

External Culture Review – For Blue Ventures Conservation – April 2024

1. Summary and Objective

- Blue Ventures is seeking an independent specialist adviser to conduct a culture review. This will build on our previous culture review in 2021 and our focused work on people and culture in the last 18 months, as per our DEI Strategy and People Strategy.
- The culture review will ensure trustees and the Senior Leadership Team understand BV's culture (and sub-cultures) and any gaps (if applicable) with the desired culture that reflects our values and supports our mission and strategy.
- Review Objective:
 - a. Identify the systemic behaviours, attitudes, ways of working, systems, policies, etc., that positively or negatively impact the health of BV's culture and operations and (if applicable) highlight those which have led to a gap between the current and desired culture.
 - b. Provide a summary of the parts/teams in the organisation where significant cultural differences (compared to our desired culture) exist and if this is causing issues that must be resolved.
 - c. Provide a balanced summary of the areas where we are doing well and should continue/build on and the areas where we should improve including the things we should start doing.
 - d. Provide detailed recommendations to the Trustees and Senior Leadership Team to enable BV to maintain/achieve the desired culture.

2. Background

Why culture matters to BV

- We're a mission-driven global organisation working on the frontlines of some of the world's most urgent environmental challenges.
- Our work is grounded in our values, which define us. Our dedicated 300+ person team works in 16 countries in Asia, Africa, the Indian Ocean, the Caribbean, and the UK.
- Our mission, values and team shape our culture, which is unique to BV and is often cited as why people join our team and spend their careers with BV.

Our culture is changing with growth

- We're growing rapidly and expanding into new geographies as we pursue our 2030 mission for scale.
- We're also embarking on our first-ever leadership transition: Our founding executive director is leaving BV after 22 years. We're moving the organisation towards a more proximate leadership model representing the communities we serve and developing new governance structures in the Global South.
- For all these reasons, BV's culture is evolving rapidly.

We want to make sure we're doing all we can to nurture our culture

- We seek an expert advisor to support us in taking stock of BV's culture, building on the last review of our culture before the pandemic.
- We want to understand where, how and why culture varies across our global organisation.
- In doing so, we hope to identify strategies for protecting and nurturing our culture's important and unique elements as we continue to navigate growth opportunities and challenges.

3. Scope

- Trustees, senior leadership team and all other colleagues
- All BV countries
- The scope of the Independent Culture Review will include an assessment of the current workplace culture (across teams and BV locations), including but not limited to leadership styles, communication patterns, decision-making processes, teamwork, organisational values, DEI practices and alignment with strategic objectives.

4. Deliverables

Key deliverables:

- Report summarising findings and recommendations and opportunities lost by not implementing the report's recommendations. The Review report will express the bona fide opinion of the Independent specialist adviser, as supported by evidence identified during the Review.
- Presentation to Trustees and SLT summarising findings and recommendations
- Written summary/presentation for colleagues

Key milestones

- Discuss methodology with the project lead and relevant stakeholders, including BV's DEI group.
- Development of colleague communication plan
- Development of research/ survey tools
- Research conducted
- Collation of findings - initial presentation
- First draft report
- Second draft report
- Final report
- Presentations – Trustee Board and SLT

5. Timeline and Budget

- We want the review to start in May 2024 and complete by August 2024.

6. Qualifications and Experience

- Forward-looking concerning workplace culture, human resources, and staff safeguarding.
- Significant experience in leading a culture review for complex international organisations.
- Demonstrable experience in inclusive stakeholder engagement involves engaging with a broad range of stakeholders with protected characteristics, lived experiences, perspectives, and cultural contexts.
- Experience working across different geographies and cultures, including the countries in which BV operates.
- Experience in conducting culture reviews with a gender and social equity lens
- Excellent communication skills, written, verbal, online and face-to-face facilitation, with the ability to build trust quickly;
- Experience working with different culture review approaches and methodologies
- Key Values:
 - Empathy
 - Humility
 - Compassion
 - Integrity

7. Deadline/How to Submit

- If you are interested in submitting a proposal, please send your proposal to Kevin Moyes, Chief People Officer - Kevin.moyes@blueventures.org, by **26th April 2024**. Proposals submitted must include:
 - CV (including background and experience) of the adviser and examples of previous culture reviews led.
 - Previous client testimonials
 - Methodology/approach
 - Key risks and how they will be mitigated
 - Examples of previous similar projects
 - Cost and payment terms