**REQUEST FOR INFORMATION AND QUOTATION (RFIQ):**

**WWF-UK: Future of work / Post-pandemic working**

**Background – WWF Strategy**

The environmental impact of human activity on both nature and climate now threatens the survival of all life on our planet.  Since 1970, we have seen a calamitous decline in vertebrate wildlife population sizes of, on average, 68%.  Over the next decade, we face a triple challenge; to meet the needs of a growing human population against a backdrop of a dramatically changing climate and a biodiversity crisis across land and sea.

Underpinned by science, WWF-UK’s strategic vision is that **by 2030 nature’s vital signs are improving – we will have halted the loss of nature**.  We are working to avoid the sixth mass extinction of life on our planet.  If we are to ‘bend the curve’ on nature loss, we need to inspire people and institutions to tackle the greatest threats to nature and the future of our planet.

This is a **Fight for Our World** and we will focus on the following Impact Goals:

1. Accelerate the transition to a sustainable and just global food and agriculture system;
2. Avert dangerous climate change and safeguard the Polar Regions for people and nature; and
3. Protect and restore threatened habitats and species and improve rights of communities and indigenous peoples.

To achieve this impact, we need to deliver the following enabling Goals:

1. Grow support for our work and better enable our supporters to act with us; and
2. Be an inclusive, agile, accountable and continuously learning organisation with a shared mission.

**Background – Future of Work Project**

WWF-UK currently has four offices and approximately 430 staff. These are Woking (The Living Planet Centre see https://www.wwf.org.uk/get-involved/living-planet-centre) with 220 desks, Edinburgh with 16 desks, Cardiff with 12 desks and a London Hub with 12 desks. All offices have a hot desk system in place for all staff, with no allocated desk, although there are often hubs/areas which teams congregate in, except for Front of House staff in Woking and the London Hub, who are fixed in the reception area.

There are approximately 400 staff allocated to Woking, 14 to Edinburgh and eight to Cardiff. We also host 36 WWF International Staff in Woking. The London Hub isn’t a fixed base for staff but rather a touchdown space with a separate boardroom style meeting room.

Up until the pandemic, despite having a sufficiently good policy, there had been an inconsistent approach to flexible working across the organisation, particularly the informal approach to office vs. homeworking. Some of the reasons stemmed from lack of experience and others were more practical; there are not enough desks in The Living Planet Centre to accommodate the total number of staff based in Woking and so several teams take a fairly informal and relaxed approach to where their staff work. This has caused frustrations in some other teams who either have a line manager with a less relaxed approach or fulfil roles that are perceived or required to be done in the office.

As with most organisations around the globe, the COVID pandemic has enforced homeworking/remote working for almost all staff at WWF-UK. WWF-UK has responded well to the challenge of short notice full-scale remote working with good systems, strong communication and engagement and an empathetic approach, which has all been well received by staff. This has allowed WWF-UK to deliver a significant proportion of the work originally planned for FY21, or indeed pivot quickly to meet the new external environment positioning.

During this period of imposed homeworking three big themes have developed:

1. The vast majority of staff have realised, and proven, that they can work effectively from home, resulting in a greater work/life balance. Several staff are now asking for clarity on the future of work and hope this balance can be maintained.
2. Managers have led their teams remotely and still delivered, at least in the short term, without the need for “seeing” their staff in the office 9 – 5. There is still some hesitation on long-term implementation though, even though they equally fall into the theme above as staff themselves.
3. Senior leaders have seen the opportunity this has presented to transform the future of work at WWF-UK and achieve some significant benefits including retaining talented and motivated staff, potentially reducing the impact on the environment (although with awareness and concern that our environmental impact could also be increased), attracting new talented and more diverse staff and creating culture change to one of greater empowerment, more challenge and more support.

In addition to this, many organisations have said large portions of their staff can, and in some cases must, work from home permanently, we expect this trend to be mirrored around the UK, if not the world, and WWF-UK want to be at the forefront of this new way of working.

Staff and managers alike are seeking clarification on how much flexibility and work/life balance to expect in the future once the pandemic is over. We expect that we may need to implement changes to our approach in several areas including policies & processes, management and leadership culture, workspaces, technology, travel and more.

**The Requirements**

The work here has already started, and the goal is to syndicate this into a true transformational change programme and accelerate the delivery.

The primary objective of the project is to develop a post-pandemic work environment and working practices that enable us to deliver on our mission, vision and strategic goals which retains and motivates existing talented staff, while also attracting new talented and diverse staff. We aim to do this without negatively impacting performance, engagement and wellbeing, in fact we plan to achieve positive gains in these areas, with improvements for staff related to better work/life balance and more effective use of time when they are in the office. Further expected benefits can be seen in Appendix 1.

WWF-UK is looking to appoint an external consultancy partner to work with the Future of Work Project Lead and key stakeholders[[1]](#footnote-2) within WWF-UK and provide the following services:

1. Internal research: Build on the qualitative work already done by Forum Council, Mental Health First Aider network, Environmental Manager and the Leadership team. Engage with WWF-UK staff, managers and senior leaders to produce a clear view of the needs, wants and expectations of each group. This will include collating research already conducted internally as well as proactive suggestions and thoughts from staff and managers who are very keen to see this work progress.
2. External research: Access and conduct research on organisations who are planning to implement their own changes to how they work as a result of the pandemic, ranging from similar charities to large private or publicly listed companies. We don’t want to be constrained by what the rest of the charity or SME sectors may be doing if we want to attract the best talent possible.
3. Review existing ways of working: Produce a clear view of our current policies and practices to understand what needs to change or where there are gaps to achieving the new ways of working. This should include a review of the work we do in WWF-UK and how it can be complemented by new ways of working in the future. This will include an assessment of whether we have effectively managed our talent and provided career and performance development during the enforced remote working period.
4. Proposal production: Production of proposals for new ways of working in WWF-UK based on the research conducted above. These should include, but not be limited to, details on what needs to change, how that change may be implemented, potential costs, timeframes and ultimately the benefits expected by these changes, with due reference to WWF's environmental purpose and objectives.

**An external partner must be able to demonstrate and evidence:**

1. Understanding of this brief and propose options for the approach. *Please outline proposed methodology possible time frames and requirements of us.*
2. Depth and breadth of expertise in this field in the charity /not for profit / NGO and commercial / private sectors. *Please include names of recent clients for who you have delivered similar work.*
3. A strong team that can provide responsive service – i.e. not key person dependent – continuous service available. *Please provide short biographies of those who might be supporting us.*
4. A strong understanding of WWF’s vision and mission with your own set of values that respect diversity, equality and inclusivity and evidence of partnership working and protection of our environment. *Please provide a short statement on this and how you evidence your values in your work.*
5. Value for money; competitive pricing for expertise. We need fees and expenses to be clear and structured in a flexible way. *Please state day / hourly rates and price per project element, ideally with capped fees.*
6. *Please provide two referee clients.* (We would not approach without your permission).

For any provider contracting directly with us, it is WWF’s preference that any partner agree to WWF’s standard terms and conditions of engagement – attached separately. *Please indicate whether or not this is possible.*

**The Selection Process**

A team of WWF Stakeholders will consider the responses and make a decision based on the following criteria:

* 1. **The provider’s proposed approach**
  2. **Depth and breadth of expertise as evidenced by recent client work**
  3. **Price – value for money**

**Timelines and Next Steps**

This RFIQ will be issued on 13th May 2021.

We request that all responses are returned to us by close of business **Monday 7th June 2021.**

A decision will be made as soon as possible after 14th June 2021, depending on the degree to which we need to follow up. The project is proposed to start in July 2021.

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Thank you for expressing an interesting in working with and supporting WWF-UK with this important piece of work. We look forward to receiving your response.

**Lucy Pickup, Future of Work Project Lead.**

**Correspondence and Responses to this RFIQ should be sent to Lucy by email via our Procurement Team: email:** [**Procurement@wwf.org.uk**](mailto:Procurement@wwf.org.uk)

**Appendix 1**

* Transformational cultural change: empowerment, trust, accountability, focus
* Environmental impact: less travel, less paper, reduced carbon footprint
* Diversity: accessing different resourcing pools and new skills – not just those who live within an hour of a WWF office - including international if required to fill talent gaps
* Staff wellbeing and improved work/life balance
* Potential cost savings and efficiencies from reduced estates and facilities requirements - to be re-purposed' into funding initiatives for WWF employees
* Modernisation – accessible technology – digitisation
* Role clarity: forces the organisation to look at work schedules and potentially RACI model

Better leaders: more confident, capable

1. Executive Group, HR, ICT, Facilities, Environmental Management, Forum Council (Staff Forum), Programme for Positive Change and Diversity Task Force, People Managers [↑](#footnote-ref-2)