

# Request for Quotation

## State of Diversity in the Environment Sector

[Wildlife & Countryside Link](#)

N101C Vox Studios  
1 – 45 Durham Street  
Vauxhall London SE11 5JH

## Request for Quotation

Thank you for your interest in working with Wildlife & Countryside Link to review the state of diversity in the environment sector. Link is the awarding body for this contract. We are working in partnership with Natural England.

### State of Diversity in the Environmental Sector: A Review

You are invited to submit a quotation for the requirement described in the specification below.

Please confirm, by email, receipt of these documents and whether you intend to submit a quote.

Your response should be returned to [richard@wcl.org.uk](mailto:richard@wcl.org.uk) by 15 January 2021. Ensure you state 'Final Submission' in the subject field to make it clear that it is your response.

### Contact Details and Timeline

Richard Benwell will be your contact for any questions linked to the content of the quote pack or the process. Please submit any questions by email.

Action	Date
Date of issue of RFQ	18.12.2020
Deadline for clarifications questions	11.01.2021 at 17:00
Deadline for receipt of Quotation	15.01.2021 at 17:00
Intended date of Contract Award	19.01.2021
Intended Contract Start Date	20.01.2021
Intended Delivery Date	31.03.2021

### Conditions applying to the RFQ

You should examine your response to the RFQ and related documents ensuring it is complete prior to submitting your completed quotation.

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

The supplier by submitting a quotation is deemed to accept the terms and conditions in the RFQ. Failure to comply with the instructions set out in the RTQ may result in the supplier's exclusion from this procurement.

## **Acceptance of Quotations**

By issuing this RFQ Wildlife and Countryside Link (WCL) 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**

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

## **Mandatory Requirements**

The RFQ includes mandatory requirements and, if you do not comply with them, your quotation will not be evaluated.

## **Clarifications**

WCL reserves the right to discuss, confidentially, any aspect of your quotation with you prior to any award of Contract to clarify matters.

## **Amendments**

WCL may amend the RFQ at any time prior to the deadline for receipt. If it amends the RFQ WCL will notify you in writing and may extend the deadline for receipt in order to give you a reasonable time in which to take the amendment into account.

## **Conditions of Contract**

The terms and conditions attached will be included in any contract awarded as a result of this RFQ process. WCL will not accept any material changes to these terms and conditions proposed by a supplier.

## **Specification**

### **Introduction and background to Wildlife & Countryside Link**

Wildlife and Countryside Link is England's largest environment and wildlife coalition, bringing together 58 organisations to enhance our natural environment, improve animal welfare and increase people's access to a thriving natural world.

### **Background and rationale of work**

We know that the conservation sector is not as diverse as other sectors and that we do not fully represent the communities we serve or that we seek to work with.<sup>1</sup> Whilst this is an issue of social justice, it is also an issue of huge importance to conservation organisations who recognise that including diverse perspectives in our work can lead to even more positive outcomes for our organisations, for people and for nature.

This project is about transparency and accountability, but also facilitation, support and ambition. Many of our organisations have programmes to champion Equality, Diversity and Inclusion, but we must do more, both to learn from each other about what works and to understand the most effective routes to achieving our ambitions to be much more inclusive.

We propose a "state of the sector" exercise to:

1. establish an easily replicable benchmark for the sector's record on diversity;
2. analyse and learn from people's experience of working in the sector; and
3. draw together best practice tools to help us to improve.

Working in partnership, we hope to show leadership, inspire action, and help to equip large and small organisations with the means to improve.

### **Aims and objectives of the proposed review**

This work will be commissioned to provide focused effort and a comprehensive review of the diversity in our sector. Recognising that partners will be at varying stages of the EDI journey, it will also document the pathways to EDI and some lessons learned. Importantly, case studies and guidance will also be included to help shift the sector forward in terms of both recognising and addressing diversity in our organisations and supporting each other along this path.

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<sup>1</sup> <https://policyexchange.org.uk/publication/the-two-sides-of-diversity/>

Specifically, this project will carry out primary research and analysis to map the state of the sector in terms of diversity and inclusion. It will look at the wider workforce in large and small organisations, from senior management to volunteers.

Whilst diversity in a broad sense includes a range of variables including gender, disability, sexuality, age, ethnicity and race (and of course these do intersect), for the purposes of this work, recognising the constraints of time and funding available, this work will focus on race and ethnicity in the environmental sector. This will also enable a clear comparison to be made with other sectors and against wider demographic statistics, presenting a clear analysis of where the sector stands. From this, lessons will be drawn out on different approaches to diversity and inclusion, helping to identify practical actions for each stage of the inclusion journey.

## Requirement

The requirement for this contract can be broken down into three phases as below:

### Phase 1: State of sector primary research

This will include both quantitative and qualitative elements to understand diversity and inclusion across the sector. This will be via a survey and series of in-depth interviews with Wildlife and Countryside Link member organisations and our partners in Link's EDI working group.<sup>2</sup>

**Quantitative element:** an easily replicable “dashboard” of key metrics on diversity in the sector, offering a snapshot of the situation now, and a mechanism for tracking progress over time – including personnel, systems, funding, training and other criteria.

**Qualitative element:** an analysis of lived experiences in the sector, aiming to generate a view of the challenges, opportunities, barriers, systems and culture in the sector that affects people's experience and our ability to improve our diversity.

This research will enable an exploration of both systemic barriers to diversity more generally as well as more nuanced insights from organisations at different stages of their EDI journey. Examples and case studies of actions that organisations are already taking to improve inclusion and diversity will also be included as well as those planned.

Whilst the final approach will be agreed with the contractor on project inception, we envisage the work will explore the research questions as set out in table 1:

**Table 1: Suggested research questions**

What is the state of diversity in different organisations?	<ul style="list-style-type: none"><li>• Does this differ depending on size/structure of organisations?</li><li>• How does this differ between grades / roles? (from senior leadership to volunteers?)</li><li>• What structures and funding are in place to support change?</li></ul>
What actions are being taken/ planned to address diversity?	<ul style="list-style-type: none"><li>• What are the motivations/ barriers to develop measures to address diversity?</li><li>• What are the measures of success for these actions?</li><li>• What kinds of training and action work? How quickly can change be achieved?</li></ul>

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<sup>2</sup> EID- Equality Inclusion and Diversity working group within Wildlife and Countryside Link. <https://www.wcl.org.uk/edi-at-the-heart.asp>

<p>What works, where and for whom?</p>	<ul style="list-style-type: none"> <li>• What examples are there of best practice?</li> <li>• Are there examples of collective failure and how it can be overcome?</li> <li>• What are employees saying about diversity and actions to improve it in different organisations?</li> </ul>
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The results from this phase of work will enable a comparative analysis of findings with other relevant sectors (where this data exists) and against wider population statistics. This will facilitate a deeper understanding of where the sector stands and will serve as a benchmark for future years and a tool for transparency.

### **Phase 2: Recommendations and practical steps forward**

Lessons will be drawn from phase 1 around different approaches to diversity and inclusion and practical routes to action for the sector will be identified. This will include a ‘manual’ of best practice approaches to monitoring, reporting and achieving change and a suite of relevant metrics that can be used to monitor and inform progress. It will also make recommendations for a ‘roadmap’ and support options at each stage.

### **Phase 3: Reflection and learning**

An initial programme of reflection and learning opportunities will be developed to share best practice and understand the challenges our sector faces. This will help to identify where further targeted support is required and whether individual or collective targets can be agreed to improve our sector’s record of diversity.

### **Key outputs:**

1. A state of sector report including:
  - the first results of an easily replicable “dashboard of diversity” (see 2) in the environmental sector and lessons learned from partners in their own EDI work.
  - A qualitative analysis of experience in sector, identifying barriers to entry and progression, as well as perceptions of day-to-day experiences. This will include key recommendations and practical ways forward for the sector.
2. A dashboard of metrics to inform standardised monitoring and reporting across the sector.
3. A manual of best practice (including case studies) to inform progression along the EDI journey and allow practical measures to be adopted. This should include systems, culture, outreach and other measures.
4. Initial dissemination of findings and support for uptake of ways to improve inclusion and diversity and to adopt key metrics for monitoring – for example through a webinar and workshop – with proposals for how further learning and improvements should be facilitated in future.

## Delivery Timescales

It is anticipated that this contract will be awarded for a period of four months to end no later than July 2021. 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 advance of any work commencing and may be subject to further competition. Prices must be submitted in £ sterling, inclusive of VAT (if applicable).

Suggested timings for the key outputs are set out in Table 2 below as a guide.

<b>TABLE 2: SUGGESTED TIMINGS FOR KEY OUTPUTS</b>	
<b>Activity / output</b>	<b>Suggested number of days work per activity</b>
Inception meeting and project updates	5 days
Survey design, administration and analysis	20 days
In-depth interviews and analysis	15 days
Reporting	10 days
Recommendations and manual of bets practice / metrics	10 days
Reflection and learning	10 days
<b>TOTAL</b>	<b>70 days</b>

It is anticipated that all meetings and communications will be done via email, phone and Zoom/Teams.

## Invoicing

Invoicing will be done in two stages as follows:

1. After phase 1: 50% of fee.
2. After delivery of final products: balance of funds.

## Contract Management

This contract shall be managed on behalf of WCL by:

Richard Benwell  
CEO, Wildlife & Countryside Link  
N101C Vox Studios  
1 – 45 Durham Street  
Vauxhall London SE11 5JH  
T: 0208 078 3585  
Mob: 07896 239 113

## Quotation Submission

Please submit the following as part of your quotation. These elements will be evaluated (as per table below) as part of the quality criteria and weighted in accordance with the importance and relevance attached to each:

Criteria	Weighting (%)	To include:
Brief details about your organisation and examples of carrying out similar contracts	20	Brief outline of similar pieces of work
Proposed approach to carrying out this contract	30	Please submit outline method of how you propose to deliver the services
Key personnel who will be involved in this contract	10	To include brief outline of personnel
Quality assurance measures that will be in place	30	QA measures to ensure a high quality product is delivered
Health and safety processes	10	Please include details of how any risks will be managed (including consideration of any potential Covid-19 risks)

Score	Justification
For a score of hundred (100):	Excellent - Response is completely relevant and excellent overall. The response is comprehensive, unambiguous and demonstrates a thorough understanding of the requirement and provides details of how the requirement will be met in full.
For a score of seventy (70):	Good - Response is relevant and good. The response demonstrates a good understanding and provides details on how the requirements will be fulfilled.
For a score of fifty (50):	Acceptable - Response is relevant and acceptable. The response provides sufficient evidence to fulfil basic requirements.
For a score of twenty (20):	Poor - Response is partially relevant and/or poor. The response addresses some elements of the requirements but contains insufficient / limited detail or explanation to demonstrate how the requirement will be fulfilled.
For a score of zero (0):	Unacceptable - Nil or inadequate response. Fails to demonstrate an ability to meet the requirement.

We will award this contract in line with the most economically advantageous tender as set out in the following award criteria:

**Quality – 50% and Price – 50%**