

Request for Quotation

Transforming our Culture - Consultancy Services

You are invited to submit a quotation for the requirement described in the specification, Section 2.

Please confirm by email, receipt of these documents and whether you intend to submit a quote or not.

Your response should be returned to the following email address by:

Email: [lauren.pigg@environment-agency.gov.uk](mailto:lauren.pigg@environment-agency.gov.uk)

Date: 20th May 2025

Time: 17:00

Ensure you include the name of the quotation and ‘Final Submission’ in the subject field to make it clear that it is your response.

Contact Details and Timetable

Lauren Pigg will be your contact for any questions linked to the content of the quote or the process. Please submit any clarification questions via email and note that, unless commercially sensitive, both the question and the response will be circulated to all tenderers.

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| Action | Date |
| Date of issue of RFQ | **07/05/25 at 09:00** GMT |
| Deadline for clarifications questions | 15/05/25 at 17:00 GMT |
| Deadline for receipt of Quotation | **21/05/25 at 17:00 GMT** |
| Intended date of Contract Award | 28/05/25 |
| Intended Contract Start Date | 04/06/25 |
| Intended Delivery Date / Contract Duration | 04/06/25 to 01/09/25 |

Section 1: General Information

Glossary

Unless the context otherwise requires, the following words and expressions used within this Request for Quotation shall have the following meanings (to be interpreted in the singular or plural as the context requires):

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| “Authority” | means The Environment Agency who is the Contracting Authority. |
| “Contract” | means the contract to be entered into by the Authority and the successful supplier. |
| “Response” | means the information submitted by a supplier in response to the RFQ. |
| “RFQ” | means this Request for Quotation and all related documents published by the Authority and made available to suppliers. |

Conditions applying to the RFQ

You should examine your Response and related documents ensuring it is complete and in accordance with the stated instructions prior to submission.

Your Response must contain sufficient information to enable the Authority to evaluate it fairly and effectively. You should ensure that you have prepared your Response fully and accurately and that prices quoted are arithmetically correct for the units stated.

By submitting a Response, you, the supplier, are deemed to accept the terms and conditions provided in the RFQ. Confirmation of this is required in Annex 2.

Failure to comply with the instructions set out in the RFQ may result in the supplier’s exclusion from this quotation process.

Acceptance of Quotations

By issuing this RFQ the Authority does not bind itself to accept any quotation and reserves the right not to award a contract to any supplier who submits a quotation.

Costs

The Authority will not reimburse you for any costs and expenses which you incur preparing and submitting your quotation, even if the Authority amends or terminates the procurement process.

Self-Declaration and Mandatory Requirements

The RFQ includes a self-declaration response (Annex 1) which covers basic information about the supplier, as well as any grounds for exclusion. If you do not comply with them, your quotation will not be evaluated.

Any mandatory requirements will be set out in Section 2, Specification of Requirements and, if you do not comply with them, your quotation will not be evaluated.

Clarifications

Any request for clarification regarding the RFQ and supporting documentation must be submitted via email no later than the deadline for clarifications set out in the Timetable. The Authority shall be under no obligation to respond to queries raised after the clarification deadline.

The Authority will respond to all reasonable clarifications as soon as possible but cannot guarantee a minimum response time. The Authority will publish all clarifications and its responses to all suppliers via email unless deemed commercially sensitive.

If a supplier believes that a request for clarification is commercially sensitive, it should clearly state this when submitting the clarification request. However, if the Authority considers either that:

* the clarification and response are not commercially sensitive; and
* all suppliers may benefit from its disclosure,

then the Authority will notify the supplier (via email), and the supplier will have an opportunity to withdraw the request for clarification by sending a further message requesting the withdrawal of the clarification request. If not withdrawn by the supplier within 2 working days of the Authority’s notification, the Authority may publish the clarification request and its response to all suppliers and the Authority shall not be liable to the supplier for any consequences of such publication.

The Authority reserves the right to seek clarification of any aspect of a quotation and/or provide additional information during the evaluation phase to carry out a fair evaluation. Where the Authority seeks clarification on any aspect of the quotation, the supplier must respond within the timeframe requested by the Authority.

Amendments

The Authority may amend the RFQ at any time prior to the deadline for receipt. If it amends the RFQ the Authority will notify you via email.

Suppliers may modify their quotation prior to the deadline for Responses. No Responses may be modified after the deadline for Responses.

Suppliers may withdraw their quotations at any time by submitting a notice via the email to the named contact.

Conditions of Contract

The Authority’s Standard Good and Services Terms & Conditions (used for purchases under £50k)

can be located on the [Standard goods and services terms and conditions (£10,000 to £50,000) - GOV.UK](https://www.gov.uk/government/publications/environment-agency-terms-and-conditions-for-goods-and-services/standard-goods-and-services-terms-and-conditions-10000-to-50000)

and will be applicable to any contract awarded as a result of this quotation process. The Authority will not accept any changes to these terms and conditions proposed by a supplier.

Suppliers should note that the quotation provided by the successful bidder will form part of the Contract.

Prices

Prices must be submitted in £ sterling, exclusive of VAT.

Disclosure

All Central Government Departments, their Executive Agencies and Non Departmental Public Bodies are subject to control and reporting within Government. In particular, they report to the Cabinet Office and HM Treasury for all expenditure. Further the Cabinet Office has a cross-Government role delivering overall Government policy on public procurement, including ensuring value for money and related aspects of good procurement practice. For these purposes, the Authority may disclose within Government any details contained in your quotation. The information will not be disclosed outside Government during the procurement.

In addition, the Authority is subject to the Freedom of Information Act 2000 and the Environmental Information Regulations 2004, which provide a public right of access to information held by public bodies. In accordance with these two statutes, the Authority may be required to disclose information contained in your quotation to any person who submits a request for information pursuant to those statutes.

Further to the Government’s transparency agenda, all UK Government organisations must advertise on Find a Tender Service (FTS) in accordance with the following publication thresholds:

* Central Contracting Authority’s: £12,000

If this opportunity is advertised via FTS, we are obliged to publish details of the awarded contract.

A copy of the contract must also be published with confidential information redacted.

By submitting a Response, you consent to these terms as part of the procurement.

Disclaimers

Whilst the information in this RFQ and any supporting information referred to herein or provided to you by the Authority have been prepared in good faith the Authority does not warrant that this information is comprehensive or that it has been independently verified.

The Authority does not:

* make any representation or warranty (express or implied) as to the accuracy, reasonableness or completeness of the RFQ;
* accept any liability for the information contained in the RFQ or for the fairness, accuracy or completeness of that information; or
* accept any liability for any loss or damage (other than in respect of fraudulent misrepresentation or any other liability which cannot lawfully be excluded) arising as a result of reliance on such information or any subsequent communication.

Any supplier considering entering into contractual relationships with the Authority following receipt of the RFQ should make its own investigations and independent assessment of the Authority and its requirements for the goods and/or services and should seek its own professional financial and legal advice.

Information Security requirements

The Government Security Classification Policy (GSCP) sets out the administrative system used by HM Government (HMG) to protect information and data assets appropriately against prevalent threats through the use of ‘classification tiers’. HMG uses three classification tiers; OFFICIAL, SECRET and TOP SECRET. Each tier provides a set of recommended baseline behaviours and a set of protective controls, which are proportionate to the threat profile for that tier AND the potential impact of a compromise, accidental loss or incorrect disclosure of information held within that tier.

Tenderers and suppliers must ensure that appropriate protective security controls are in place to comply with the GSCP and manage the information shared and received as part of this tender exercise.

A full suite of guidance documents is available on GOV.UK, with specific guidance for tenderers and suppliers set out in [Guidance 1.6 - Contractors and Contracting Authorities.docx (publishing.service.gov.uk)](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/1166155/Guidance_1.6_-_Contractors_and_Contracting_Authorities.pdf).

Use of Artificial Intelligence

The Authority expects suppliers to declare where they have used AI software in the creation of Tender responses or intend to use AI software in the performance of the contract. How any AI software was, or will be, used should be to be declared within the technical submission part of the tender. We may require you to answer specific question/s on this topic, particularly where the Authority expects that usage is highly likely or clearly relates to the contract requirements.

Suppliers must follow any guidelines or regulations related to AI use and declarations as indicated in the [PPN 2/24 Improving Transparency of AI use in Procurement](https://www.gov.uk/government/publications/ppn-0224-improving-transparency-of-ai-use-in-procurement/ppn-0224-improving-transparency-of-ai-use-in-procurement-html).

Any information, instructions, or data provided by the Authority to suppliers as part of this tender, the requirements, or contract should not be directly inserted into Generative AI software (such as Gemini, ChatGPT, or CoPilot) without prior permission, unless this information is clearly published in the public domain.

Use of any Authority confidential tender information for training AI software is prohibited. it is advised that Defra’s data or instructions, or anything marked as confidential should not be directly inserted into AIs. For example, putting Authority’s instruction email into Gemini, ChatGPT, or CoPilot is not recommended.

If you intend to use AI to provide goods or services to the Authority, then you are required to complete a declaration which is simply answering the question stated within the 'Information to be returned’. The answer to this question will not be used in scoring your quote.

Protection of Personal Data

In order to comply with the General Data Protection Regulations 2018 the supplier must agree to the following:

* You must only process any personal data in strict accordance with instructions from the Authority.
* You must ensure that all the personal data that we disclose to you or you collect on our behalf under this agreement are kept confidential.
* You must take reasonable steps to ensure the reliability of employees who have access to personal data.
* Only employees who may be required to assist in meeting the obligations under this agreement may have access to the personal data.
* Any disclosure of personal data must be made in confidence and extend only so far as that which is specifically necessary for the purposes of this agreement.
* You must ensure that there are appropriate security measures in place to safeguard against any unauthorised access or unlawful processing or accidental loss, destruction or damage or disclosure of the personal data.
* On termination of this agreement, for whatever reason, the personal data must be returned to us promptly and safely, together with all copies in your possession or control.

General Data Protection Regulations 2018

For the purposes of the Regulations the Authority is the data processor.

The personal information that we have asked you provide on individuals (data subjects) that will be working for you on this contract will be used in compiling the tender list and in assessing your offer. If you are unsuccessful the information will be held and destroyed within two years of the award of contracts. If you are awarded a contract it will be retained for the duration of the contract and destroyed within seven years of the contract’s expiry.

We may monitor the performance of the individuals during the execution of the contract, and the results of our monitoring, together with the information that you have provided, will be used in determining what work is allocated under the contract, and in any renewal of the contract or in the award of future contracts of a similar nature. The information will not be disclosed to anyone outside the Authority without the consent of the data subject, unless the Authority is required by law to make such disclosures.

Equality, Diversity & Inclusion (EDI)

The Client is striving to create a diverse and inclusive working environment where every individual has equality of opportunity to progress and to apply their unique insights to making the UK a great place for living. The Service Provider is expected to respect this commitment in all dealings with The Environment Agency staff and service users.

Suppliers are expected to;

* support Defra group to achieve its Public Sector Equality Duty as defined by the Equality Act 2010, and to support delivery of [Defra group’s Equality & Diversity Strategy](https://www.gov.uk/government/publications/defra-group-equality-diversity-and-inclusion-strategy-2020-to-2024/defra-group-equality-diversity-and-inclusion-strategy-2020-to-2024).
* meet the standards set out in the [Government’s Supplier Code of Conduct](https://www.gov.uk/government/publications/supplier-code-of-conduct)
* work with Defra group to ensure equality, diversity and inclusion impacts are addressed (positive and negative) in the goods, services and works we procure, barriers are removed and opportunities realised.

Sustainable Procurement

Addressing global sustainability impacts and realising additional community benefits within commercial activity is core to Defra group’s approach, working with its supply chain is key to achieving sustainable outcomes. In addition to supporting Defra group to meet its outcomes we look to understand and reduce negative sustainability impacts associated with our commercial activity and realise benefits.

The Client encourages its suppliers to share these values, work to address negative impacts and realise opportunities, measure performance and success.

Suppliers are expected to have an understanding of the Sustainable Development Goals, the interconnections between them and the relevance to the Goods, Services and works procured on the Client’s behalf

Conflicts of Interest

The concept of a conflict of interest includes but is not limited to any situation where an Involved Person or Relevant Body has directly or indirectly, a financial, economic or other personal interest which might be perceived to compromise their impartiality and independence in the context of the procurement procedure and/or affect the integrity of the contract award.

We expect suppliers to mitigate appropriately against any real or perceived conflict of interest through their work with government. A supplier with a position of influence gained through a contract should not use that position to unfairly disadvantage any other supplier or reduce the potential for future competition

Where the supplier is aware of any circumstances giving rise to a conflict of interest or has any indication that a conflict of interest exists or may arise you should inform the Authority of this as soon as possible (whether before or after they have submitted a quotation). Tenderers should remain alert to the possibility of conflicts of interest arising at all stages of the procurement and should update the Authority if any new circumstances or information arises, or there are any changes to information already provided to the Authority. Failure to do so, and/or to properly manage any conflicts of interest may result in a quotation being rejected.

Provided that it has been carried out in an open, fair and transparent manner, routine pre-market engagement carried out by the Authority should not represent a conflict of interest for the supplier.

Section 2: The Invitation

Specification of Requirements

Background to the Environment Agency

The Environment Agency was established in 1996 to protect and improve the environment. We have around 13,500 employees, with offices located across England.

Within England, we are responsible for:

* regulating major industry and waste
* treatment of contaminated land
* water quality and resources
* fisheries
* inland river, estuary and harbour navigations
* conservation and ecology

The Environment Agency is also responsible for managing the risk of flooding from main rivers, reservoirs, estuaries and the sea. Work also involves incident response, environmental monitoring and surveying and laboratory work. This is not an exhaustive list but helps to provide an indication.  Staff work in a mix of field-based, office based, and laboratory roles, across roughly 50 offices, 2 laboratories, a fish farm and more than 100 depots.

Background to the specific work area relevant to this purchase

EA2030 is the new Environment Agency Strategy designed to drive performance and change across the organisation. It will define and deliver a new ambition so our business is fit for purpose and can respond to circumstances and challenges that are unrecognisable from 1996 when the organisation was created.

Everyone in the Environment Agency will be affected by this change. The strategy will unite the organisation under one common purpose and goals which drives our work together.

Our new corporate strategy (EA2030) seeks to create significant change. We know you cannot simply land a new strategy onto an organisation and expect it to transform the organisation. To drive real change, it is critical to evolve the culture of our organisation and ensure our people embrace the values and behaviours which align to our new strategy and its ambitions.

Achieving Cultural Change is a huge task, and we have stood up a programme specifically to deliver this change.   
It includes the delivery of several key products: Assessment and Analysis, Vision and Objectives, Strategy, Implementation Plan, Communication and Engagement, Training and Development, Monitoring and Evaluation, and Sustainability. This will be defined further as we scope the programme but it’s important at this point to emphasis the breadth and scale of this change.

**Timescales**

* **April/May** – Procure and Onboard Consultant
* **April/May 2025** –Shape and inform the narrative of the new EA2030 Strategy.
* **June 2025** – EA2030 Strategy will be launched. This will include the need to move to an organisational culture which supports transformation and the desired behaviours.
* **September 2025** – Full Cultural Framework is ready to be shared including refreshed values, expectations, behaviours and practices; leadership skills; and an action plan to embed those in our corporate scorecards and performance frameworks, linked to the strategic narrative in EA2030.

**Scope of Work:**

* To ensure we maximise the use of our internal capacity, we will mobilise an internal Programme Board comprising of experts in human resources, internal communication and engagement to manage and lead this change programme
* In addition, to compliment this team we require an external consultant who has significant expertise in landing, maintaining and sustaining significant culture change to support us and act as a critical friend and ensure this programme effectively drives performance and delivery.
* The consultant will be a key advisor in developing the EA Cultural Framework including providing crucial advice on how we land our refreshed values, expectations, behaviours and practices; leadership skills; and play a pivotal role in developing an action plan to embed those in our corporate scorecards and performance frameworks, linked to the strategic narrative in EA2030.
* This is an area of specialist expertise which we currently don’t have internally. We are seeking an organisation with a track record in developing a strategy to embedding an organisational culture change.
* This consultant needs to be brought in immediately to enable work to commence at pace and to align with the timescales above. We would be expecting the consultant to start work week commencing 19/05/25
* The external agency will work alongside our cross functional programme team, specifically the programme manager to deliver the following key outcomes.

Deliverables would be focused on :

1. **Review**: Evaluate the current approach to achieving culture change and provide recommendations, improvements, or alternative delivery methods.
2. **Advise**: Develop strategies for engaging senior leadership regarding the desired cultural state
3. **Advise**: Formulate approaches for engaging the entire organisation in culture change initiatives.
4. **Advise**: How we best integrate brand, EAX strategy, and culture change efforts.
5. **Create**: Design a high-level programme plan for achieving culture change, including recommendations for establishing key work areas/levers that we can use to achieve the change we need and associated timelines.
6. **Advise**: How we establish a governance model and methods to sustain necessary culture change.
7. **Advise**: Develop mechanisms for monitoring progress and effectiveness.

Success will be measured through feedback from our people on this change journey and, ultimately, the delivering of the strategic objectives over the 5 years plan

Sustainability

The Environment Agency protects and improves the environment and is committed to reducing the sustainability impacts of its activities directly and through its supply chains. We expect the Contractor to share this commitment and adopt a sound, proactive sustainable approach in keeping with the 25 yr environmental plan/our commitments compliant with all applicable legislation. This includes understanding and reducing direct and indirect sustainability impacts and realising opportunities, including but not restricted to; resilience to climate change, reducing greenhouse gas emissions, water use and quality, biosecurity, resource efficiency and waste, reducing the risk of pollution, biodiversity, modern slavery and equality, diversity & inclusion, negative community impacts.

As a delivery partner, the successful contractor is expected to pursue sustainability in their operations, thereby ensuring the Contracting Authority is not contracting with a supplier whose operational outputs run contrary to the Contracting Authority’s objectives. The successful contractor will need to approach the project with a focus on the entire life cycle of the project.

Outputs and Contract Management

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| **Reference** | **Deliverable** | **Responsible Party** | **Date of completion** |
| Programme Initiation | Culture Programme set up and initial inputs | Environment Agency | May/June 2025 |
| Gap Analysis | Understand how big the gap is between current EA culture and desired EA cultural state. | Supplier | June 2025 |
| Senior Leadership Engagement | Develop/advise on strategies for engaging senior leadership regarding the desired cultural state and their role in driving the cultural transformation. | Supplier | July 2025 |
| Organisational Engagement | Formulate/advise on approaches for engaging the entire organisation in culture change initiatives. | Supplier | July 2025 |
| Integration with strategy and Brand | Advise on how we best integrate brand, EA2030 strategy, and culture change efforts. | Supplier | July 2025 |
| Programme Plan | Work with the programme manager to design a high-level programme plan for achieving culture change, including recommendations for establishing key work areas/levers that we can use to achieve the change we need and associated timelines. | Supplier | August 2025 |
| Governance and Monitoring | Advise on developing a governance model and associated monitoring mechanism to ensure culture change is sustained | Supplier | August 2025 |
| Report | Final recommendations report | Supplier | August 2025 |

We are working with the Brand Team and Strategy team on this, and we are working flexibly and at pace so on appointment, some of these timescales may change slightly with discussion.

**Governance and working arrangements**

* A programme team is currently being formed, and the programme will be overseen by a programme board.
* This board will meet at least 4 times during the lifetime of the programme, and it is expected that the consultant will attend these board meeting which will last 1.5 hours.
* Relationship with supplier to be managed by Programme Manager
* Regular weekly meetings will be held to agree approach, discuss any issues or revisions needed and check on timescales and deliverables.
* We would require Spend to Date information to be provided by the supplier at intervals agreed at the outset (likely to be weekly updates).
* We also require that relevant management information is provided to track progress against the deliverables above.
* You will not be based at an Environment Agency site. Meetings will take place using MS Teams.
* If face-to-face meetings are required, you should outline these in your proposal and make sure that they are fully costed and support the Environment Agency’s travel hierarchy.
* The frequency of programme management /progress meetings will be weekly. You will work closely with the programme manager in your advisory capacity so when the contract is awarded, we will make some decisions collectively how we can in the most effective and efficient way.
* Weekly check ins will be essential to ensure the programme manager is collating risks, issues and can ensure we can carry out reporting on progress and spend.

**Key Deliverables – Indication of flow of work but to be formally agreed on appointment.   
  
Week 1**: Initial meeting to initiate the programme and agree approach and deliverables would be held in week 1 of supplier being appointed.

**Week 2-4:** Gap Analysis to understand how big the gap is between current EA culture and desired EA cultural state and indicators of the major areas where change is needed. Report to programme manager on findings

**Week 5-6** Advice on engagement plan for senior leaders and across the organisation.  
Report on reflections

**Week 7,8,9** Help to devise a programme of activity on how we deliver the cultural change needed.  
Product will be programme plan created in collaboration with Programme Manager

**Week 10:** Final recommendations report delivered

Payment

The Authority will raise purchase orders to cover the cost of the services and will issue to the awarded supplier following contract award.

The Authority’s preference is for all invoices to be sent electronically, quoting a valid Purchase Order number.

Suppliers should invoice after all the work has been completed.

It is anticipated that this contract will be awarded for a period of 3 months to end no later than 1st September 2025.

**Prices will remain fixed for the duration of the contract award period**. We may at our sole discretion extend this contract to include related or further work. Any extension shall be agreed in writing in advance of any work commencing and may be subject to further competition.

Evaluation Methodology

We will award this contract in line with the most advantageous tender (MAT). See award criteria:

Technical – 60%

Commercial – 40%

**Evaluation criteria**

Evaluation weightings are 60% technical and 40% commercial, the winning tenderer will be the highest scoring combined score.

**It is important to be clear that we will not review any tenders that exceed the value of £49,999 for the whole value of the contract.**

**Responses to the technical evaluation should not exceed 5 x A4 pages, Arial 11 in totality (answers to the questions combined). In addition to the 5 pages permitted – 1 attachment is also allowed per question.**

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| Award Criteria | Weighting (%) | Evaluation Topic & Weighting | Sub-Criteria | Weighted Question |
| Technical | 60% | Service Proposal | Experience | 1 Question  40% of technical score available |
| Methodology and Approach | 2 Questions  30% of technical score available |
| Time | 1 Question  10% of technical score available |
| Contract Management | 1 Question  10% of technical score available |
| Social Values | 1 Question  10% of technical score available |
| Commercial | 40% | Whole life cost of the proposed Contract | Commercial Model | 1 Question  40% of commercial score available) |

Technical (60%)

Technical evaluations will be based on responses to specific questions covering key criteria which are outlined below. Scores for questions will be based on the following:

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| Description | Score | Definition |
| Very good | 100 | Addresses all the Authority’s requirements with all the relevant supporting information set out in the RFQ. There are no weaknesses and therefore the tender response gives the Authority complete confidence that all the requirements will be met to a high standard. |
| Good | 70 | Addresses all the Authority’s requirements with all the relevant supporting information set out in the RFQ. The response contains minor weaknesses and therefore the tender response gives the Authority confidence that all the requirements will be met to a good standard. |
| Moderate | 50 | Addresses most of the requirements with most of the relevant supporting information set out in the RFQ. The response contains moderate weaknesses and therefore the tender response gives the Authority confidence that most of the requirements will be met to a suitable standard. |
| Weak | 20 | Substantially addresses the requirements but not all and provides supporting information that is of limited or no relevance or a methodology containing significant weaknesses and therefore raises concerns for the Authority that the requirements may not all be met. |
| Unacceptable | 0 | No response or provides a response that gives the Authority no confidence that the requirement will be met. |

Technical evaluation is assessed using the evaluation topics and sub-criteria stated in the Evaluation Criteria section above.

Separate submissions for each technical question should be provided and will be evaluated in isolation. Tenderers should provide answers that meet the criteria of each technical question.

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| Experience | Detailed Evaluation Criteria |
| *We are seeking an external consultant with a track record in developing a strategy to embed an organisational culture change across a large organisation.*  *We have developed our new EA2030 Strategy, we now need a consultant to advise and support landing our refreshed values, expectations, behaviours and practices; leadership skills; and play a pivotal role in developing an action plan to embed those.*  **Q1. Please can you detail what experience, skills and expertise you have in creating a successful strategy to embed an organisational culture change across a large Government/Public funded organisation.**  If you have not got any experience of contracting with a large Government/Public funded organisation, please provide details based on a large organisation. | * Evidence of experience in developing strategy/proposals on embedding cultural change and demonstration of the success of the strategy. * A consultant/agency who specialises and is qualified in creating cultural, impactful change across large public/private sector organisations. |

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| Methodology and Approach | Detailed Evaluation Criteria |
| **Q2. Please detail how you will approach this commission. How is your company organised to deliver the work?**  **Q3. Please provide an outline plan on how you will meet the requirements specified in Section 2. The SOR (Specification of Requirements).** | * Technical soundness, quality and feasibility of the proposed methodology/approach * Dedicated, experienced consultant who can provide updates at regular intervals. * Overarching plan should cover the principle areas of project management – how they be will managing time, costs, quality, resources, communication, and risk. |

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| Time | Detailed Evaluation Criteria |
| We are under very tight time constraints to deliver this work and are looking to launch a plan to embed our new culture by September 2025, with an immediate start in June 2025. As a guide we have scoped the following timetable:   * **June 2025**: Initial meeting to initiate the programme and agree approach and deliverables would be held in week 1 of supplier being appointed. * **June/July 2025:** Gap Analysis to understand how big the gap is between current EA culture and desired EA cultural state and indicators of the major areas where change is needed. * **July 2025** Advice on engagement plan for senior leaders and across the whole organisation. Report on reflections * **August 2025** Help to devise a programme of activity on how we deliver the cultural change needed. Product will be programme plan created in collaboration with Programme Manager * **End of August 2025:** Final recommendations report delivered   **Q4. Please demonstrate how you able to meet these deadlines, explaining how you will do this and how you manage priorities against your current workload. Please provide a high-level project plan that covers**. | * Ability to deliver this work quickly as the Environment Agency are launching their new EA strategy in June 2025 and want to be ready to start a launch of the culture strategy that sits alongside this in Sept 2025. * High level project plan should cover the major deliverables, business critical milestones, resource allocation, and associated risks where possible and practical |

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| Contract Management | Detailed Evaluation Criteria |
| **Q5. Please provide a Contract Management Plan (CMP) detailing how will you keep the department informed of progress.**  Please provide metrics you are proposing to measure performance and successful delivery against in the CMP including but not limited to progress, spend to date and efficiencies realised  Please also provide your proposal to manage the different levels of communications in the CMP, including but limited desk level touch points, weekly/monthly/quarterly progress reports and the method of deliveries face to face, teams calls etc | * Establish clear channels of communication between client and agency. * Draw up clear plan of action with engagement and input from us as the client. * Demonstrate regular performance reviews and update. * High satisfaction rates for customer service and delivery on time and within budget. |

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| Social Values | Detailed Evaluation Criteria |
| **Q6. The Environment Agency works to create better places for people and wildlife and supports sustainable development. How do the values and work of your organisation align with our work and purpose?** | * Contractor to share the Environment Agency’s commitment to sustainability and adopt a sound, proactive sustainable approach in all areas of work. * The successful contractor will need to approach the project with a focus on the entire life cycle of the project. * It is important for the supplier to use best practice of equality, diversity and inclusion in this work. |

Commercial (**40**%)

The Contract is to be awarded as a Fixed Price which will be paid according to the completion of the deliverables stated in the Specification of Requirements.

Suppliers are required to submit a total cost to provide the deliverables stated in the Specification of Requirements. In addition to this the Commercial Response template must be completed to provide a breakdown of the whole life costs against each deliverable used in the delivery of this requirement.

**Calculation Method**

The method for calculating the individual weighted scores is as follows:

* Commercial

Score = (Lowest Quotation Price / Supplier’s Quotation Price) x 40% (Maximum available marks)

* Technical

Score = (Bidder’s Total Technical Score / Highest Technical Score) x 60% (Maximum available marks)

The total score (weighted) (TWS) is then calculated by adding the total weighted commercial score (WC) to the total weighted technical score (WT): WC + WT = TWS.

Once all evaluators have completed their individual evaluations and provided their final scores, an average score will be calculated which will be multiplied by the selected weighting to give a weighted score representing the views of all evaluators.

Information to be returned

Please note, the following information requested must be provided. Incomplete tender submissions may be discounted.

Please complete and return the following information:

* completed Commercial Response template
* separate response submission for each technical question (in accordance with the response instructions)
* complete AI question [ ''Do you use Artificial Intelligence (AI) or machine learning tools, including large language models within your quote submission or service delivery processes.?''] response which will not be scored, is to be returned within technical response
* completed Mandatory Requirements (Annex 1)
* completed Acceptance of Terms and Conditions (Annex 2)

Award

Once the evaluation of the Response(s) is complete suppliers will be notified of the outcome via email.

The successful supplier will be issued the contract, incorporating their Response, for signature. The Authority will then counter sign.

Annex 1 Mandatory Requirements

Part 1 Potential Supplier Information

Please answer the following self-declaration questions in full and include this Annex in your quotation response.

Part 1.1 Potential Supplier Information:

|  |  |  |
| --- | --- | --- |
| Question no. | Question | Response |
| 1.1(a) | Full name of the potential supplier submitting the information |  |
| 1.1(b) | Registered office address (if applicable) |  |
| 1.1(c) | Company registration number (if applicable) |  |
| 1.1(d) | Charity registration number (if applicable) |  |
| 1.1(e) | Head office DUNS number (if applicable) |  |
| 1.1(f) | Registered VAT number |  |
| 1.1(g) | Are you a Small, Medium or Micro Enterprise (SME)? | (Yes / No) |

Note: See EU definition of SME <https://ec.europa.eu/growth/smes/business-friendly-environment/sme-definition_en>

Part 1.2 Contact details and declaration

By submitting a quotation to this RFQ I declare that to the best of my knowledge the answers submitted and information contained in this document are correct and accurate.

I declare that, upon request and without delay you will provide the certificates or documentary evidence referred to in this document.

I understand that the information will be used in the selection process to assess my organisation’s suitability to be invited to participate further in this procurement.

I understand that the authority may reject this submission in its entirety if there is a failure to answer all the relevant questions fully, or if false/misleading information or content is provided in any section.

I am aware of the consequences of serious misrepresentation.

|  |  |  |
| --- | --- | --- |
| Question no. | Question | Response |
| 1.2(a) | Contact name |  |
| 1.2(b) | Name of organisation |  |
| 1.2(c) | Role in organisation |  |
| 1.2(d) | Phone number |  |
| 1.2(e) | E-mail address |  |
| 1.2(f) | Postal address |  |
| 1.2(g) | Signature (electronic is acceptable) |  |
| 1.2(h) | Date |  |

Part 2 Exclusion Grounds

Part 2.1 Grounds for mandatory exclusion, including being on the Government Debarment List.

|  |  |  |
| --- | --- | --- |
| Question no. | Question | Response |
| 2.1(a) | Please indicate if, within the past five years you, your organisation or any other person who has powers of representation, decision or control in the organisation been convicted anywhere in the world of any of the offences within the summary below. | |
|  | Participation in a criminal organisation. | (Yes / No)  If yes please provide details at 2.1 (b) |
|  | Corruption. | ((Yes / No)  If yes please provide details at 2.1 (b) |
|  | Fraud. | (Yes / No)  If yes please provide details at 2.1 (b) |
|  | Terrorist offences or offences linked to terrorist activities | (Yes / No)  If yes please provide details at 2.1 (b) |
|  | Money laundering or terrorist financing | (Yes / No)  If yes please provide details at 2.1 (b) |
|  | Child labour and other forms of trafficking in human beings | (Yes / No)  If yes please provide details at 2.1 (b) |
| 2.1(b) | If you have answered yes to question 2.1(a), please provide further details.  Date of conviction, specify which of the grounds listed the conviction was for, and the reasons for conviction.  Identity of who has been convicted  If the relevant documentation is available electronically please provide the web address, issuing authority, precise reference of the documents. |  |
| 2.1 (c) | If you have answered Yes to any of the points above have measures been taken to demonstrate the reliability of the organisation despite the existence of a relevant ground for exclusion? (i.e. Self-Cleaning) | (Yes / No) |
| 2.1(d) | Has it been established, for your organisation by a judicial or administrative decision having final and binding effect in accordance with the legal provisions of any part of the United Kingdom or the legal provisions of the country in which the organisation is established (if outside the UK), that the organisation is in breach of obligations related to the payment of tax or social security contributions? | (Yes / No) |
| 2.1(e) | If you have answered yes to question 2.3(a), please provide further details. Please also confirm you have paid or have entered into a binding arrangement with a view to paying, the outstanding sum including where applicable any accrued interest and/or fines. |  |

Part 2.2 Grounds for discretionary exclusion

|  |  |  |
| --- | --- | --- |
| Question no. | Question | Response |
| 2.2(a) | The detailed grounds for discretionary exclusion of an organisation are set out on this [webpage](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/551130/List_of_Mandatory_and_Discretionary_Exclusions.pdf), which should be referred to before completing these questions.  Please indicate if, within the past three years, anywhere in the world any of the following situations have applied to you, your organisation or any other person who has powers of representation, decision or control in the organisation | |
| 2.2(b) | Breach of environmental obligations? | (Yes / No)  If yes please provide details at 2.2 (f) |
| 2.2(c) | Breach of social obligations? | (Yes / No)  If yes please provide details at 2.2 (f) |
| 2.2(d) | Breach of labour law obligations? | (Yes / No)  If yes please provide details at 2.2 (f) |
| 2.2(e) | Shown significant or persistent deficiencies in the performance of a substantive requirement under a prior public contract, a prior contract with a contracting entity, or a prior concession contract, which led to early termination of that prior contract, damages or other comparable sanctions? | (Yes / No)  If yes please provide details at 2.2 (f) |
| 2.2 (f) | If you have answered Yes to any of the above, explain what measures been taken to demonstrate the reliability of the organisation despite the existence of a relevant ground for exclusion? (Self Cleaning) |  |

Annex 2 Acceptance of Terms and Conditions

I/We accept in full the terms and conditions appended to this Request for Quote document.

Company \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Signature \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Print Name \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Position \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Date \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_