

## **Culture Consultant – Clarification Document May 2025**

**Q. Is there a specific template the Environment Agency would like us to follow and use?**

Yes. The template will be issued on the Tender page for your reference.

**Q. What data do you currently have (culture surveys, engagement surveys, feedback from previous initiatives)?**

We carry out Employee Surveys every 2 to 3 years. The latest survey was just completed and we are in the process of analysing the result and drawing out the key themes linked to the delivering of the new Strategy. This will be made available to the organisation successful in the tender process.

**Q. What capacity is there to run surveys/focus groups during the gap analysis phase?**

We have just completed our latest Employee Survey and a Respect and Inclusion review. Alongside this we have a wealth of existing data that will be available. We would also look to use the existing mechanisms that are set up for engagement for our new Strategy, such as roadshows, team cascades etc. We would be open to running focus groups but not any further staff surveys.

**Q. In addition to the 5 x A4 pages, are you happy for us to submit 1 master document that covers each of the questions - or would you prefer for this to be separated out? Are there limits on the size/format of the question attachment documents?**

The 5 x A4 pages are in totality for a response, not per questions. We would be happy for this to be submitted as 1 master document should this be beneficial.

**Q. Is the submission deadline the 20th, or the 21st? We've spotted that it mentions both on the document.**

The revised deadline for submission is Friday 23 May 2025.

**Q. Is that start date set in stone, or would you consider a start date of 1 July?**

We would encourage that the revised timeframe is adhered to.

**Q. The documentation refers to a commercial template to be completed for commercial model question. Please could you provide this template?**

Yes. The template will be issued on the Tender page for your reference.

**Q. Please could you indicate whether the entirety of the Environment Agency organisation is in scope for all the deliverables? For example, is it intended that the Gap Analysis will focus on the entirety of the organisation or specific subsets?**

The whole of the organisation is in scope as the scope of this work is for the EA culture.

**Q. I note in the request there are two dates mentioned, namely 20th May and also 21st May.**

The revised deadline for submission is Friday 23 May 2025.

**Q. As this programme of work originally was to start wc 19th May, what is the new target end date of the programme of work?**

Due to the number of enquiries and levels of interest we are adjusting the timeframe and therefore the programme will end no later than 16 September 2025.

**Q. Culture change is dependent on peoples engagement but many will be on leave over the summer break. Have you identified who from different offices, services, teams and grades of the EA needs to be involved and are these people being made available for this critical work?**

We are aware that summer holidays will fall within the timeframe, we are a flexible working organisation and are confident that we will have a breath of staff available during this period.

**Q. The programme of work requires significant investment of peoples time and effort from the EA and from the consultant over a tight time frame, is the EA being over optimistic in its ambitions?**

We recognise that it is a tight timeframe, but we are confident in our ambition set out.

**Q. You mention “refreshed values, expectations, behaviours and practices etc” but a lack of internal specialism, does this mean you have or are working with an existent incumbent to develop these refreshed values, expectations, behaviours and practices etc?**

There is no current incumbent, however this work will build on the existing values, expectations and organisational givens of the Environment Agency.

**Q. Your 2030 strategy is due in June, but what do they see as the most significant behavioural changes needed for the future vs how you currently define ‘how we do things’ in the EA?**

We are currently in the process of drafting and consulting upon the new 5 year Strategy, with a view of it being launched later this Summer (date tbc). As part of this culture principles have been developed that will form part of the culture change work, we will be sharing the findings with the successful organisation.

**Q. What is the general current level of engagement across the organisation how many of the 1. offices, 2. services, 3. teams, 4. grades, need most support?**

We are an organisation of circa 13,000 people with offices across the country. The range of services, roles and grades are varied. The focus of this work is for the overall EA culture and therefore impacts everyone.

**Q. You will mobilise an internal Programme Board comprised of experts, how many people will be part of this board?**

We are in the process agreeing the Programme Board that will consist of a number of experts across the business.

**Q. You mention “refreshed values, expectations, behaviours and practices” as part of the scope of work, can we clarify whether these are the refreshed values the consultant will support the development of or whether you already have a developed a new set that need to be brought to life through the programme?**

We are currently in the process of drafting and consulting upon the new 5 year Strategy, with a view of it being launched later this Summer (date tbc). As part of the revised Strategy a set of refreshed value, expectations and behaviours have been developed but we will be relying on the consultant to provide feedback on these being fit for purpose and how to drive the implementation in the business.

**Q. You mention, “Regular weekly meetings will be held to agree approach” but then “The frequency of programme management /progress meetings will be weekly” and also “Weekly check ins will be essential to ensure the programme manager” are these the same or different meetings?**

The initial meetings will be to agree the approach, these will then move to more of check in meetings for assurance.

**Q. How flexible is the timeline as key insights may arise during the programme of work that are fundamental to enabling successful culture change?**

We would encourage that the revised timeframe is adhered to.

**Q. How integrated are your brand, EAX strategy, and culture change efforts currently, and what are the main factors driving this?**

The EA Brand is aligned across our strategy and is driving our culture change.

**Q. Have you identified a list of necessary data and documentation to form the inputs to this programme of work e.g. People survey, dashboards, reports etc?**

We have just completed our latest Employee Survey and a Respect and Inclusion review. Alongside this we have a wealth of existing data that will be available. We would

also look to use the existing mechanisms that are set up for engagement for our new Strategy, such as roadshows, team cascades etc

**Q. As the maximum budget has been declared why have you included 40% weighting to the commercial award criteria?**

Although we have stipulated that the overall value can not be more than £49,999, responses could be costed below this and therefore the weighting will be applied as per the calculation in the tender document.

**Q. Could you please confirm whether a separate Commercial Response Template is expected to be completed, or if we should provide our pricing breakdown solely using Appendix 3 – Charges in the Order Form EA Standard Goods & Services Terms and Conditions document?**

Yes. The template will be issued on the Tender page for your reference.

**Q. Has a Q&A clarification been issued to tenderers so far? If so, we would kindly request a copy to ensure we are fully informed.**

We will be sharing a Q&A on the tender page as well as to those that have contacted us directly. All parties will receive the same Q&A.

**Q. In the documentation, it mentions “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.”. Are there any specific recommended attachments to include?**

The 5 x A4 pages are in totality for a response, not per questions. We would be happy for this to be submitted as 1 master document should this be beneficial.

**Q. Please could you clarify whether there is any flexibility in any aspects of the timeline or which milestones/deadlines are fully fixed. Especially as it covers the summer holiday period, it would be valuable to know if the work can be planned in a different way than suggested while still being conscious of the short timeline.**

We would encourage that the revised timeframe is adhered to.

**Q. Could you clarify whether there is a specific preferred team composition for this work? For example, in terms of profile but also whether the team could contain multiple experts?**

There are no preference other than the right skills required to complete this area of work.

**Q. Please can you make available the ‘Commercial Response template’ to download.**

Yes. The template will be issued on the Tender page for your reference.

**Q. Could you clarify whether there is a specific preferred team composition for this work? For example, in terms of profile but also whether the team could contain multiple experts?**

There is no preference other than the right skills required to complete this area of work.

**Q. Please can you confirm if you expect 1 page per submission on each technical question, totalling 5 pages as per tender documentation? (for example, would you accept a 1.5 page submission for one question, and a 0.5 page submission for another question to better reflect the weighting but still adhering to 5 pages of text in total?).**

The 5 x A4 pages are in totality for a response, not per questions. We would be happy for this to be submitted as 1 master document should this be beneficial.

**Q. On page 2, the Request for Quotation says responses should be sent by "Date: 20th May 2025, Time: 17:00" but the table below this says the quotation should be received by "21/05/25 at 17:00 GMT". Could you clarify which is the final closing date for responses**

The revised deadline for submission is Friday 23 May 2025.

**Q. Can we request a cap on liability to be reduced from £5m to £1m which is commensurate with the scale and nature of services.**

We are not in a position to cap liability.

**Q. We have concerns on the expectations of this work against the timeline and budget you have issued – namely the success criteria against feedback from people in the organisation on the change journey and delivering the EA2030 strategy – yet the scope of work is for a few steps/deliverables to complete by September. Behavioural change (which is the manifestation of a cultural transformation) is much broader than some short term consultancy support, so we respectfully suggest a broader project than this project timeline and budget allows. Understanding the drivers behind the project scope is critical for us to be able to provide credible support (political or internal drivers) is crucial, what you see as the risks to implement change, and so any information you can share on this will help us (and others) provide credible responses.**

Currently, we are not able to broaden the scope of the project and the project will be building on feedback we have gathered from multiple surveys we have just completed. We will be able to share the outputs of these to the successful consultancy.

**Q. Can any consultancy globally apply or are there restrictions on where we have to be registered?**

We do not have any restrictions on who can apply or where the base location of applicant is.

**Q. I see that much is delivered via teams / remote engagement - is there an expectation around how much physical versus remote presence is required for the engagement?**

There is no set expectation on physical vs remote presence.