

Reviewing and updating our brands

Invitation to tender ref. 2019-20-13

This invitation to tender is issued by the London Waste and Recycling Board (LWARB) and is seeking bids to help us review our brand strategy and architecture, update and (potentially) restructure our brand portfolio and create a brand strategy and proposition which will help us deliver the next phase of our development.

1. Background

Who are we?

London Waste and Recycling Board (LWARB) is a partnership of the Mayor of London and London's councils, in the form of a statutory board which is chaired by the Mayor of London or their representative. LWARB works with London's waste authorities and businesses to promote and encourage the production of less waste; increase the proportion that is re-used or recycled; and drive methods of collection, treatment and disposal of waste that are more beneficial to the environment.

More information about LWARB can be found [here](#).

Since its inception in 2008, LWARB has grown and evolved from a small public sector body which invested in infrastructure (such as plastic recycling and food waste processing plants) and supported local authority recycling efforts through funding and provision of support, into a larger circular economy change-maker. We now work with government, businesses and citizens to mobilise, inspire and enable change across the capital to achieve the Mayor's ambition as set out in the London Environment Strategy for the capital to become a zero-waste city by 2050 and a world-leading low carbon circular city.

Our mission:

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.

This mission will need to be revisited as part of the next phase of our development, to express the clear link from our work to climate change mitigation and reflect our new business plan objectives.

Our programmes, brands & campaigns:

LWARB has two programmes – Circular London and Resource London – as well as an ERDF-funded project called Advance London, which currently carries its own logo/branding:

- **Circular London** is designed to accelerate London's transition to a low-carbon circular city by providing circular economy business model consultancy to corporates; by offering business support and access to finance for SMEs and start-ups through

our accelerator and the Advance London programme; and by investing in funds which target circular economy businesses.

- **Resource London** is a local authority support programme (currently run as a partnership with WRAP). It works with London's waste authorities to help reduce consumption-based emissions through the adoption of circular economy actions designed to reduce the amount of waste London produces and to recycle more of what remains. The team develops business cases for service change, generates city-wide insights into key issues relating to waste and recycling, and provides operational and behaviour change support to boroughs. The delivery of LWARB's award-winning consumer campaigns also sits within this area.
- Our consumer campaigns are: **London Recycles**, the capital's householder recycling campaign run on behalf of the Mayor and for the benefit of London's councils; **Small Change, Big Difference**, the citizen campaign for the EU Life-funded TRiFOCAL project on sustainable food behaviours; and **#LoveNotLandfill**, our sustainable fashion campaign designed to encourage 16-24 year old Londoners never to throw clothes in the bin and to shop second-hand.

Programme and campaign logos are at Appendix A for information, along with a short summary of what each programme is about, its objectives, key stakeholders, principal activities and current sources of funding.

2. Objectives

Our objectives for this piece of work are to:

- Simplify and clarify our current naming and brand architecture so that all stakeholders are clear of who, why and what we are;
- Ensure that all our activity is understood by stakeholders as being delivered by one organisation with a single vision and mission;
- Create a compelling brand positioning and high-level messaging for all our stakeholder activity, covering both our commercial and our statutory work, post-March 2020;
- Be able to articulate clearly through key channels what our offer, strengths and points of difference are; and
- Produce a refreshed logo, brand architecture and corporate brand guidelines for the organisation that will see us through to 2025 (and beyond).

3. The brief

LWARB is preparing a new strategy and business plan for 2020-25 which will be a step change for the organisation. A renewed focus on delivering interventions which genuinely contribute to the mitigation of climate change means that we are now targeting those sectors and behaviours with the highest impact on London's consumption-based emissions (so-called Scope 3 emissions). An outline of our new strategy and plan is in Appendix B.

The new business plan is also looking to commercialise aspects of LWARB's work in order to make the organisation sustainable beyond 2025. As EU funding streams dry up and government resources are increasingly stretched, it is vital that LWARB is – both financially and reputationally – capable of delivering the commercial targets and objectives that will be laid out in the business plan. More detail on these will be available to the successful bidder.

LWARB's various programme identities, logos and campaigns have developed organically over the past five years and we believe that the brand architecture is no longer fit for purpose, given the step change that LWARB has to deliver over the coming five years. This brief is to:

- help us review our current brand perception, programme brands and logos;
- stress-test them against the objectives and targets in our draft business plan;
- assess current stakeholder perceptions to feed into brand development;
- recommend an optimal brand architecture for the coming five years; and
- develop our brand(s) creatively to help us attract partnerships and position ourselves competitively in a commercial consultancy marketplace.

Deliverables:

Final outputs from the work will be:

- Analysis and review of current branding situation, highlighting challenges, gaps, strengths and opportunities for the organisation (**phase 1**). This should ideally include some stakeholder consultation or research to feed into the brand strategy;
- Brand strategy articulated in a slide deck, for use with the Board, employees and other key stakeholders (**phase 2**);
- As part of that strategy, updated brand architecture with stakeholder analysis showing how LWARB relates through its brand(s) to each audience (**phase 2**);
- Refreshed logo(s) in a range of formats (**phase 3**); and
- Simple high-level brand guidelines (outline strategy, architecture and logo only) for use by employees and agencies (**phase 3**).

Exclusions:

The consumer campaigns are not covered by this tender as they operate separately and have their own budget lines. While the fact that LWARB operates them adds value to our B2B positioning, the campaigns themselves will continue to speak directly to specific audiences on single topics, using the brands built for that purpose.

No detailed creative work is required on channels such as the website, marketing materials, etc. – this brief is focused on brand architecture, strategy and messaging, with creative requirements limited to brand proposition and potential logo development only. A fuller communications refresh will be subject to a further ITT once the work outlined in this brief is complete.

4. Your proposal

Please respond to this invitation to tender with a proposal that outlines:

- An outline methodology for tackling our requirements, including a brief summary of the key brand challenges that you believe LWARB faces as it moves into the next phase of its development;
- Your proposed approach to analysing our current situation, challenges, stakeholders and their needs, and an assessment of how the right brand architecture and strategy could solve those challenges and meet those needs;
- An indication of what inputs you will need from the LWARB team;

- At least three examples of previous brand work that you have delivered for similar organisations or ones planning for similar types of change;
- A timeline and budget for delivering the work (which must be complete by mid-February 2020); and
- Details of the key personnel (short CV only) who will be working on this project.

Proposals should not be more than 8 pages in length (including CVs of key personnel). Case studies of previous work may be additional to the 8 pages.

Submissions:

Proposals should be submitted by Thursday 21st November to info@lwarb.gov.uk

For questions about the brief please email Ali Moore at ali.moore@lwarb.gov.uk. Responses to questions will be circulated to all companies invited to quote.

5. Budget

An upper limit of £30,000 (excluding VAT) has been specified for this work. Costs should include all deliverables outlined in section 3 above.

Please provide a fixed cost for the whole project, breaking it down against key milestones or deliverables. Please also provide day rates for key personnel using the following table (this is for comparative purposes):

	Senior lead e.g. Board level / partner	Project direction e.g. account / creative director	Day-to-day lead contact e.g. project / account manager	Delivery support e.g. project / account exec
Day rate				

Quotes should be submitted in British pounds (£) and should include any reimbursable transportation expense and VAT.

6. Evaluation

The process we use to select contractors is a competitive one. Your response will be evaluated by us against the following criteria:

Evaluation criteria	Weighting
Price*	15%
Understanding of the project objectives and requirements	15%
Methodology that will deliver against objectives	25%

Examples of previous work – relevance, creativity, strategic understanding of client objectives	25%
Experience of allocated personnel, their skills and technical capability	20%

*The cost element of the evaluation will be calculated as the fixed cost for producing the outputs outlined in this ITT, plus ten days unweighted average day rates of those personnel specified in your cost proposal.

Responses will be evaluated based on written submissions; but follow-up questions may be asked, and clarifications sought, either by email, in phone or in person. LWARB must be satisfied that each potential contractor has the appropriate capabilities and resources available to undertake the work to our requirements and provide the necessary services.

7. Timescales

Invitation to tender issued	Monday 4 th November
Deadline for questions to LWARB	Wednesday 13 th November
LWARB to respond to all questions	Monday 18 th November
Deadline for submissions to LWARB	Thursday 21 st November
Award of contract	Friday 22 nd November
Inception meeting (please keep available)	Monday 25 th November
Phase 1 complete (see deliverables above)	Thursday 19 th December
Phase 2 complete (“ “)	Thursday 23 rd January
Phase 3 complete (“ “)	Tuesday 11 th February

8. Acceptance of quotes

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

LWARB will not enter into discussion with non-selected potential suppliers or justify its decision. Potential suppliers are 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.

Period for which quotes shall remain valid:

Unless otherwise stipulated by the bidder, quotes shall remain valid for 60 days from the closing date.



LWARB



CURRENT BRAND ARCHITECTURE



Programme 'brands'

These have evolved organically over the past three years as the organisation has grown and expanded its programme offer. We now have two programmes – Resource London and Circular London – with LWARB being the corporate (or holding) brand which constitutes the statutory Board. LWARB is a name enshrined in statute.



**SMALL CHANGE
BIG DIFFERENCE**

**LOVE
~~NOT~~
~~LANDFILL~~**

Consumer campaigns

We have three main citizen-facing campaigns: our flagship recycling campaign, London Recycles, operated on behalf of the Mayor to help all London's boroughs to increase household recycling by London's residents; Small Change, Big Difference – the householder campaign of the TRIFOCAAL sustainable food project aiming to turbo-charge healthy sustainable eating, food waste prevention and food waste recycling amongst Londoners; and our sustainable fashion campaign #LoveNotLandfill, targeted at 16-24 year olds to tackle fast fashion behaviours, promote second-hand shopping and increase re-use/recycling of clothes.



Objectives	Reduce consumption-based emissions through the adoption of circular economy actions designed to reduce the amount of waste London produces and to recycle more of what remains.
Primary stakeholders	London waste authorities (33 boroughs & WDAs); London Councils; Mayor of London; WRAP, central government (primarily Defra); and citizens (through our behaviour change activities)
Audience / potential customers	<ul style="list-style-type: none">• Waste and recycling teams in London boroughs, from CEO through Environment Director to recycling officers on the ground• Communications teams in councils• National and international cities and regions keen to learn from London• Housing developers and housing providers• Resource management industry• City BIDs and town centre partnerships
Funding	LWARB funds c.65%; WRAP funds remaining c.35%.
Activity	Research, knowledge hub, behaviour change expert, capacity builder, critical friend and advisor.



Circular London

Objectives	Support London in achieving its ambition to be a leading low carbon circular city by creating the conditions required to allow a circular economy to flourish in the capital.
Primary stakeholders	GLA, London boroughs, central government, small-medium sized businesses, corporates, funders, fund managers
Audience / potential customers	Corporates, funders, fund managers, other cities and jurisdictions and potential partners
Funding	LWARB funds and third party revenue – currently much of which comes from the EU – and future funding depends on the success of the commercialisation approach and fundraising strategy in our new business plan.
Activity	Advice and business consultancy; commercial propositions development and promotion (eg accreditation services); accelerating and incubating small businesses and start-ups; convening (e.g. Circular Economy Week); research and policy development.





Advance London

Objectives	<p>Vision: 'Make Circular Economy Everyone's Business':</p> <ul style="list-style-type: none"> • Build a vibrant community of circular businesses • Help small businesses maximise opportunities arising out of circular economy
Primary stakeholders	<ul style="list-style-type: none"> • Businesses – SMEs primarily and corporates secondarily • GLA, Business Improvement Districts, business associations, investors, research partners
Audience / potential customers	<ul style="list-style-type: none"> • SMEs • Corporates
Funding	<ul style="list-style-type: none"> • LWARB 50%; ERDF 50% • A small but growing contribution from SMEs asking for additional commercial advisory support
Activity	<p>Provision of advisory services to businesses across London. Our support helps businesses develop, pilot and launch well-designed and innovative circular initiatives. Detailed overview of services provided can be found here: https://www.advancelondon.org/our-services/</p>



LWARB



DRAFT BUSINESS PLAN
2020 - 2025
WAYNE HUBBARD
CHIEF EXECUTIVE OFFICER
OCTOBER 2019





CONTEXT AND BACKGROUND

LWARB has three objectives, prescribed by the GLA Act:

- To promote and encourage, so far as relating to Greater London:
 - the production of less waste;
 - an increase in the proportion of waste that is re-used or recycled and;
 - the use of methods of collection, treatment and disposal of waste which are more beneficial to the environment.

10 year achievements

- Development of significant additional waste infrastructure 2 x AD, plastic reprocessing, MRF;
- History of transformational flats recycling support;
- Since it was established in 2015 RL has provided some level of support to all London borough and JWDAs;
- LWARB has committed £6.1 million to RL between 2017-20, including £1 million to deliver the flats initiative and £2.4 million to deliver London Recycles. Brought in match of over £2.2 million from WRAP and Europe to support projects and borough support – as a result London is bucking the national trend with recycling rates. Resource London has helped London boroughs improve or maintain recycling rates in excess of the national average rate;
- Award winning behaviour change programmes that achieve impact;
- Significant support provided to London circular businesses – London probably leads the world in this area with manifold social, economic and environmental direct benefits to London.

What the Board have agreed so far...

- a continued focus on supporting boroughs and promoting circular economy;
- a restructure and that LWARB should recruit a commercial manager and fundraiser;
- KPIs should be around recycling and waste reduction;
- LWARB should aim to be a sustainable organisation;
- LWARB should establish a commercial entity and develop commercial propositions.

What has informed the draft business plan?

- In developing the draft business plan, we have taken into account the Mayor of London's London Environment Strategy and in particular the objectives to :
 - 'significantly reduce waste';
 - 'maximise recycling rates'; and for
 - 'London to be a global leader in the transition to a low carbon circular economy.'
- We have also had extensive consultation discussions with London Councils, elected members, borough officer groups (in particular LEDNET and its sub-groups), and have worked closely with the GLA respecting the statutory role of the London Environment Strategy.
- We will continue to work closely, and in particular, work together to make best use of the total GLA, borough and LWARB resource pool available – so that we amplify good work that already exists and fill gaps between us where they are identified.

Consultation – feedback from boroughs and waste authorities and GLA

- Recognition of LWARB as a knowledge bank and of its key competencies;
- Overwhelming recognition of the climate emergency and the need to act;
- Continued borough support including support to drive up recycling; reduce contamination and focus on waste minimisation;
- Upskilling boroughs and the wider sector;
- Appropriate circular economy 'infrastructure' including new business models;
- Delivering sustained behavioural change;
- Future sustainability of LWARB – new business models which benefit boroughs and London;
- More input from London borough officers in governance structure

Considerations for the development of the future Business Plan:

- Reducing consumption-based emissions by addressing sectors which contribute to emissions
- Accelerating circular economy implementation by enabling circular economy based business models, design future circular economy infrastructure and building circular economy capacity
- Taking a more commercial approach and investing in and expanding services to boroughs, SMEs and major corporates
- Playing an important role in advocating for circular economy and promoting London nationally and internationally

With the objective of making London the world's leading low carbon circular city and delivering the London Plan and London Environment Strategy



WHY LWARB?

- LWARB can deliver London-wide and local projects and programmes that help to amplify good practice and knowledge and fill service delivery gaps.
- LWARB's scope covers all of London and all solid waste streams. It is the only waste and resources body in London that is a partnership of the Mayor of London and the boroughs.
- Because of this unique combination of scope and membership, LWARB is a trusted partner of London waste authorities, the Mayor of London and national government. It also has recognition in the commercial sector and in municipalities in the UK and globally.

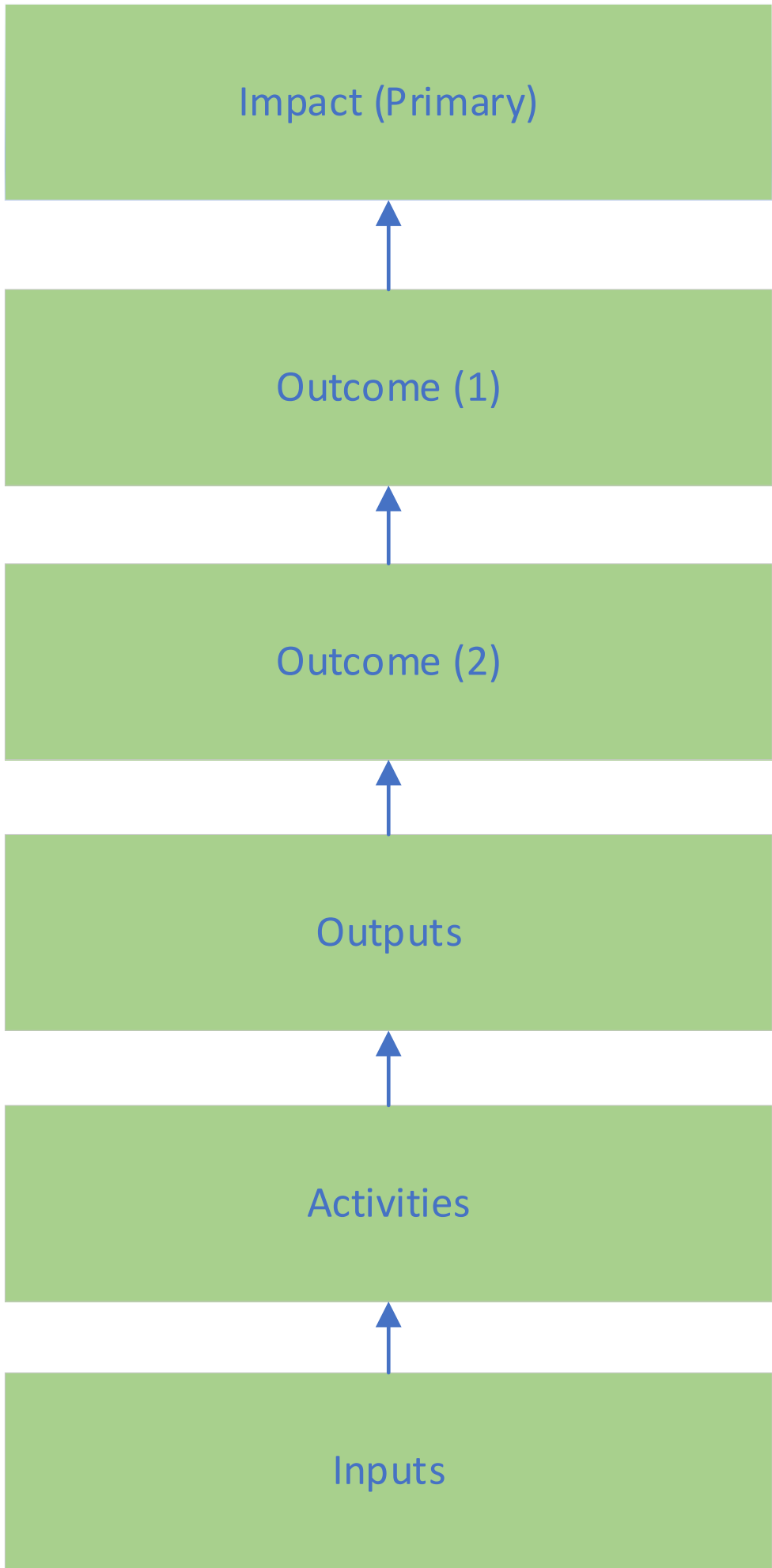
LWARB's programme is designed to support a systemic approach to scaling up the circular economy in London through:

- our unique position as a partner to the GLA and London boroughs;
- an adviser of businesses (and our promotion role for small business);
- our participation in funds whose objective is to finance the rapid scaling up of circular businesses;
- our knowledge of London citizens and our ability to influence positively their behaviour.



THEORY OF CHANGE

Theory of Change



THE FUTURE OF URBAN CONSUMPTION IN A 1.5°C WORLD
C40 CITIES
HEADLINE REPORT

UNIVERSITY OF LEEDS | ARUP

Climate change: Big lifestyle changes 'needed to cut emissions'

Roger Harrabin
BBC environment analyst

4 hours ago | [Science & Environment](#)

People must use less transport, eat less red meat and buy fewer clothes if the UK is to virtually halt greenhouse gas emissions by 2050, the government's chief environment scientist has warned.

Prof Sir Ian Boyd said the public had little idea of the scale of the challenge from the so-called **Net Zero emissions target**.

However, he said technology would help.

The conundrum facing the UK - and elsewhere - was how we shift ourselves away from consuming, he added.

In an interview with BBC News, Sir Ian warned that persuasive political leadership was needed to carry the public through the challenge.

Asked whether Boris Johnson would deliver that leadership, he declined to comment.

Mr Johnson has already been accused by environmentalists of talking up electric cars whilst reputedly planning a cut in driving taxes that would increase emissions and undermine the electric car market.

- [UK commits to 'net zero' emissions by 2050](#)
- [Government 'like Dad's Army' on climate change](#)
- [Climate change: Where we are in seven charts](#)

Household emissions in 1990, 2017 and 2050



VISION

LWARB's business plan for 2020 – 2025 will aim to put the reduction of London's consumption-based emissions of CO₂ at its core by developing a theory of change that will identify the leverage points that will enable an accelerated and just transition to a circular economy.

A focus on reduction and recycling will reduce or eliminate the need for primary extraction.



FOCUS AREAS

	Consumption -based emissions (tonnes 000)	Consumption -based emissions %	Tonnage (000)	Tonnage % (excluding CDEW in brackets)
Built Environment	12,100	11	9,700	59
Food	14,300	13	1,935	12 (29)
Plastics	tbc	tbc	617	4 (9)
Textiles	4,400	4	234	1 (3)
Electrical items	3,300	3	245	1 (4)
Total	34,100	31	12,732	77 (45)



DELIVERY PROGRAMMES

Resource London

The programme will work with London's waste authorities to help reduce consumption-based emissions through the promotion and adoption of circular economy principles. Activity will be targeted on waste minimisation and improving the capture and quality of recycling. Across these activities, the programme will deliver:

- Research, innovation and demonstration (London Lab): these will be projects that develop expertise and provide innovation to waste authorities, including: flats recycling, quality of material, hard to reach audience groups, and demonstration of circular economy solutions;
- Behaviour change: continued delivery of London Recycles, Love Not Landfill, and activity on sustainable food behaviours;
- Capacity building and upskilling: Boroughs have asked for support to help them embrace circular economy business models. Support will be provided to help boroughs realise the circular economy opportunities and develop sector skills. Support will be developed to help boroughs, their residents and businesses to connect with circular business and circular business solutions;
- Advice and support: Support for all authorities on service change and service improvement. Some of this will be delivered through cost recovery services. This will be on a not-for-profit basis, with charges raised to cover cost only. (Exemptions from charges will include RRP development and flats food recycling services.)

Resource London

Through Resource London LWARB support will be provided through a combination of:

- free support (which may include elements of grant funding) where there are London wide implications from research or delivery development;
- at cost, paid for support where waste authorities want help to deliver localised improvements;
- cost plus support to cities and regions outside London and to businesses.

Circular London

The programme aims to accelerate the development of a circular economy in London by promoting circular economy business models to SMEs and corporates, increasing the circularity of London boroughs, and developing and increasing knowledge in this area through research and data.

The programmes focus will be:

- Circular London Accelerator: We are looking to run a second accelerator in 2020-21 with a focus on fashion, food and build environment. We expect to continue our delivery partnership with the Carbon Trust and they are helping us to access external funding;
- Circular economy week: Following a hugely successful week in 2019, we will be looking to expand CE week to incorporate more cities and activities. We will be looking for sponsors and partners for future weeks to build the circular economy community in London and the UK;
- Capacity building: Following consultation with boroughs, we have decided to establish a new Circular Economy Training Academy. The Academy will provide low cost, professional training to borough officers and we will look to extend this commercially to other municipalities and to businesses. It will be delivered in the first instance through a training partner. We will invest our funds in designing the programme, developing the content and getting the programme up and running;

Circular London

- Research: In order to continue to operate the most effective and cutting edge programmes and build our credibility, we need to conduct world leading research.
- Commercialisation: A commercial manager will be recruited to design our commercial programme based on market research and consideration of our unique competencies and assets.;
- Investment in Knowledge: Given our role as the catalyst for action, it will be important that we are able to create, manage and share knowledge as effectively as possible.
- Focus Area projects: Following further analysis, a range of actions will be developed in each of the focus areas covering the built environment, food, textiles, plastics and electronics and electrical equipment. Working with business, the GLA and waste authorities, we will look to develop and deliver a range of activities that provide the biggest emissions and tonnage reductions or recycling for the available spend.
- Corporate engagement: We will undertake a more focussed approach to corporate engagement. A small budget will facilitate our relationship building and serve as a basis for business development of our commercial propositions;
- Advance London: We will continue to support SMEs that are circular and those that wish to transition to a circular business model.



COMMERCIALISATION

Commercialisation

LWARB will need to become more commercial in order to be a financially sustainable organisation. Acting commercially allows LWARB to provide services to businesses and organisations outside London – helping to accelerate the development of the circular economy more widely.

Commercial work cannot interfere with the delivery of the programmes and LWARB's statutory objectives.

A full-time commercial manager will be recruited next year following work by an interim, who will help LWARB to develop a number of business opportunities some of which have already been identified, and establish the commercial vehicle, LWARB Circular Solutions

The commercial activities that have been identified include:

- consultancy services;
- accreditation services;
- a training academy;
- a circular economy products and services directory for residents and businesses; and
- a shared workspace.