

## Blue Ventures Culture Development

### 1. Summary and Objectives

Blue Ventures has undergone significant growth and change over the past 18 months, including moving from a founder-led to a founder-inspired organisation. Several initiatives have been launched to develop our organisational culture during this time. In addition, the organisation continues to undergo a period of professionalisation and growth as we rapidly scale our work to achieve our ambitious 2030 strategy.

To continue this progress, we seek an **Independent Specialist Adviser** to:

- Assist the Executive and Senior Leadership Teams in defining a unified global culture while respecting local customs that align with our values.
- Conduct a **culture audit** to assess our workplace values, behaviours, and practices, identifying strengths and gaps and their impact on our people and strategy.
- Evaluate cultural variations across teams, highlighting areas of misalignment and recommending necessary interventions.
- Review past cultural assessments (2021) and recent efforts to evolve our culture:
  - **Successes** and improvements aligned with our DEI and People Strategies.
  - **Challenges** that persist.
  - **Actionable recommendations** for the Trustee Board and leadership to sustain and strengthen the desired culture.

### 2. Background: Why Culture Matters to BV

Blue Ventures is a mission-driven global organisation that helps traditional fishing communities thrive by rebuilding fisheries and restoring ocean life. Our vision is a world where traditional fishers have better livelihoods and improved food security and where healthy oceans teem with life for generations to come. With **325 colleagues across 16 countries**, our culture is central to our effectiveness and success.

### 3. Scope

The review will include input from **trustees, executives, senior leaders, colleagues, volunteers, donors, community members and partners** across all BV locations. Key areas of assessment will include:

- Leadership styles, behaviours, communication, and decision-making.
- Team dynamics and alignment with organisational values.
- Diversity, Equity, and Inclusion (DEI) practices.
- The impact of culture on achieving strategic objectives.

### 4. Deliverables

#### Key Outputs

- **Culture Statement:** Collaborative sessions with leadership to define a shared culture vision.
- **Culture Audit Report:** Findings, methodology, and recommendations, including the risks of not implementing recommendations
- **Presentations:** Tailored for Trustees, Senior Leaders, and all colleagues.
- **Follow-up Review:** A 12-month progress check with an independent report to the Board on progress.

#### Milestones

- Define research methodology with key stakeholders (e.g., communities, partners, donors, trustees, senior leaders, BV's DEI working group and Women's Network).
- Develop communication and research plans.
- Conduct research across all BV locations.
- Produce draft and final reports with actionable recommendations.
- Present findings to the Trustee Board, Executive and Senior Leadership Teams
- Light-touch review and presentation on implementation progress to the Trustee Board, Executive and Senior Leadership Teams.

### 5. Timeline & Budget

- **Start:** July 2025
- **Completion:** October 2025
- **Follow-up review:** October 2026
- **Budget:** Up to **£25,000**, based on experience and travel requirements.

## 6. Qualifications, Experience and Behaviours

### Essential

- Significant expertise in **workplace culture, people (HR) practices, and DEI**.
- Experience leading **culture reviews for complex, matrix international organisations**.
- Proven ability to **engage diverse internal and external stakeholders**.
- Strong **communication, research, and facilitation skills**.
- Knowledge of **qualitative, quantitative, and participatory research methods**.
- Experience with **multinational organisations undergoing leadership changes**.
- Familiarity with **non-profit structures, global development, and community-driven work**.
- Experience working in BV's **operational regions**, including **Madagascar, East & West Africa, Southeast Asia, and the Caribbean**.
- Strong **analytical and problem-solving skills** to interpret findings and recommend actionable steps.
- Ability to **handle sensitive topics with discretion, integrity, and impartiality**.
- Experience designing and leading **inclusive and participatory research approaches** accommodating different cultural contexts.
- Demonstrated ability to **work in multilingual and cross-cultural environments**, understanding barriers to participation and how to overcome them.

### Desirable

- Experience conducting **culture reviews in conservation, sustainable development, or ocean-related organisations**.
- Expertise in **organisational psychology, behavioural science, or a related field** relevant to workplace culture.

## 7. Expected Behaviours

- **Integrity & Confidentiality:** Upholds the highest ethical standards in handling sensitive cultural and organisational information.
- **Inclusivity & Cultural Sensitivity:** Recognises and respects diverse cultural perspectives and experiences.
- **Objectivity & Fairness:** Ensures unbiased analysis and recommendations grounded in evidence.
- **Collaboration & Engagement:** Works effectively with diverse teams, ensuring all voices are heard.
- **Adaptability & Open-mindedness:** Demonstrates flexibility in research methods and engagement strategies.
- **Commitment to Continuous Learning:** Stays updated on best practices in workplace culture, DEI, and organisational change.

## 8. Terms of Reference

### Independent Review Process

- Led by an **external reviewer** appointed by the Executive Leadership Team.
- Input is gathered through surveys, interviews, focus groups, and storytelling, with some in-person collection in all BV countries, ensuring confidentiality.
- The findings will be published on BV's website and shared with the Trustee board, CEO, and Executive and Senior Leadership Team.

### Roles & Responsibilities

- **Project Lead (Chief People Officer):** Monitors progress, provides inputs and clarifications and ensures logistical support.
- **Executive and Senior Leadership Teams: Actively participate, provide insights, and support colleagues' engagement and accountability for communicating and implementing the recommendations.**
- **Trustee Board:** Reviews findings, agrees on actions, and oversees implementation.

## 9. Proposal Submission

Interested parties should submit proposals by **13th April 2025** to [Kevin.moyes@blueventures.org](mailto:Kevin.moyes@blueventures.org), to include:

- Cost and payment terms.
- CVs of reviewers with examples of past culture reviews.
- The proposed methodology is based on our needs (including how you will ensure equity of voice for all stakeholders regardless of their backgrounds, language, lived experiences, etc) and risk mitigation strategies.
- Expected impact of implementing (or not implementing) recommendations.

## 10. Selection Process

- The Panel will conduct a review meeting, complete the shortlisting process, and send outcome emails to all providers.
- A call with the shortlisted providers will be held to present a proposal and a two-way question-and-answer session.
- A Panel assessment of the providers will be completed, and outcome emails will be sent to all providers.
- Providers scoring the highest in the assessment will be invited to a second call to discuss specific proposal aspects in greater detail. Emails will be sent to other providers confirming that it is not successful.
- The Review Panel will decide and confirm with the providers.