

London Waste and Recycling Board

Brand implementation brief – October 2020

Ref: 2020/21-11

The London Waste and Recycling Board (LWARB) is seeking to procure the services of one or more contractors to support the implementation of our whole-organisation rebrand. The contract will run from mid-November 2020 to mid-June 2021 with a commitment to launch the new brand on 1st March 2021. Subject to LWARB extending the agreement, the contract may run for an additional period of three months from the date of the expiry.

1. Introduction

LWARB is a partnership of the Mayor of London and the London boroughs to improve waste and resource management. The city's economic and environmental future depends on our transitioning to a low-carbon circular economy; at LWARB we work to ensure that London's businesses, local government and communities thrive by helping them make the very best use of resources and materials.

LWARB currently has two work programmes and a number of campaigns and projects within that structure. The programmes are:

- **Circular London** – working with corporates and policy-makers to accelerate London's transition to a low carbon, circular economy. Our ERDF-funded SME support programme, **Advance London**, sits within the Circular London programme area.
- **Resource London** – providing London's boroughs and waste authorities with specialised support to help them reduce waste and increase recycling.

LWARB also runs consumer-facing behaviour change campaigns, including:

- London Recycles – the 'supported by the Mayor of London' recycling campaign for the capital, through which we speak directly to citizens and support boroughs as they communicate directly to their residents about recycling and waste prevention.
- Love Not Landfill – our sustainable fashion campaign, targeted at 16-24-year-old Londoners, designed to help them change their behaviours in terms of how they buy, use and dispose of their clothes.

This brief is however focused on the business- and policy-facing programmes and projects delivered by the programmes mentioned above; consumer campaigns sit outside of the scope of this tender.

2. Background

LWARB has grown fast over the past four years and continues to build its profile and presence both in London and beyond. We have an ambitious [new business plan](#) which places the reduction of London's consumption-based emissions of CO₂e at its core – aiming to reduce them by identifying leverage points that will enable an accelerated and just transition to a circular economy.

This represents a shift in emphasis for the organisation, and means working more systemically with businesses and their supply chains to promote and implement circular business models; focusing on consumer behaviour and ways of changing demand for, and use of, products and materials; and looking for policy levers at a regional and local level which can revolutionise the way we make, use and dispose of 'stuff'.

The new business plan also spells out the need for LWARB to diversify its funding base and become more commercial in some areas of its activity – and this will require a different approach to branding, communicating and promoting our work.

Over the last nine months we have been working with a brand consultancy to evaluate our current brand(s), consult on current and desired state with colleagues and external stakeholders and develop a new brand strategy, name and visual identity for the whole organisation. This has now been approved by our Board and a launch date confirmed for 1st March 2021.

We will be moving from a corporate brand (LWARB) plus three programme brands (Resource London, Circular London and Advance London) to a single brand for the whole organisation. For confidentiality reasons, details of the rebrand will only be made available to the winning bidder.

3. The brief & requirements

Initial creatives – including a logo, colour palette, font and 'look & feel' – have been developed for the new organisation, and we now need support for the implementation stage, bringing the new branding to life across a range of deliverables. This brief is for three areas of work ('lots') relating to the rebrand:

3.1 Brand messaging and creative direction:

This element of the brief includes: the expansion and refinement of a preliminary set of identity guidelines; creation and provision of artwork assets and core templates; co-creation with LWARB of organisational messaging (or a 'brand book'); and creative oversight of all other work associated with the rebrand.

3.2 Website design and build:

A new corporate website is needed for both the 1st March launch and to host migrated content from legacy websites (this migration to be complete by early June 2021). This section of the brief includes:

- co-creation (with LWARB) of site architecture, navigation and content plan;
- design and build of corporate holding site for 1st March 2021 and the full site by early June 2021; and
- technical support to ensure a smooth transition from the current site(s) to the new.

3.3 Marketing materials production:

A core set of communications and marketing materials will be needed to accompany the launch on 1st March, including a partner communications pack; a set of case studies; and an impact report (for April/May 2021).

4. Lot 1: brand messaging and creative direction

Lot 1 is for a brand consultancy to refine the creative work completed so far; provide messaging and creative advice and support to all elements of the rebrand up to the launch on 1st March 2021; expand and finalise the preliminary identity guidelines produced already; create templates for core materials required by staff to implement the brand; and, with the LWARB communications and senior management team, co-create messaging for the whole organisation to use, both to support the rebrand and to tell our story and define our offer moving forwards.

4.1 Creative refinement and identity guidelines:

Please quote for the following activities and outputs:

- Refinement and expansion of the core identity elements already developed, including the visual elements of the logo and a short animation which brings the logo to life
- A core suite of illustrations to be used in the logo and elsewhere in designed materials
- Artworked logos in various formats, for print, screen and digital use
- A set of photographic images (can be sourced from image libraries) to be used on reports, case studies and corporate website for the first year
- Document 'grids' for a variety of marketing materials (to be agreed)

4.2 Messaging support:

Please quote for:

- Co-creation of messaging for a 'brand book' with content including:
 - o Who – and what – are we?
 - o Why are we here? (purpose & vision)
 - o What do we believe in, and how will we achieve our purpose and vision?
 - o Where do we focus our efforts, and why?
 - o What is a circular economy?
 - o What are our core programmes of work, and what are they targeted to achieve?
 - o What services do we offer (whether free or paid for)?
- Co-creation of a simple style guide for written communications, including key terms and how we use them

4.3 Templates & signage:

Please quote for:

- Production of easy-to-use artwork and/or MS Office templates for: business cards; PowerPoint presentations; project reports; meeting agendas and minutes; and a digital letterhead
- Social media graphics for LWARB team to use and adapt for e.g. event announcements, recruitment ads and report publications
- Artwork for reception area and office entrance signage

4.4 Creative oversight:

Please quote for advisory and oversight of all other deliverables as described below (please indicate a time allowance for this).

Total budget for Lot 1 is £10,000 plus VAT.
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5. Lot 2: website

We require an experienced digital agency to design and build a new corporate website. We currently have four corporate or programme websites:

- Corporate site – www.lwarb.gov.uk
- Circular London site – www.circularlondon.org
- Resource London site – www.resourcelondon.org
- Advance London site – www.advancelondon.org

In addition to these we also have an events platform, <https://ceweek.london> – which will need rebranding by early May in order to be able to host CE Week 2021 in early June. We would like to receive quotes for providing advisory and scoping support on this; see section 5.7 below.

5.1 Timeline:

Ultimately we plan to move to just one website, but for **1st March 2021** we aim to have an overarching new corporate website which contains core content from the current LWARB and Circular London websites; a migration plan underway for priority content from the Resource London website; and a prominent link to the Advance London website which will be temporarily maintained as a ‘microsite’ of the main corporate one.

By **early June 2021** we aim to have migrated all necessary content from both Resource London and Circular London websites; and to have taken down both those websites, redirecting all owned URLs to the corporate site. We may also consider migrating the Advance London site by June 2021 if a simple, time- and cost-effective approach is found and agreed with the teams affected; but for the purposes of this brief, the Advance London site will only need minimal rebranding in line with core elements of the new corporate brand.

5.2 Core content & navigation for new corporate site:

While we have not yet defined the structuring and navigation principles for the new site, we know we will need the following content and functionality:

- a ‘hero’ section on the home page, to highlight current campaigns and projects
- the ability to use video in that hero section
- who are we and what we do – split potentially into government, business and citizens
- ‘focus area’ sections to highlight the work being done in our five priority areas of food, textiles, plastics, built environment and electricals
- ‘What is the circular economy? And why does it matter?’ – explainer section
- case studies and insights, including video content
- toolkits page to host downloadable resources and track their use and downloads
- podcast hosting
- news and events (automatically updating across to the home page)
- an events page which hosts links to upcoming internal and external events, and which links directly to our ceweek.london/registration events platform
- social media latest posts on home page
- a pop-up on the home or news page to encourage people to join our mailing list / find out more about upcoming events

We also require some statutory content to be hosted and archived on the new site, including Board membership, agendas, minutes and recordings; procurements; and

recruitments. Standard items for 'about us', 'contact us' and other core elements do not need to feature in top level navigation but should appear at the bottom of all pages.

Please provide suggestions in your response for an ideal content architecture and navigation approach that meets our objectives, and quote for:

- Navigation and content plan development for 1st March overarching site (co-created with LWARB comms team)
- Full content plan (again, co-created) for June 2021
- Provision of a migration plan for existing content from other sites

5.3 Design, build and content management:

Our current content management system (CMS) is WordPress and we would like the new site also to use WordPress (an updated version). Please quote for:

- Web design including an initial 'look & feel' and creation of wireframes for a range of different pages
- Build of new site, including incorporation of copy to be provided by LWARB
- Integration of illustrations provided as an output of Lot 1 (above), plus selection and acquisition of photographic images where required (please put in an allowance)
- Migration of content across from current corporate site, Circular London and Resource London websites (this to include statutorily required information about the Board, existing toolkits, reports and case studies – please put in an allowance)
- Minimal rebranding of the Advance London site using core elements of the new corporate brand (logo, headline fonts and highlight colours)

5.4 User testing and revisions:

As part of the process, we would like the agency to conduct 'light touch' user testing once the first prototype of the new website has been developed and, following this, allow for two rounds of amends. Please quote for:

- Testing with between 10 and 15 users from a business or government background
- Two rounds of amends to navigation, functionality and content based on results of user testing

5.5 Editorial handover & training:

Please quote for:

- CMS handover and training (no more than 2 hours will be needed) for up to 5 members of LWARB staff
- One month's 'trouble-shooting' support for the communications team who will be managing the site from mid-June onwards

5.6 Site maintenance:

Once the website is live, we would like the agency to continue to maintain the site, including regular performance scans, system updates, trouble shooting and provide quarterly performance and analytics reports. Please provide outline costs for a managed service on a tiered basis (these are over and above the budget indicated below).

5.7 CE Week platform redesign:

We are interested to explore whether the CE Week platform can be expanded for use for other LWARB events beyond CE Week; and would also like to link it more effectively with the corporate website. Please provide costs for:

- Reviewing the current platform, its URL and links back to the current corporate and programme sites, its functionality and purpose
- Advising on repositioning, rebranding and redesigning the site; on embedding it more effectively within the (new) corporate website; and on expanding its use beyond CE Week
- Writing a brief for delivery of the redesigned events platform

5.8 Considerations to be addressed in your response:

- The site must be mobile optimized and work on all the main browsers (Edge, Chrome, Firefox, Safari, etc.)
- The search function on the site should be intuitive and provide alternative suggestions should users type words incorrectly or use alternative definitions
- Images, videos and carousels will need to be easy to add to website pages
- Please include suggestions for maximizing search engine optimization
- The website will need to be connected to **Google** Analytics, or a similar, alternative platform. We would like to receive a quarterly analytics report with top line stats as part of the site management service
- The site must meet the accessibility requirements for public bodies - <https://www.gov.uk/guidance/accessibility-requirements-for-public-sector-websites-and-apps>
- The site must be GDPR compliant and meet requirements related to privacy policy and cookies statements
- The LWARB website is currently hosted on dedicated servers run by our website management contractor. We would like you to detail your recommendations for hosting our site(s) in future.

Total budget for Lot 2 is £25,000 plus VAT.
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6. Lot 3: marketing materials

To support our requirement to diversify our funding base and pursue commercial opportunities, we need some marketing materials to promote our work and share with potential funders, partners and clients. Please quote for:

- Design, writing and production of a partner communications pack for one-to-one engagement with key stakeholders about the rebrand
- Design, writing and production of a set of up to 10 case studies to be used online (with print-ready versions available) to showcase high impact projects (initial content to be provided by LWARB)
- Design, writing and production of an organisational impact report (for April/May 2021) – maximum 20pp, to be published online (initial content provided by LWARB)
- 3 x pull-up banner designs and 1 x branded 'wall' artwork to replace current stock
- Events-related templates – invitation, agenda and speaker profile
- Event sponsorship pack – template for presenting sponsorship opportunities (e.g. for CE Week)

Please note that we have recently appointed a PR agency on corporate retainer, and they will be briefed to help specifically with the announcement and launch of the new brand. They will provide messaging input across key materials – in particular the partner communications pack – but not full copywriting on any of the other items listed above.

Total budget for Lot 3 is £10,500 plus VAT.
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7. Contract management

The contract will require the following work elements from the appointed agency or agencies:

- Attend a project inception meeting online to agree contract, working methods, key milestones and deliverables;
- Review and help to finalise the project plan already drafted by the LWARB team;
- Co-create and deliver the outputs described in sections 4-6 above;
- Set up and attend weekly meetings with the LWARB team to review progress and sign off against milestones.

8. Budget & timescales

Budgets for each 'lot' are shown in each section above. For those bidding for all lots, the total budget for all this work is **£45,500 plus VAT**.

An initial timeline shows that time is of the essence. If the 1st March launch date is missed, it will need to be moved back to mid-May due to London Mayoral elections taking place on 6th May.

Steps	Responsible	Deadline
Brief published	LWARB	23 rd Oct 2020
Questions received on the brief	Agencies	9am 4 th Nov
Q&A document published on LWARB website	LWARB	10 th Nov
Responses submitted	Agencies	9am 16th Nov
Responses evaluated and decisions made	LWARB	20 th Nov
Inception meeting(s)	LWARB / agencies	23 rd / 24 th Nov
Identity guidelines and core artwork complete and available for other applications to be developed	Agencies	22 nd Dec
Website look & feel, content plan signed off	LWARB / agencies	22 nd Dec
Website build started	Agencies	4 th Jan
Marketing materials creation started	Agencies	4 th Jan
'Brand book' and style guide complete	LWARB / agencies	29 th Jan
Website 'holding' content complete	LWARB	29 th Jan
Partner comms pack complete	LWARB / agencies	15 th Feb
Staging website up and in testing	Agencies	22 nd Feb
Core 'holding' corporate website live	Agencies	27 th / 28 th Feb
Rebrand launch – PR and social media	LWARB	1st March

Some of the marketing materials may not be necessary from 1st March; the above timeline reflects the essentials required for launch.

9. How to respond to this brief (submission requirements)

Your response should be no more than 4 x A4 sides for each 'lot'. Please confirm when submitting your response which lot(s) you wish to be considered for. Case studies and CVs are in addition to the 4 x A4 sides.

Your response should include:

- Confirmation of your understanding of, and ability to deliver, the brief and contract deliverables;
- Depending on which lot(s) you are applying for, a description of your working methods to deliver the work outlined, showing key tasks and timescales and confirming that you can meet our deadlines;
- Description of delivery team and technical expertise;
- A full breakdown of costs (including any travel or incidental costs that will be charged to LWARB and VAT where appropriate); and
- A minimum of three case studies which evidence your success in completing similar briefs.

6.1 Costings:

Please provide a fixed price for each lot you are bidding for, including a high-level cost breakdown showing how the total budget is allocated across all relevant items detailed above.

6.2 Day rates:

Please also provide maximum day rates against the following roles:

	Senior level (e.g. board or account director)	Mid-level (e.g. project or account manager)	Junior (e.g. account exec)
Cost			

6.3 Submissions:

Please send your response to this brief to info@lwarb.gov.uk

Deadline for receipt of responses is 9am on Monday 16th November. Decisions will be made by the end of that same week and contracts issued by end November 2020.

For questions about the brief please email Isabella Kima, Corporate Communications Manager at Isabella.kima@lwarb.gov.uk. As this is a competitive tender, all questions must be submitted in writing and will be answered in the form of a Q&A document published on the LWARB website

10. Evaluating the responses

Each lot will be separately evaluated as follows:

Evaluation criteria	Weighting
Price based on detailed costings against relevant lot(s)	25%
Working methods and ability to deliver	35%
Case studies	25%
Skills and technical capability of allocated personnel	15%

Responses will be evaluated based on written submissions only.

11. Contracts & legal

The contract will be let by the London Waste and Recycling Board, as the contracting organisation.

11.1 Acceptance of bids

In issuing this invitation to bid, LWARB is not bound to accept the lowest or any bid and reserves the right to accept the whole or any specified part of the bid unless the bidder expressly stipulates otherwise.

LWARB will not enter into discussion with non-selected potential suppliers or justify its decision. Potential suppliers deemed to have accepted these conditions by the act of submitting their quote. The selected preferred supplier cannot assume they have been granted the contract until a formal contract is signed.

11.2 Period for which bids shall remain valid

Unless otherwise stipulated by the bidder, bids shall remain valid for 60 days from the closing date for receipt of submissions.