice.org.uk) no later than 17:00hrs on 8th June 2022.The questions and answers will then be collated and distributed by email to all the potential tenderers by 17:00hrs on 10th June 2022. Please note that that there will be no telephone or informal or other kind of discussion between potential tenderers and officers or directors of NICE after this document is dispatched.

1. Selection Criteria

|  |  |
| --- | --- |
| **Criteria** | **Weighting** |
| Policies, Certifications and Financial Statements  *(A bidder will be excluded from further assessment if the required policies and procedures, including their financial statements are not provided)* | **PASS/FAIL** |
| **Experience and Expertise / references** - to include demonstrated experience and deliverable outcomes of similar processes. This will include the supply of 2 references. | 20 |
| **Methodology** - to include rationale for methodological approach, measurable outcomes and evaluations as well as identifying and resolving conflicts of interests. | 15 |
| **Contract Management** - to include an example time plan and staff allocation to tasks and identifying and mitigating risks. | 10 |
| **Standards & Quality Assurance** - to include evidence of quality standards, demonstrable process outcomes, risks, QA policy, Data Protection and Freedom of Information and Conflicts of Interest. | 5 |
| **Project Cost & value for money (costings)** | 50 |

1. 49. Criteria and Scoring Guide

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.

|  |  |
| --- | --- |
| Score | Guide |
| -5 | The point is omitted |
| 0 | 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 | Exceeds expectations / excellent |

1. 50. Non-compliance

NICE expressly reserves the right to reject any proposal that:

* Does not follow the instruction to tender guidelines
* Is incomplete, for example where answers are not provided to any questions, or a reasonable explanation given as to why an answer has been omitted.
* Refuses to adhere to or makes significant unacceptable changes to the Terms and Conditions of Contract.
* Has not responded to any mandatory elements, including failing to provide requested documents (i.e. the tender is non-compliant).