Leadership and management 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.
2. Information systems provide a wide range of evidence-based information and advice for use by others to support their work, including the British National Formulary, Clinical Knowledge Summaries and the procurement of journals for the NHS.
3. NICE has a reputation as a world leader in providing robust, independent, and trusted advice to the health and care system and is widely recognised as such around the world. The environment in which it operates has changed and continues to change rapidly. New treatments, practices and technologies are emerging at pace, with real-world data driving a revolution in evidence. Health and care professionals need to be able to access and use up-to-date information to support their decision-making. Additionally, the public wants to know what good care looks like and patients want to be better informed about their choices and more involved in the decisions made about their care.
4. 2020 delivered further change as NICE had to re-focus its efforts to support the systemwide response to the pandemic. A suite of guidelines was rapidly developed for treating COVID-19 patients and NICE worked with partners to identify and accelerate access to promising medicines. In the short term, supporting the health and care system during its response and recovery from the pandemic will continue to be a major focus of NICE’s work.

# Our Future Vision for NICE

1. The next decade will be a period of significant and rapid change in the wider environment. NICE will need a clear strategic plan that anticipates such changes in response to the opportunities and challenges they will bring, to ensure a focus on where it can add the greatest value to health and care systems. A new five-year strategy has been developed to ensure that NICE remains a valid, valued and vital part of health and care system. A key part of the strategy will be to retain and develop on the agility, flexibility and dynamism demonstrated during the pandemic so that NICE can anticipate and meet the challenges and opportunities of this rapidly changing landscape.
2. The changing landscape involves a huge global realignment in government and healthcare priorities as a result of the pandemic and its impact will continue for years to come. This realignment includes a renewed determination to prioritise work to reduce health inequalities highlighted during the pandemic. We need to work seamlessly across boundaries, to reduce bureaucracy and speed of access to the latest most effective treatments and there has already been a big shift towards greater collaboration and integration of services. These ambitions, published in the recent government White Paper, are set to give integrated care systems a greater role in organising and commissioning local services. There is also the broader context of rapid advancement in healthcare innovation, the significant growth of digital health technologies and the potential being unleashed by artificial intelligence, machine learning and robotics. This changing landscape and unique set of challenges has shaped our new strategy.
3. 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.

# Specific Changes NICE

1. The Executive Team is undergoing significant levels of change within introduction of new roles and personnel. Our new Chief Executive joined NICE on 1st February 2022. In addition, we are recruiting to several additional executive roles which will support the delivery of our strategy. Appointments to these roles are ongoing.
2. 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
3. We are undertaking and prioritisation exercise across the organisation that will create the core objectives for the organisation in 2022/23. To support this, organisational design activities are taking place in some directorates to enable better alignment to our strategic aims and prioritised objectives and support the implementation of the outputs from a recent organisational wide skills mapping exercise.
4. We have recently undertaken a culture assessment and are preparing to undertake the activities required to begin working towards our target culture, leadership and management development being a key element of this.

# Current leadership and management development offer

1. NICE supports individual leaders and managers to participate in external development programmes based on their individual development needs. We also offer coaching with external providers. New line managers attend a 5 day in house training module that has been delivered by an external provider and covers the basics of line management. In recent years, the HR team have provided short, practical training sessions on implementing policy and process. None of that development is mandatory. NICE has never delivered a leadership and management development programme.
2. We have recently started using the civil service management competencies for the purposes of recruitment assessment for managers and leaders. Our expectation is that we will move to a simple set of management competencies based on our target culture as part of our culture mobilisation plan and that these will be used for recruitment, development and performance management in time.
3. NICE employs 730 staff. 306 of those staff are line managers (129 line manage one person). Of the 306 managers, 70 are in what we would categorise as leadership roles (Executive team, their direct reports and any other managers at band 8c and above).
4. These numbers are subject to changes based on turnover and a TUPE transfer of staff joining NICE on 1st April 2022. We currently expect this will increase our leadership cohort by 6 people and our management cohort by 24.
5. We also have plans to recruit some management and leadership roles in the next few months, so whilst we do expect these numbers to increase slightly, they are based on the current picture and any changes will be relatively small.
6. Our current management and leadership workforce breakdown (excluding TUPE’d staff) is currently as follows (those in italics are our leadership cohort):

|  |  |
| --- | --- |
| **Pay band** | **Number of managers & leaders at each pay band** |
| Band 4 | 1 |
| Band 5 | 7 |
| Band 6 | 9 |
| Band 7 | 60 |
| Band 8a | 85 |
| Band 8b | 65 |
| *Band 8c* | *15* |
| *Band 8d* | *38* |
| *Band 9* | *16* |
| *Medical & Dental* | *3* |
| *Executive* | *7* |
| **Grand Total** | **306** |

|  |  |
| --- | --- |
| **Pay Band** | **Number of managers and leaders by pay band that manage 1 person** |
| Band 4 | 1 |
| Band 5 | 5 |
| Band 6 | 7 |
| Band 7 | 47 |
| Band 8a | 35 |
| Band 8b | 20 |
| *Band 8c* | *4* |
| *Band 8d* | *6* |
| *Band 9* | *2* |
| *M&D* | *1* |
| *VSM* | *1* |
| **Grand Total** | **129** |

What we want to achieve

1. NICE has recently undertaken reviews of how it works, including the ‘future of work’, ‘skills mapping’ and ‘culture assessment’ which have all highlighted the need for leadership and management development at NICE. These reports will be available to any successful bidder.
2. We believe that leadership and management development are a key element to our culture plan so aligning the development content to support the implementation of our target culture is an essential requirement.
3. We want to ensure that the programme of development results in sustainable change and a tangible difference in the way leaders and managers at NICE operate and behave so the content and delivery must be action orientated with a focus on performance outcomes.
4. We believe it is important that the programme be bespoke to the specific leadership and management 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 management challenges and strategic aims of different parts of the organisation.

Requirement for this work

1. Skilled managers and leaders are critical to employee engagement and organisational success. This means that developing managers so they can perform effectively is an essential part of any organisational learning strategy.

We need our managers to be successful and enable them to develop our employees and be effective at planning, organising, co-ordinating and implementing strategies, programmes, tactics and policies in respect of people. Ensuring their team is adequately developed to deliver the organisation’s goals is central to their role as a manager’s.

1. The requirement for this work is to design and deliver a leadership and management development programme which is aligned to our target culture and strategic aims and addresses the specific challenges faced by managers and leaders at NICE. The content of the programme needs to support leaders in adopting a style that enables us to move towards our target culture and prepares managers to implement culture development plans at directorate and team level.
2. The programme needs be challenging enough that it addresses current behaviours that are preventing us from implementing our target culture but also supportive and intuitive in understanding the challenges leaders and experience which impacts on their behaviours and any nervousness and resistance to change which exists within the cohort.
3. The delivery of the leadership development programme must take place first and be delivered to all leaders by end of September 2022. Leaders being on message, role modelling and bought into the target culture and culture development plan is critical to its success. The leadership modules should be pitched at executive and executive direct report level.
4. The management development programme should complement the leadership development programme and also enable the implementation of our target culture. The management development programme to be delivered in modules over a 6-month period and by the end of March 2023.
5. The sessions need to be engaging, action orientated and encourage networks and collaboration across NICE. We would like the programme to involve a blend of learning to enable the most effective outcomes. For example, coaching, action learning sets, active projects utilising new skills and approaches and the opportunity for reflection and feedback. 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 delegates to do things differently during the programme.
6. The content should be developed into an appropriate number of modules. We have managers at all levels within the organisation, so the content needs to reflect a variety of experience and knowledge across our management cohort.
7. We expect to own 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 and management induction that can be delivered by the NICE OD and L&D team.
8. Budget constraints may mean that delivering the development programme to all managers may not be feasible. We require proposals for delivery of a development programme that could be implemented for a segmented number of managers (eg managers over a certain grade, managers that are responsible for more than 1 person etc). For the purposes of this tender process please cost for development for all the managers above, but NICE may not commission the full amount and suppliers’ prices must be able to be scaled downwards.
9. During the management delivery phase, we would like the supplier to support the NICE OD and L&D team in converting the modules into a sustainable in-house training offer that can be rolled out to new managers as part of their NICE induction. We use ESR as a platform for hosting e-learning modules if your delivery proposal includes an e-learning element.
10. It is important that the programme delivers tangible and sustainable changes to our culture and management practices. We require that the delivery of the programme will include a process for evaluating its impact and effectiveness.
11. As part of your bid, please outline your approach to minimum and maximum numbers in a cohort and the rationale for this.
12. All bidders will have access to our culture diagnostic. If you intend to bid for this work, please contact Barney Wilkinson who will share this information with you.

**Required Outcomes**

1. We require a leadership and management development programme that will:

* Support the implementation and embedding of our target culture
* Reduce silo working and encourage collaborative working
* Develop a collective management mindset that shifts from being very internally focused to recognising the external environment with a desire to understand, respond and develop a partnership approach to tackling complex issues
* Shift the collective management and leadership style from a very hierarchical and patriarchal one to a style that rewards and encourages 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 management practices
* Ensure that all identified managers have participated in all modules as part of the development programme within the timeframes set out above.

Required experience

1. We are seeking to engage consultants with deep expertise in culture and leadership and management development and can demonstrate projects that they have led on covering planned leadership and management development aligned to cultural interventions implemented across an organisation.
2. The successful consultants should have demonstrable experience of delivering and facilitating workshops to cohorts of varying expertise and knowledge in this area, including 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 change management requirements between pushing the change required and accepting what is possible within the constraints of the 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 1st April 2022 with your contact details

1. Please can you provide full responses on the following:
   1. The process and methodology that you would apply to designing the development modules.
   2. An explanation of how you will align the programme and its outputs to our target culture and strategic 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
   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 management behaviours and practice
   6. The process and methodology that you would apply to delivering the development modules to all leaders by end of September 2022 and management by the end of March 202. Please include why you think this method is the most efficient and effective possible for us.
   7. Your rationale for the selection of Managers to be developed if not the full list of all line Managers.
   8. Your understanding of equality, diversity and inclusion issues and retention and motivation of staff as to how it relates to this work.
   9. 2 previous examples of how you have designed and delivered leadership and management development aligned to target culture and strategic aims
   10. An initial project plan showing for both phases how you can complete this piece of work and provide your full insights.
   11. 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.
   12. Your costs for completing the work. Please provide a full cost breakdown.

**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 30th September 2022 and the design and delivery of the management development programme by 31st March 2023.

**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 | 18th March 2022 |
| Deadline for Expressions of Interest | 1st April 2022 |
| Deadline for questions | 12th April |
| Quote receipt deadline | 21st April 2022 |
| Interview invitations | 3rd May 2022 |
| Interview (if required) | 9th May 2022 |
| Award & contract start | 11th May & 18th May |

**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 £95,000 or more for the leadership and management 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 and management development programme for managers and leaders of all levels and varying expertise in people management** | **15%** |
| **Ability to deliver engaging and action orientated development modules that aim to deliver tangible and sustainable change** | **15%** |
| **Experience of designing and delivering leadership and management development aligned to target culture and strategic aims** | **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 on 12/04/22 and the responses will be issued together with the original questions by email to all who have expressed interest, these will be sent out by 15/04/22

**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 1/4/22

**Offer Submission**

1. Please send you offers to [contract.bids@nice.org.uk](mailto:contract.bids@nice.org.uk) by 16.00 on the 21st of April 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.