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

**Invitation to tender**

**Requirements Specification for staff engagement survey**

1. **Introduction**

The National Institute for Health and Care Excellence, established under the Health and Social Care Act 2012, is the executive Non Departmental Public Body responsible for providing guidance and advice to support health and social care commissioners, providers and others to make sure that the care and preventative services provided are of the best possible quality and offers the best value for money.

NICE has a statutory role that encompasses the development of quality standards, advice, information and recommendations about NHS, public health and social care services. NICE provides independent, evidence-based guidance on the most effective ways to prevent, diagnose and treat disease and ill health and reduce health inequalities, and operates an independent accreditation programme to validate the guidance production of external organisations.

Details of our work programmes and examples of the guidelines can be found on the NICE website ([www.nice.org.uk](http://www.nice.org.uk)).

1. **Summary**

NICE are procuring services to enable us to appoint a supplier for our annual staff engagement survey, the supplier will plan and produce all aspects of the NICE Annual Survey for three years: April 2018 to March 2020.

The supplier will work closely with NICE to develop a high quality annual staff engagement survey. NICE are looking for an expert partner that apply their field experience and best-practice recommendations to help solve organisational problems. There is also likely to be the requirement for sporadic and possibly bespoke pulse surveys throughout the year, but the main focus initially would be on the annual staff survey.

The contract will start in April 2018, with work beginning immediately in preparation for the 2018 annual staff survey, which NICE would ideally like to roll out in May 2018, but we will consider changing this date.

**3.0 The NICE Annual Staff Survey**

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 2017 survey saw the **highest ever response rate** with 83% of staff taking time to complete the survey. The feedback painted a generally positive picture about how staff feel about working for NICE, the responses have been fairly consistent over the past 10 years.

The annual survey is usually launched in May. NICE Human Resources (HR) receive a full breakdown of results. The staff survey report and action plan, are available for employees, senior management team and board members to read, the report and action plan are tailored for the audience.

1. **Essential Skills and Service Requirements**

NICE requires a staff engagement survey supplier that has a diagnostic and interactive approach with powerful analytics and action planning. NICE are looking for the provider to run the survey and would also like to understand the capability for additional questions.

Specifically, the service requirements are as follows:

* 1. a successful track record of delivery of a staff engagement survey provision.
  2. a successful track record of effectively marketing the staff engagement survey in order to ensure that responses to the survey are high.
  3. an understanding of how engaged NICE employees are with the organisation, via an annual customised research based survey.
  4. ability to monitor changing patterns in employee engagement to inform future organisational improvement.
  5. ability to uncover honest feedback and accurate, measurable results.
  6. Provide robust online reporting, which includes benchmarks against relevant industry comparators, in-depth analysis, action planning tools and expert consulting.
  7. 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.
  8. 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.
  9. The supplier needs to be focused on providing unique insights and recommendations as well as implementing change within NICE.
  10. Evidence of a proven track record of a timely and successful staff survey process from agreeing objectives and applications to feeding back to NICE (including employees).
  11. Evidence of working under a contract with Service Level Agreements (SLA’s) and Key Performance Indicators (KPI’s) in place.
  12. To work collaboratively with the NICE HR Team on the production of the staff survey questions and effective delivery, alternatively, if the supplier has set questions, to work with NICE HR to ensure that key questions from historical surveys continue to be captured.

1. **Desirable Skills and Service Requirements**
   1. Ability to provide presentations on key findings to the NICE board, Senior Management Team (SMT) and members of staff.
   2. Ability to produce sporadic and possibly bespoke pulse surveys throughout the year.

**6.0 Monitoring and Evaluation**

The performance of the Staff Survey supplier will be monitored against delivery of the requirements as set out above.

In addition, the supplier is expected to undertake the following monitoring and evaluation tasks:

* 1. Provide records of completion rates, including regular updates during the staff survey response window
  2. Attendance at project team catch ups with NICE HR. Please note this will need to be more regular during staff survey planning, launch, processing and feedback period, with contact as necessary in between.
  3. Regular update reports provided to NICE on the progress of the annual staff survey and other surveys (if applicable).
  4. Reports provided on the extent to which SLA’s and KPI’s have been met.

1. **Standards and Quality Assurance**

The standards and quality assurance of the supplier will be measured against the delivery of the annual staff engagement survey and pulse surveys (if applicable) within restricted / tight deadlines.

In addition 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 staff engagement survey, the systematic monitoring and evaluation of the various aspects of the process are necessary to ensure that high standards of quality are being met.

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.

A clear evidence base needs to be provided to demonstrate why any questions the supplier is proposing within the staff engagement survey are effective.

When presenting data, an effective balance must be struck between enabling robust analysis of the data and preserving confidentiality for respondents. We anticipate that data analysis will be conducted at a team level, however 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).

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.

**8.0 Declaration of Interests**

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”).

NICE [code of practice](https://www.nice.org.uk/Media/Default/About/Who-we-are/Policies-and-procedures/code-of-practice-for-declaring-and-managing-conflicts-of-interest.pdf) on declaring and dealing with conflicts of interest must be adhered to.

**9.0 Transparency**

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 government’s Transparency Agenda. If you require clarity on this point, please contact us via the route stated in section 13 below.

**10.0 Budget**

NICE expects tenders to be within £60,000 **exclusive of VAT**,this amount is for the 3 year period (2018, 2019 and 2020) i.e. £20,000 **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 timeframe.

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.

1. **Your proposal**

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

* 1. **Experience and expertise:**
     1. 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.
     2. Speed by which the data, survey and analysis of results can be reported.
     3. Provision of a detailed project plan, showing key milestones, activities and delivery dates.
     4. How will you support and manage the staff survey process?

11.1.5 How will you ensure the information uncovered is honest, accurate and measurable?

* + 1. Summary of the standard / bespoke pulse surveys that you would be able to run for NICE.
    2. Provide evidence of robust online reporting, which includes benchmarks against relevant industry comparators, in-depth analysis, action planning tools and expert consulting. This will inform future organisational improvement.
    3. How will you ensure the findings are 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.
    4. Ability to provide presentations on key findings to the NICE board, Senior Management Team (SMT) and members of staff (this is not essential).
  1. Methodology

11.2.1 What system/s will you use to process, monitor and support the staff engagement survey? Is the survey data housed on the supplier’s server to add a layer of confidentiality? How user friendly are the systems?

* + 1. Explanation of which staff will be involved in each stage of the process and what their specific roles are.
    2. Provision of a clear description of the format, and content and nature of the reports that will be produced.
    3. Who owns the collated data at the end of the process?
    4. Can we incorporate our historical staff survey data into relevant questions to enable trend analysis?
    5. Are the engagement questions fixed or can we change them?
  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. Please provide details of your process for dealing with conflicts of interest.
     3. Please list any areas of existing work undertaken by your organisation and its members that may conflict with the work of the Institute and processes that you have in place to deal with any such conflicts that could arise during the contract period.
     4. Please detail how you would review the project throughout the period of the contract to ensure Service Level Agreements (SLA’s) and Key Performance Indicators (KPI’s) are being adhered to?
     5. Please detail your experience of working under a contract with Service Level Agreements (SLA’s) and Key Performance Indicators (KPI’s) in place.
  2. Standards and Quality Assurance:
     1. Please provide a description of your experience of providing annual staff surveys within restricted deadlines.
     2. Please detail your procedure to provide quality assurance of and quality control your work, including accuracy of data
     3. Please demonstrate how you ensure that respondent confidentiality is maintained?
     4. Please provide details of your average completion rate for surveys.
     5. Please detail what happens when concerns or complaints arise.
     6. Please provide evidence that the requirements of the General Data Protection Regulation will be met and the rights of data subjects protected.
  3. Costings
     1. Please detail your charging basis for the annual staff survey, all costs and expenses must be included within the pricing presented. The final cost must be inclusive of any public sector discount.
     2. Please state the benefits of your proposal and where your proposal adds value for money.
     3. A detailed cost breakdown for this work as follows:
     4. Please provide a cost breakdown in GBP sterling, exclusive of Value Added Tax (VAT), of the budget necessary to deliver the service required.
     5. 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 in the specification cost below.
     6. Provide a breakdown of costs, exclusive of VAT in the table below:

|  |  |
| --- | --- |
| Total annual staff survey Specification Cost | GBP Sterling |
| Total Cost | £ excl VAT |

* + 1. Please also provide a breakdown of costs for the sporadic and possibly bespoke pulse surveys, exclusive of VAT in the table below:

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

Please note the requirements detailed in sections 11.5.1, 11.5.4 and 11.5.5 are also applicable for section 11.5.7.

* 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 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***.***

In addition please provide the following:

* 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.
* A declaration (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.
* 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
     1. 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.

**12.0 Timetable**

|  |  |
| --- | --- |
| Issue tender | **29 November 2017** |
| Deadline for expressions of Interest | **17:00 - 18December 2017** |
| Deadline for Tender Questions | **17:00 - 18 December 2017** |
| Answers to questions sent out by NICE | **19 December 2017** |
| Tender receipt deadline | **12 noon - 10 January 2018** |
| Tender assessment | **11 – 30 January 2018** |
| Notify short list | **05 February 2018** |
| Interviews | **14 February 2018** |
| Award contract and issue debrief | **14 February 2018** |
| Alcatel period (standstill period) | **15 – 24 February 2018** |
| Contract start | **01 April 2018** |

**13.0 Tender instructions**

13.1 Interested parties must submit an expression of interest (EOI) no later than **17:00 on** **18th December 2017** to [**Gillian.Watson@nice.org.uk**](mailto:Gillian.Watson@nice.org.uk).

13.2 Bidders who submit a proposal and have not sent an EOI by the above deadline date and time shall not be considered.

13.3 Proposals and the Form of Offer should be submitted electronically no later than **12 Noon** UK time on **10th January 2018** to [**contract.bids@nice.org.uk**](mailto:contract.bids@nice.org.uk).

13.4 All tender proposals and the supporting documents must be written in English.

13.5 Failure to comply with these instructions may result in your offer being rejected.

13.6 The proposal must be titled ‘Provision of Staff Engagement SurveyTender**’** and the bidder must answer all questions as accurately and concisely as possible in the same order as the questions are presented.

13.7 Where a question is not relevant to the bidder’s organisation, this should be indicated, with an explanation.

13.8 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.

13.9 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.

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

13.11 The **Form of Offer** must be submitted in hard copy only to:

**Gillian Watson**

Senior Procurement Officer

National Institute for Health and Care Excellence

Level 1a, City Tower

Piccadilly Plaza

Manchester

M1 4BT  
**Please note - The envelope must not identify the name of your company.**

13.12 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 **Gillian Watson** (**Gillian.Watson@nice.org.uk**) no later than 17:00hrs **18th December 2017.**

13.13 The questions and answers will then be collated and distributed by email to all the potential tenderers by 17:00hrs **19th June 2017**. 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.

**14.0 Selection Criteria**

|  |  |
| --- | --- |
| **Criteria** | **Weighting** |
| Policies, Certifications and Financial Statements  *(A bidder will be excluded from assessment if satisfactory 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. | 40 |
| **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. | 15 |
| **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. | 15 |
| **Project Cost & value for money (costings)** | 15 |

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. The cost will be evaluated using the following formula:

* Lowest Bidder’s Price / Bidder’s Price 15

15.0 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 |

**16.0 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).