

**INVITATION TO TENDER**

**Kew People Survey**

**Contract Reference: RBGKEW1068**

**Part Two: Specification**

**(This document is for information)**

1. **OVERVIEW**
   1. **Introduction**

The mission of the Royal Botanic Gardens (RBG), Kew is to be the global resource for plant and fungal knowledge, building an understanding of the world’s plants and fungi upon which all our lives depend.

Our purpose is to use the power of our science and the rich diversity of our gardens and collections to provide knowledge, inspiration and understanding of why plants and fungi matter to everyone.

This purpose is carried out through science and research in systematics, biological interactions, economic botany, conservation and horticulture. This is underpinned by our extensive collections of living and preserved plants and fungi, associated artefacts, literature and archives, and is interpreted to the public through the Gardens at Kew and Wakehurst. These provide an amenity for the public, offering the opportunity to learn about plants and our wider work. Our ability to increase our outreach and global impact depends on the effectiveness of our communications. Our education programmes, dissemination activities, our national and international partnership networks are fundamental in ensuring the transfer of our specialist knowledge to the global community.

In March 2021 we launched our ‘Manifesto for Change’ which set out our priorities for 2021 to 2030. In the manifesto, we pledge to intensify our efforts to understand and protect plants and fungi, for the wellbeing of people and the future of all life on Earth and to step up to help to end the extinction crisis and contribute to creating a world where nature is protected, valued by all and managed sustainably.

In the wake of a global pandemic, and with the future of the planet in peril, the strategy represents a public commitment to do everything in our power to reverse the environmental devastation of biodiversity loss and climate change.

All of this is delivered by our people and support functions in two organisations of Kew (RBG Kew, Kew Enterprises Ltd (Commercial and Foundation arms).

We have defined our core values with staff and identified what this means in how we carry out our work. Embedding the values formed a part of Kew People and Culture Strategy. This initial strategy is being revised to align with our Manifesto for Change but the strategic priorities will remain the same. Our Staff Survey is a critical measure of the impact of this and wider strategies. (See list of Appendices for referenced strategy documents).

Our aim is to deliver the right environment and processes to support retention and recruitment of talented staff and volunteers.

**1.2 Strategic objective**

To maximise the usefulness and impact of the employee survey and to be consistent with an open, honest and confident culture, Kew’s senior leadership has made a long-term commitment to employee surveys and to publishing the results and developing action plans around the key findings. One aspect of the results will be to provide an indication of how well Kew’s core values are being embedded in the organisation.

The results of the survey will also be used to give a measure of “people” at Kew with a Key Performance Indicator for the organisation being derived from answers to questions in the survey on overall employee experience

1. **BACKGROUND**

Kew recognises that regular and consistent gathering of employees’ views can both provide information to shape people and organisation strategies and measure the effectiveness of such strategies and plans, as well as gathering information more generally about experiences at work. In line with this Kew has run regular annual Staff Surveys since 2013 and this approach is now an integral part of our staff engagement ethos and building our ongoing dialogue and understanding with our staff.

Following each survey the results are communicated widely to staff and there are discussion with smaller groups within directorates about the key areas to build on and issues to be addressed. Action plans are drawn up and this is followed with communication of the actions taken throughout the year.

1. **ROYAL BOTANIC GARDENS KEW CONTACT DETAILS**

The Contract Manager for the purposes of this Contract is:

Kelly Lewis Clarke

Head of Learning & Organisational Development

1. **SCOPE OF THE REQUIREMENTS**

There is a requirement to carry out a survey to elicit the views of employees on what is important to their working life at Kew and how effectively they are supported in their work. The results will be used to inform immediate actions and the on-going development as part of both our People and Culture Strategy and our Equality Diversity and Inclusion Strategy.

The questionnaire is to be made available in the autumn of 2022 (between September and early November) to all staff (approximately 1100) employed by Kew. Tabulated survey results and a presentation on the key findings are to be available by early December; with the final detailed survey report available by early January 2023.

* 1. **Detailed requirements and deliverables**

In administering the survey, the appointed research agency will: -

* Use the 2021 questionnaire as the basis for the development of the upcoming questionnaire. The questionnaire will predominantly consist of closed questions but will include a maximum of 6 open questions*.*
* As in previous surveys the questionnaire must include the employee satisfaction questions used in the Civil Service People Survey to allow for benchmarking of Kew with the Civil Service.
* Provide access to a secure online questionnaire to approximately 1100 employees.
* Include a ‘submit’ button at the end of the questionnaire to alert staff that they have reached the end of the questionnaire and will not then be able to make changes to previous answers.
* Support the Kew survey project group to ensure suitable measures are in place to assist achievement of a 75% completion rate.
* To include an optional additional element of designing and facilitating staff focus groups at Kew linked to any matters that may require more in-depth understanding and input from staff. These would not be run routinely (and may not be required at all) but would be an ad hoc element of the contract that could be called upon.

In reporting on the survey findings, the appointed research agency will: -

* Calculate an overall employee satisfaction index to enable benchmarking with the Civil Service for all employees at Kew and by employee demographics (sex, race, religious belief, sexual orientation, gender identity, age, disability, and socioeconomic background) and department/ Kew organisation, whilst maintaining employee anonymity.
* Include a key driver of engagement analysis that can also be benchmarked across Civil Service organisations.
* Provide data for each question analysed by employee demographics (sex, race, religious belief, sexual orientation, gender identity, age, and socioeconomic background) and department/ Kew organisation, whilst maintaining employee anonymity.
* Provide benchmark data from other organisations where available and appropriate other similar organisations (e.g. charity and/or cultural sectors)
* Provide information in a chart format which can be easily printed or viewed as an attachment on the Kew intranet, showing the overall figures for responses to each question by directorate.
* In consultation with Kew devise a suitable coding frame to analyse and report on the qualitative answers to the open questions.
* Include the provision of producing additional reports to allow specific analysis on areas of particular interest or relevance e.g. to understand different responses by pay and grade, more in-depth analysis of certain subjects etc. The exact number of reports will be agreed between Kew and the Research Agency but is expected to be two or three extra per year.
* Have an additional option of developing and providing a reporting tool to enable Kew to carry out further in-depth analysis on the data.
* Provide summary tabulated results and charts:

1. For each of the 3 organisations in Kew.
2. For all 6 directorates in Kew.
3. For each site i.e. Kew in Richmond and Wakehurst in West Sussex

* Provide anonymised data in excel spreadsheet to enable subsequent analysis by Kew
* Provide a written report on key survey findings to identify current levels of employee satisfaction across the organisation; key drivers of employee satisfaction; areas of dissatisfaction for employees which need to be improved.
  + - * + The Report should also include a section of analysis relevant to our workforce diversity demographics, specifically as they relate to the protected characteristics of race, sex, gender identity, religious belief, age, sexual orientation and disability, and the diversity characteristic of socio-economic background. This section should draw out any significant differences based on the above demographics which relate to the all survey questions. To also ensure further qualitative evidence is included in the delivery and measurement of our EDI strategy, we will also be looking to add new questions focused on measuring progress in relation to equality, diversity and inclusion within the organisation.
* Deliver the following presentations and discussions:
  + - A 20 minute presentation on key findings to Kew Executive Board, followed by up to 20 minutes question and answer session/ discussion.
    - Attendance at our Kew Leadership Forum Conference each January to present findings and facilitate a discussion (approx. one hour). Focus and content of presentation to be discussed and agreed with Kew in advance

The presentation should include identification of the key drivers of employee satisfaction at Kew. It should also include details of the areas where targeted activities to improve employee satisfaction would have the greatest impact.

1. **EQUALITY AND DIVERSITY COMMITMENTS**

Our history, our location and how we work have shown that difference can bring great benefits. Our People and Culture Strategy sets out a vision for diversity and inclusion as one of its six strategic priorities: ‘Diversity and Inclusion of our people and audiences is embedded in everything we do, is valued and respected by all and becomes part of our everyday.

The Equality, Diversity and Inclusion Strategy spans four years, 2020 to 2024. It is not a one-off initiative, and it will be delivered through a process of continuous improvement.

Our approach to engagement and our Staff Survey is an integral part of our Equality, Diversity and Inclusion Strategy, as such the survey approach, questions and analysis should enable us to exemplify this commitment, and our provider should be able to accurately identify the important nuances and views of our diverse workforce.

1. **SUSTAINABILITY**

Kew aims to carry out environmentally sustainable purchasing in a way that is resource efficient, minimises the generation of waste and contributes to a more environmentally, socially and economically sustainable society.

The three principles of sustainability within our procurement are illustrated below.

**Environmental**

Seeking to minimise any negative environmental impacts of goods and services purchased,

across their life cycle from raw material extraction to end of life.

**Social**

Managing and monitoring supply chains to ensure that fair contract prices and terms are

applied and that ethical, human rights and employment standards, as expressed in the

International Labour Organisation (ILO)’s Fundamental Conventions, are met.

**Economic**

The economic principle relates not only to obtaining value for money from our contracts,

across the whole life of the product or service, but also ensuring as far as is possible under

relevant procurement law, that local businesses, particularly Small and Medium sized

Enterprises (SME’s) can benefit from our procurement processes

Where appropriate we require the successful supplier to adhere to these principals through the contract term.

1. **DATA PROTECTION & GDPR**

Kew is subject to the UK General Data Protection Regulation, the Data Protection Act 2018 and the Privacy & Electronic Communication Regulations 2003. We will process any personal data pursuant to these, and any subsequent and/or superseding, laws. If you are awarded the contract, we will take steps to implement all relevant safeguards under data protection law to ensure the lawful transfer and processing personal data. This includes, but is not limited to, data protection contractual clauses, data protection impact assessments and further data protection due diligence.

It is preferred that Suppliers be established in the UK and that personal data be hosted in the UK. If the Supplier is established overseas or data will be hosted overseas, the Supplier must specify the data transfer mechanism and how personal data will be safeguarded when transferred.

Suppliers should familiarise themselves with the ‘Privacy notice for suppliers’, which details the personal data we collect and the purposes for which we use it: <https://www.kew.org/about-us/reports-and-policies/procurement>.

1. **KEY PERFORMANCE INDICATORS**

The following will be particularly important when assessing the performance of the contract:

* Working effectively with Kew to understand the organisation and create a survey that reflects this understanding in collaboration with Kew
* Creating and issuing the survey in the timescales as set out.
* Maximising response rates and providing data on response rate data whilst the survey is open.
* Providing thorough analysis and a Report as set out above.
* Creating and carrying out a presentation to a high standard with our Executive Board and Kew Leadership Forum

KPI’s will be finalised and agreed with the successful supplier.

They will be monitored informally during the Staff Survey Project delivery period (September to January). With a formal review to take place in February each year.

1. **INSURANCE REQUIREMENTS**

The following insurance requirements are mandatory for provision of the services:

* professional indemnity insurance to the minimum value of £1 million
* public liability insurance to the minimum value of £5 million

The insurance covers are required for the duration of the agreement and one year thereafter.

1. **CONTRACT**

The initial contract period will be awarded for three years i.e. for 2022, 2023 and 2024, with the option to extend for a further year up to a maximum of four years.

The contract will be reviewed on an annual basis against the Key Performance Indicators and a formal meeting and ‘lessons learned’ will be held to review how well the project has been delivered.

The contract terms and conditions are detailed in Part 5 of this tender pack.

1. **FUNDING**

The budget for this year’s annual staff survey is approximately £15,000 to £20,000. This can also be taken as an indicative figure for future years.

1. **PAYMENT PROFILE**

Invoices to be submitted to the finance department [accountspayable@kew.org](mailto:accountspayable@kew.org), quoting the full purchase order number provided.

Queries relating to invoices shall be raised with the order originating department(s). A contact name and telephone number shall be supplied on the purchase order.

Payment will be made within thirty (30) days of the date of the invoice.

1. **CONTRACT MANAGEMENT**

Contract management will largely be virtual/online and email contact to ensure that key milestones in the project are met e.g. developing the questionnaire; weekly reports on response rates for each department; finalising the analysis specification; delivery of analysed raw data to the Kew project group; finalising presentation for Kew Executive Board and Kew Leadership Forum (as detailed above)

Ad hoc general review meetings will be arranged as required

**APPENDICES**

**Appendix One**: Manifesto for Change – see link [Our manifesto for change 2021-2030](https://www.kew.org/about-us/press-media/manifesto-for-change-2021)

**Appendix Two**: People and Culture Strategy (currently being revised but strategic priorities will remain unchanged) - see attachment

**Appendix Three**: Equality Diversity and Inclusion Strategy – see attachment

**Appendix Four**: 2021 Staff Survey Questionnaire – see attachment