



Natural Resources Wales

Board Meeting

19 March 2013

Paper Title	NRW Launch and messages for Day 1
Paper Reference:	Paper 10 (03/13)
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Purpose of Paper:	Discussion/Information
Recommendation:	To confirm attendance at launch. To note narrative, key messages and key facts and commit to using them when engaging external stakeholders.
Decision Required:	Endorsement of key messages.

Impact: To note – all headings might not be applicable to the topic	Impact on the Environment: Impact on the Economy: Impact on Community: Impact on Knowledge:
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Issue

1. Any new organisation needs to quickly establish its voice, its position and convey its role clearly and simply to its staff and external audiences. Natural Resources Wales must speak with “one voice” from the outset to create confidence in its ability to deliver for the economy, people and environment of Wales.
2. Inform the Board about the launch event on 3 April 2013.

Summary

3. Initial work on the strategic identity, including purpose and mission, have been developed and presented by Corporate Edge. This work has not progressed further because senior management wants to engage staff in its development, in particular in developing vision and values, in order to increase ownership and buy-in.
4. This is difficult to do in practical terms before the body is operational and while staff are still working for the three legacy bodies.
5. The Board and management have identified the need for an interim position, to enable the organisation to establish its ‘one voice’ and explain to our many customers, partners and audiences who we are and what we do.
6. The Board agreed in its February meeting that we should take our purpose from the legal purpose already set out in the legal order.
7. Taking the Corporate Edge work to date and building on emerging messaging from the operational plan and other developing documents, we have developed this day one purpose, narrative, key messages and useful facts, Annex 1.
8. The purpose is twofold: 1) to give staff a clear message on who we are and what we do as an organisation; and 2) use these messages consistently in all of our external communications.
9. We will hold a launch event for Natural Resources Wales at 10.30am on 3 April 2013. Board Members and Executive are invited to attend. Jon Griffiths AM, Minister for the Environment and Sustainable Development, will attend. The event will take place at a community project in Treherbert where the environment is helping to improve health and economic activity of the local community. Full details are attached in Annex 2.

Background

11. Corporate Edge was commissioned by the Living Wales Programme in 2012 to develop the visual and strategic identity for the new organisation (including a name). The visual identity and name have both been approved by the Board and are now already in use and being implemented.

12. The Corporate Edge contract with Welsh Government will terminate at the end of March.

Next Steps

13. The messages will be incorporated into a staff campaign that will run from April, with the following objectives:

- to engage and energise everyone in the development of NRW's vision, values and culture
- to give foundations for that culture
- to give everyone a basic explanation of the new organisation and encourage staff to be 'ambassadors' to the general public
- to be open from the outset about what makes the new organisation different and the implications for the way we work

14. The messages will also be used as the foundation for all external communications via the media and in direct engagement with customers, partners and stakeholders.

15. The Executive Team will begin to develop the longer-term strategic vision for the business, including vision and values, from April, in conjunction with the campaign to develop the three-year corporate plan. This will fully involve staff and external stakeholders.

Risks

16. Failing to put in place a starting point for 1 April could lead to inconsistent and contradictory messages being shared with staff and external audiences. This could damage the organisation's reputation and lead to confusion and scepticism about its role and its ability to deliver environmental outcomes.

Financial Implications

17. The campaign material is being developed as part of the Corporate Edge contract. There are no additional financial implications.

Communications

18. The attached will be shared with staff and used as the basis for external communications.