



## **Specification for consultancy services**

Reference: 2017/18 : 8 – ECAP business model technical support

### **Invitation to tender**

#### **1. Overview**

This invitation to tender is issued by the London Waste and Recycling Board (LWARB) ('the Customer') for the provision of consultancy services ('the Service Provider') to provide technical assistance in the piloting of leasing or incentivised return business models with textiles brands or retailers.

This brief sets out the requirements of LWARB ("the client") to be provided by the consultant ("the bidder"), in the form of a design scope, including assessing services to be offered, identifying resources required and establishing objectives and measurement tools.

#### **2. Background to London Waste and Recycling Board (LWARB)**

The London Waste and Recycling Board is a statutory Board established by the GLA Act 2007 to provide a strategic approach to waste management in London. The Board is chaired by a representative of the Mayor of London. As well as the Chair, the membership comprises four councillors and two independents nominated by London Councils and one independent appointed by the Mayor of London. In addition, LWARB has a team of officers who oversee the day to day activities of the Board.

The LWARB business plan 2017 – 2020 has three areas of focus:

- **Resource London** – London waste authority support delivered through LWARB's partnership with WRAP to help reduce the city's waste footprint and reinvigorate recycling to get back on track towards the Mayor's ambition for London to achieve 65% municipal waste recycling by 2030. The programme aims to do this by maximising the impact of the support provided to achieve greater harmonisation and consistency by focusing on: minimising the amount of waste produced and maximising re-use; increasing and improving the capture of unavoidable food waste; improving the yield and quality of dry recycling; and restricting residual waste.
- **Advance London** – Comprising i) Investment – provision of funding, on a commercial basis, to enable the development of businesses that use or are looking to use circular economy business models; and ii) Circular economy business support – provision of a programme, co-funded by the ERDF, aimed at providing meaningful advice to businesses to develop or scale up circular economy business models.
- **Circular London** – A programme of initiatives designed to accelerate the development of the circular economy in London and work to deliver the actions of LWARB's Circular Economy Route Map. This programme includes the development of a London based Collaboration Hub, designed to co-ordinate, promote and stimulate innovation and learning amongst circular economy businesses within the capital.



### **3. Background to LWARB's circular economy programme**

LWARB is developing a suite of programmes aimed at catalysing and co-ordinating circular economy activity across London, using a blend of policy, demonstration projects and investment to drive private sector collaboration.

One of the focus areas identified in LWARB's circular economy route map for London is textiles. A circular economy approach to textiles in London would ensure that clothes and other textiles are used to their greatest potential throughout their lifecycle. This would lead to more items being repaired, shared, collected and recycled. The latest estimates for the net benefits from circular economy opportunities for textiles in London are that they could add over £1bn annually by 2036.<sup>1</sup>

London is a leader in the global textiles market, from high street brands and retailers right through to high end fashion houses. In 2013, London's consumer clothing market was ranked third in the world after New York and Tokyo and by 2030 is forecast to be the largest, with a predicted value of £29.5 billion.<sup>2</sup>

The UK currently spends around £52.7 billion a year on clothing<sup>3</sup> and, whilst some items are more durable, so-called "fast" fashion creates an environment in which clothes are bought and discarded very quickly – or hoarded and left unworn at the back of the wardrobe.

In 2012, 30% of unwanted clothing went to landfill or incineration every year in the UK.<sup>4</sup> That corresponds to around 350,000 tonnes of clothing, with a value of approximately £140 million every year if they were to be recycled or re-used. In 2016 this had reduced to 300,000 tonnes.<sup>5</sup>

### **4. Background to the European Clothing Action Plan project**

The European Clothing Action Plan (ECAP) is a €3.6 million EU LIFE funded project that aims to reduce large amounts of clothing waste across Europe and embed a circular economy approach. The project was launched in September 2015 and runs for 3 ½ years, ending in March 2019.

ECAP is led by WRAP with the other delivery organisations being MADE-BY, Rijkswaterstaat (part of the Dutch ministry of Infrastructure and the Environment), the Danish Fashion Institute (DAFI) and LWARB.

ECAP has eight key action plan areas, those being design for longevity, developing and implementing sustainable fibre action plans for EU brands and retailers, action plans to cut the environmental impact of clothing supply chains, public procurement actions, consumer behaviour change campaigns and specific campaigns targeted at young people, fibre to fibre recovery actions and increasing clothing recovery rates. For more information, visit the project website, link below.

<http://www.ecap.eu.com/>

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<sup>1</sup> LWARB: Towards a circular economy (2015)

<sup>2</sup> Oxford Economics: Future trends and market opportunities in the world's largest 750 cities - How the global urban landscape will look in 2030 (2014).

<sup>3</sup> Data for 2014, from 'Consumer Trends', ONS, December 2015.

<sup>4</sup> WRAP: <http://www.wrap.org.uk/content/fast-facts-textiles>.

<sup>5</sup> WRAP: Valuing our clothes – the cost of fashion (2017)



LWARBs specific focus in the ECAP project is consumer behaviour change with young people. Resource London have employed a Communications and Campaign Officer to lead on this area. The actions in this area will include campaigns to increase clothing collections as well as support to use clothes for longer, for example repair and upcycling workshops.

Additionally, in the young consumer work package, LWARB has the opportunity to support a brand or retailer to develop and pilot a circular economy business model in London for clothing. This could be either a leasing or an incentivised return model that showcases the opportunity for young people to access clothing in a new, innovative way in the capital.

In their 2016 'How we shop now' report Westfield states that 'The UK offers a potential market for clothes rental worth £923m and there is space for growth in the number of retailers offering this service. More than 25% of Londoners would like to rent clothes, creating an untapped market of £390m in the capital.'

Also, WRAPs latest update on progress of their Sustainable Clothing Action Plan work includes a section on resource efficient business models, stating that 'New business models that deliver a more circular way of production and consumption, or move towards purchasing services rather than goods, are gaining wider acceptance.'<sup>6</sup>

There are a number of rental and incentivised return models working in the clothing space already, although few in the UK – some links below:

<https://letote.com/>

<https://closet.gwynniebee.com/>

<https://www.themscollection.com/>

<http://www.mudjeans.eu/>

[https://www.renttherunway.com/shop/rent\\_my\\_style\\_hp\\_landing](https://www.renttherunway.com/shop/rent_my_style_hp_landing)

<http://www.alexandrawoodbespoke.co.uk/>

## **5. The specified requirement**

There is flexibility to work with either one large clothing company or two smaller clothing companies to develop and pilot a rental or incentivised return business model. The successful contractor will need to identify the companies to run pilot/s with. It is likely that opportunities with a small pipeline of companies will need to be explored before settling on the one or two companies to work with to pilot level.

There are two milestones included in the project application form to be achieved:

- International company confirmed to trial business model pilot by November 2017
- Launch of leasing model pilot with successful coverage by February 2018

Each identified company will need to pass through a number of stage gates to ensure they are in the right place organisationally to have the best chance of success of completing a pilot. These stage gates have been put together from experience to date of the development of new business model pilots. If at any stage the business does not meet the agreed criteria,

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<sup>6</sup> WRAP: Valuing our clothes, More tailored solutions: meeting SCAP targets by 2020 (2017)



the contractor together with LWARB, will need to negotiate with them on their continued involvement in the project.

A break point will be included in the contract, in the case that the successful contractor is not able to identify company/companies to work with to pilot level.

The stage gates are anticipated to be as follows:

- Stage 0 – Developing leads
- Stage 1 - Collaboration agreement;
- Stage 2 - Innovation stage;
- Stage 3 - Feasibility assessment;
- Stage 4 - Business plan development;
- Stage 5 - Pilot business plan;
- Stage 6 - Scale up of successful pilot/s;
- Stage 7 – Evaluation; and
- Stage 8 – Learning and dissemination materials

More detail on the stage gate process can be found at Appendix 1.

This project requires a strong change management approach. Bidders should outline in their tenders examples of developing and implementing a change management process in a client organisation – where a positive impact has been achieved to an existing business model that has required buy-in from multiple internal stakeholders. Experience and links to the textiles sector would be welcomed.

LWARB's scope is focused exclusively on resource efficiency and will only fund activity that has the potential to deliver significant resource savings including buy back for re-sale, providing products as services, asset management and longer product life.

WRAP can provide an evaluation methodology which was developed for the effectiveness of business model/s as part of their REBus project. The methodology sets out information requirements from different types of business model and how this information will be used.<sup>7</sup>

The successful contractor will also need to provide information to the wider evaluation of ECAP through provision of pilot data and by being interviewed.

## **6. The project deliverables are:**

The project deliverables are set out for the whole project and by stage gate in Appendix 1.

## **7. Timetable for procurement**

The timetable below gives an indicative timeline for this project. Bidders are advised that, with the exception of the tender submission date, this timetable is not binding and may be changed if necessary.

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<sup>7</sup> <http://www.rebus.eu.com/>



Bidders are asked to note the timescale for delivery and in their tender submission they should set out how they propose to complete the work within this timescale and identify key dates where they would expect input from LWARB.

<b>Milestone</b>	<b>Date</b>
Invitation to Tender issued	23/08/17
Deadline for clarification questions	31/08/17
Clarification question responses returned by	01/09/17
Tender return deadline	13/09/17 (5pm)
Award of contract	20/09/17
Inception Meeting	w/c 25/09/17
International company confirmed to trial business model pilot	November 2017
Launch of leasing model pilot with successful coverage	February 2018
Submission of monthly pilot data	Monthly from launch date
Final Report and data submission	December 2018

## **8. Interface/ Contract management**

The main point of liaison between the Service Provider and LWARB will be Clare Ollerenshaw, Circular Economy Manager.

[clare.ollerenshaw@lwarb.gov.uk](mailto:clare.ollerenshaw@lwarb.gov.uk) / T: 020 7960 3686

## **9. Quality of Service**

The Service Provider shall provide the services in a competent, timely manner in accordance with recognised industry quality standards. The Service Provider shall ensure an adequate supply of suitably qualified and competent personnel are available to fulfil the requirements of the Contract.

## **10. Delivery Personnel**

LWARB requires Bidders to nominate key personnel with appropriate skills to perform the service for the duration of the contract.

Bidders shall provide a CV for all key personnel as part of their submission. The CV shall demonstrate the individual's experience, competence and capability and their role in the project and should be no more than 1 side.



The Service Provider shall ensure any changes to the key personnel be undertaken with minimal negative impact to the service and at no additional cost to LWARB.

LWARB may at, its discretion, request that the Service Provider remove and replace any Key Personnel from the service that LWARB considers in any respect unsatisfactory in the delivery and performance of the contract. LWARB shall not be liable for the cost of replacing any Key Personnel.

Bidders may include other specialists (“Sub-contractors”) in their Delivery Teams. However, the Service Provider will remain entirely responsible for the performance of the service. Such Sub-contractors must act in accordance with the terms and conditions of the contract entered into between LWARB and the Service Provider.

## 11. Submissions

Bidders are requested to submit:

- Details of their suitability to fulfil the contract, how the contract is to be managed and their approach to delivering the required specification within the timeline indicated above. **Maximum 6 sides of A4** (excluding project experience, examples and CVs which can be included as an Appendix).
- Bidders should outline in their tenders three examples of developing and implementing a change management process in a client organisation – where a positive impact has been achieved to an existing business model that has required buy-in from multiple internal stakeholders. Please keep examples to a maximum of one side each.
- Details of the personnel comprising the Delivery Team, including CVs (should be no more than one side) and a description of their role in delivering the contract.
- A Pricing Schedule giving day rates and anticipated number of days for nominated personnel and showing the anticipated total amount for the project. All costs quoted are to **include VAT and expenses**.

Bids must be submitted by email to [info@lwarb.gov.uk](mailto:info@lwarb.gov.uk) by 5pm on Wednesday 13 September 2017 with the reference “LWARB tender: 2017/18 – 8”

## 12. Contract

The contract will be let by the London Waste & Recycling Board.

The following special terms shall apply:

### Travel and Expenses

All fees shall be inclusive of any travel and subsistence incurred to locations in Greater London.

Where additional expenses\* are incurred, the following rates will apply:



Hotel accommodation	Value for money must be sought at all times. Officers and Board Members should endeavour to keep costs below £200 per night in Greater London and £175 per night elsewhere. Extras such as newspapers, minibar costs and entertainments will not be reimbursed.
<b>TRAVEL</b>	
Public Transport (Train, tube, tram, bus, light rail)	Actual cost. NB you cannot claim travel from home to your normal place of work or vice versa. Rail travel will be standard class.
Taxis	Only to be used in exceptional circumstances. Actual cost.
Mileage	Private cars may only be used where reasonable public transport is not available and you have a valid business insurance cover. HMRC approved rates are applied.

*\*additional expenses to be agreed with LWARB prior to being incurred.*

## 12. Evaluation

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

<b>Evaluation criteria</b>	<b>Weighting</b>
Total price as detailed in the Pricing Schedule provided. <sup>8</sup>	25%
Quality and technical excellence of proposal, including evidence of implementation of similar programmes	30%
Methodology – the proposed approach and timeline to deliver the project requirements	15%
Authority of allocated personnel, their skills and technical capability including any experience and links to the textiles sector	30%

<b>Scoring</b>	
Outstanding - cannot be faulted	100
Excellent	90
Very good	80
Good	70
Above average	60
Average	50
Below average	40
Poor	30
Very poor	15

<sup>8</sup> This will be assessed by deviation from the lowest compliant tender



### **13. 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 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.

### **14. Period for which bids shall remain valid**

Unless otherwise stipulated by the bidder, bids shall remain valid for 30 days from the closing date for receipt of tenders.



## **Appendix 1**

### **Project management deliverables**

- Attend the project inception meeting to agree the methodology and confirm the deliverables. Produce minutes setting out the key outcomes, conclusions and action points from the inception meeting within 5 working days.
- Regular updates fortnightly by e-mail and phone calls as required.
- Clear notes from all meetings, calls and discussions with business model project “clients”, including outcomes, decisions, actions and clear next steps for the project.
- A detailed and summary evaluation of the business models adopted relative to the conventional approach, quantifying the commercial and financial case (including the client perspective as well as the supplier perspective) and the resource savings. Also to include a lessons learned section.
- Close out meeting at the end of the project. Produce minutes setting out the key learnings and conclusions from the close out meeting within 5 working days.
- The successful contractors will use a spreadsheet to record interaction with pipeline and pilot company/companies. The level of detail to be captured should be discussed at the kick off meeting.

### **Stage 0 – Developing leads**

#### **Services required from contractor:**

It is anticipated that the contractor will provide the leads to create the small pipeline required for this project. LWARB and other ECAP project partners will be able to provide some other leads.

### **Stage 1 - Collaboration agreement**

Stage gate criteria:

- Client agrees resource required to input to business model development (people and time, possibly additional costs of consumer insight work).
- Client sponsor identified (preferably a decision making unit (DMU) or key influencer on business development).
- Client sponsor agrees timescales for delivery of the project.
- Scope of project agreed (e.g. innovation requirement, feasibility requirement, etc.).
- Confidentiality & publication terms agreed (collaboration agreement)

#### **Services required from contractor:**

Contractor required to work alongside LWARB colleagues to achieve appropriate agreements as set out above.

#### **Deliverables:**

Confidentiality and client resources in place



## **Stage 2 - Innovation stage**

Stage gate criteria:

- Innovation process completed with options identified and assessed in outline.
- Client project team aware of options identified and assess options based on their current experience.
- Filter applied to ensure that all options going to feasibility are able to deliver resource efficiency benefits.
- Criteria agreed for feasibility assessment.

### **Services required from a contractor:**

The contractor will engage the CEO/Directors, relevant employees and key suppliers to develop and deliver effective engagement activities that create new ways of doing business that use less materials and provide a commercial benefit.

Key to delivery of the innovation process is the presentation of current examples of alternative business models relevant to the company's business area. These should help to develop the idea of 'what is a resource efficient business model?' and get people thinking of opportunities in their own sphere of work. The successful tenderer/s should work with LWARB to agree examples to be used.

Supply chain partners should be brought in at an appropriate time to the process and in many cases will be vital to the innovation process. They will be a good source of ideas and new models may require specialist skills or service elements which are outside the company's core activities. Also, involving a supplier could help reduce the start-up risk and investment of a new business model to the host company/organisation.

Concept business models should be written up with as much detail as is available and presented to the company to select up to two of the most feasible and attractive ideas. The contractor may be required to deliver this presentation in partnership with the lead retailer contact/project manager.

### **Deliverables – innovation stage:**

- Plan of internal engagement activities with the company to be agreed with LWARB and the company.
- Relevant presented examples of circular business models as part of the innovation process, to be agreed with LWARB.
- Delivery of innovation process activities - outputs from workshops, initial assessments, etc.
- Working papers as required for the steering and project groups, which will champion the innovation process within the company and its supply chain.
- Evaluation report providing criteria-based selection of key opportunities for detailed feasibility assessment.

## **Stage 3 - Feasibility assessment:**

Stage gate criteria:

- Preliminary assessment of options completed with client team.
- Options reviewed against pre-agreed assessment criteria, with at least 1 providing satisfactory opportunity.



- Preferred option identified, with review of input required from client organisation to complete a business case.
- Client sponsor ratifies preferred option and secures resource for business case stage.
- Client identifies budget etc. required to implement a pilot and the timescale on which this would be available.

#### **Services required from a contractor – feasibility assessment:**

Undertake an initial outline analysis of the selected options including research on previous experience with this model in retail or other sectors – a “health check” to ensure it is worth progressing and to pick up any experience from elsewhere. Analysis of models that appear to be weak should be discontinued to ensure focus of effort.

Where concept business models (up to a maximum of two credible options) are selected for the next stage, LWARB anticipates that the company would initiate a project delivery group. In addition to this the company should form a steering or sponsorship group for the process to act as internal champions for the model with the CEO/Director’s mandate.

This sponsorship group will advise and guide the company’s project team in development and assessment of ideas. Depending on the nature of the business model, a relevant champion within the business should be appointed, who must be a senior decision maker. The contractor will support the company in the setting up of a project delivery group and steering group as required. A lighter touch approach should be taken with SME’s.

The contractor will need to present their initial analysis to the company and facilitate a process which secures agreement to focus on only one or two models, so that time isn’t wasted.

#### **Deliverables – feasibility assessment:**

- Business model ‘health checks’ against a list of criteria to be agreed with LWARB.
- Details of members of business model project team and steering group as well as identified business model champion.
- Presentation describing the feasibility assessment initially to steering group and used to support the steering group in presenting the result to the company’s CEO/Director.

### **Stage 4 - Business case development**

#### **Stage gate criteria:**

- Business case developed, including possible finance, operations, logistics, commercial, marketing, store, IT, programme control, buying, technical, strategy and CSR input.
- Business case reviewed with client team and sponsor, updated for presentation to Decision Making Unit (DMU)/Executive Committee/Board.
- Business case presented to DMU/Executive Committee/Board.
- Decision on pilot trial implementation with resourcing, timescales and locations.
- Decision criteria for scale-up post-pilot identified.

#### **Services required from a contractor – business case development:**

Provide business modelling support looking at the feasibility of the identified new ways of doing business. LWARB anticipates that there may be up to a maximum of two credible options per company requiring assessment. This is an approximation of the number of business cases required and is subject to change. The analysis should include, but not be restricted to:



- a detailed description of the business case and how it is envisaged to work;
- assessment of system design, supply chain impacts, operational and logistical impacts, liaison with potentially affected partners and suppliers to obtain their input, risk assessment (will require client support);
- development of a spread sheet based business case in a format appropriate to the business;
- modelling of potential benefits in terms of resource and financial savings (compared with the conventional model);
- short report on the possible challenges of the business case and potential solutions;
- assessment of marketing aspects - how have consumers reacted to similar models? What interest can the client gauge from its own customer focus groups?; and
- development of a full business case, in a style suitable for presentation to the company's board, demonstrating the business and investment case for the models. The aim is that these business cases are compelling enough to convince the company to take up at least one opportunity in a pilot capacity.

### **Deliverables – business case development:**

Details of up to two business cases per company, all in support of taking a clear decision point to a board meeting, as follows:

- board paper (or text for inclusion in a board paper) including a description of the business case;
- summary of the financial analysis – key parameters such as return on investment (ROI), (e.g. as an appendix to the board paper);
- spread sheet of the financial analysis;
- analysis of the environmental resource savings relative to conventional project;
- assessment of non-financial aspects including consumer insight, marketing assessment systems design, operational and logistic/supply chain assessment and how to overcome supply chain issues, including a risk assessment as an appendix to the board paper; and
- early consideration of metrics suitable for measuring any pilot activity.

This is an estimate of the number of business cases required and is subject to change. The format should be appropriate for the retailer/manufacturer involved.

### **Stage 5 – Pilot**

#### **Stage gate criteria:**

- Testing of key performance criteria against those assumed in the business case model.
- Re-assessment of business case based on pilot trial performance.
- Measurement of model (resource efficiency) impact based on pilot.
- Review of business case against decision criteria for scale-up.

#### **Services required from a contractor – pilot:**

Where the business case demonstrates that the proposed business model is commercially viable for the participating organisation, the successful bidder will provide support to deliver the pilot. This support should be light touch and of an advisory nature.

The successful bidder should analyse the pilot to assess whether the initial outcomes (financial and resources) are in line with the predictions made in the business case proposal. It is also critical that the contractor build relationships with key contacts within the company and relevant supply chain, to ensure effective on-going data sharing with regard to the results of the pilot.



**Deliverables – pilot:**

- Completion of pilot business models.
- A review and assessment of actual pilot benefits (both financial and environmental) as compared to that estimated in the business case.

**Stage 6 – Scale up of successful pilot/s**

**Stage gate criteria:**

- Testing of key performance criteria against those in the revised business case model.
- Measurement of model (resource efficiency & business) impact.
- Review of business case against decision criteria for scale-up.
- Decision from client to continue or stop.

**Services required from a contractor – scale up of successful pilot/s:**

- The contractor shall provide business modelling support to the organisation to transform pilot activity into a full-scale offering. Such support will be agreed with LWARB prior to commencing but may include:
- Review of original financial model to incorporate actual data from pilot trials to review likely full-scale performance (for example, if the project is about leasing or renting assets, it would be appropriate to amend the original model with actual utilisation, damage and loss data to assess the likely full-scale performance).
- Estimation of the likely resource benefit that will result from full-scale implementation.
- Review of sensitivity analyses based on pilot performance.
- Assessment of regular performance monitoring that would enable the business to assess the on-going performance of the full-scale model and adjust characteristics to maximise profitability and resource savings, including "early warning" metrics.
- If the pilot has gone well, there may be no need to support the full commercial stage, but only capture data for the final evaluation and dissemination

**Deliverables – scale up of successful pilot/s:**

- Review of original financial model to incorporate actual data from pilot trials to review likely full-scale performance.
- Estimation of the likely resource benefit that will result from full-scale implementation.
- Review of sensitivity analyses based on pilot performance.
- Assessment of regular performance monitoring that would enable the business to assess the on-going performance of the full-scale model and adjust characteristics to maximise profitability and resource savings, including "early warning" metrics.

**Stage 7 – evaluation**

**Stage gate criteria:**

- Summarise business and resource efficiency performance.
- Monitored and evaluated against commercial and environmental metrics.

**Services required from a contractor – evaluation:**

The contractor should work with the company to collate data to evaluate a pilot and/or scaled up delivery of a business model.



**Deliverables – evaluation:**

Collation of metrics agreed with LWARB for completed pilot and scaled up projects - metrics should include but not be restricted to volume of product/material sold, carbon impacts, financial performance, employment impacts and customer feedback.

**Stage gate 8 – learning and dissemination materials**

**Stage gate criteria:**

- Key data for business model is made available.
- Gathering of key learning, quotes and pictures from individuals involved in business model work is complete.

**Services required from a contractor – learning and dissemination materials:**

- Collate relevant materials and data that enable successful journeys to new REBM pilots to be disseminated effectively. The contractor should gather key learning, data and case study material regarding each piloted business model.
- Collate relevant materials and data that enable unsuccessful ideas and business models to be disseminated effectively. The contractor should gather key learning on what factors led to failure of the business model, e.g. commercial viability, internal stakeholder issues, lack of product suited to the model, etc.
- Develop a suite of engaging communications materials for each pilot and/or scaled up business model that encourages other organisations to follow suit. Any materials should be concise, in LWARB's template and be signed off by the appropriate person in the participating company.

**Deliverables – learning and dissemination materials:**

- Engaging communications materials for each business model that reaches pilot or scale up stage.