## 1. What LENs is, and why it is needed?

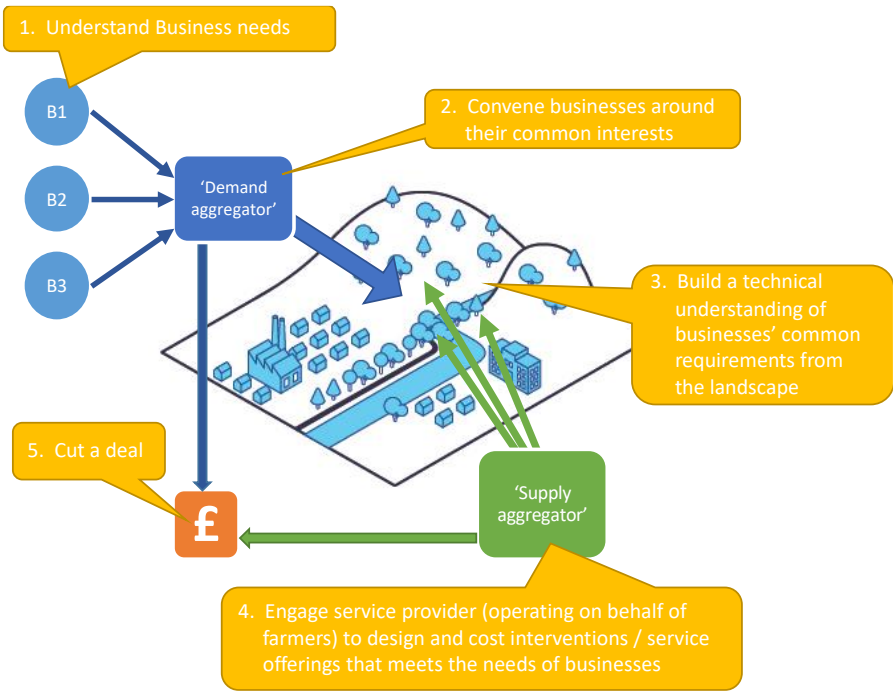
- LENs links management and investment in landscapes to the long-term needs of business and society. It does this by helping businesses to work together to influence the quality and performance of the landscapes in which they operate.
- LENs looks at the landscape from the perspective of business need; i.e. what are the risks and opportunities that landscapes present to individual businesses, and therefore why should they engage?
- Business interests can range from resilient crop production, flood risk, carrying capacity of water catchments, management of carbon or biodiversity, to health and quality of life for their workforce.
- LENs mobilises those business interests by building a series of place-based chains of transactions – 'collaborative value chains' – which enable groups of businesses to co-procure landscape outcomes from land-based organisations that can make things happen on the ground.
- LENs is needed to break through the complexity and abstract theory surrounding sustainable landscapes and ecosystem services. It does this by breaking the system down into practical transactions. It's also needed because it opens up the opportunity for sectors beyond agri-food to engage with and influence landscapes, driving greater scale, and a wider range of functions and outcomes.

## 2. How LENs works

LENs works by establishing and managing a regional trading system of collaborative value chains, each driving specific landscape outcomes for different groupings of businesses. This system is established through three steps:

### Step 1 Network Opportunity Analysis

- This involves a systematic process for understanding which sectors in a region have most at stake as a result of landscape performance, which landscape assets underpin that performance, and where there are cross-




At the heart of the LENs system is its 'basic operating unit' – a single collaborative value chain, bringing demand-side interests together around a shared set of needs from the landscape, and transacting with a group of land enterprises who can deliver against those needs.

overs in interest for different businesses or sectors in the same landscape assets.

- Importantly, the objective here isn't about building up a comprehensive picture or plan. It's about using data, intelligence and insight to identify the most promising place to start building a network.

### Step 2 The Basic Operating Unit – a collaborative value chain

- This step focuses on building a first 'anchor' value chain. The key tasks are shown in the **diagram, above**.
- In essence the process involves working with 'demand side' interests to define a common specification for services; with the 'supply side' to define a service proposition; and then working with both to broker a deal.
- In our experience the supply side can work best when coordinated through 'supply aggregators', who help land enterprises to work together as a group and create a joined-up proposition.

### Step 3 Growing and formalising the regional network

- Building a functioning first anchor value chain creates momentum and interest, and leads naturally to both extending the first value chain – by attracting more customers and suppliers – and building the next.
- It is at this point that some form of organisational infrastructure, and governance, is required to manage and broker trades in an equitable, transparent, and locally accountable manner. This is an active area of development for the LENs programme.

## 3. How LENs is being developed

- LENs is being developed through a set of live collaborations and projects across the UK. These 'LENs Laboratories' (see **diagram below**) are at various stages on the three-step process described above. They include rural, urban and peri-urban landscapes, and involve interests from a range of sectors including water utilities, food manufacturers, property developers and local authorities.
- The LENs Laboratories provide a practical format within which to develop and prove the LENs process, as well as a range of ancillary capabilities – for instance identifying, evidencing, and agreeing landscape interventions, working with trading platforms, formalising monitoring and auditing functions, and developing practically grounded governance models.