



7th July 2016

Paper Title:	Marketing and Communications (Marcomms) Plan 16/17
Paper Reference:	NRW B B 43.16
Paper Sponsored By:	Catherine Smith
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Purpose of Paper:	Decision
Recommendation:	<ul style="list-style-type: none"> To approve the Marcomms Plan for 2016/17. To endorse the reporting process as outlined in the paper

<p>Impact: To note – all headings might not be applicable to the topic</p>	<p>The communications priorities have been developed to reflect the wellbeing goals and to help maximise NRW’s contribution to their delivery.</p> <p>Looking at the <u>long term</u>: We will increasingly use insight to help campaign development and ensure that we are planning further ahead.</p> <p>The campaigns will build towards delivering long-term outcomes for NRW, in line with priorities.</p> <p>Taking an <u>integrated</u> approach:</p> <ol style="list-style-type: none"> The communications priorities work in an integrated way and all campaigns will be developed to ensure cross-over wherever possible. The campaigns will be delivered in an integrated way.
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	<p>3. SMNR principles and ways of working are being integrated in all of our key messaging and how we work.</p> <p>Involving a <u>diversity</u> of the population: All campaigns will be clear on target audiences and this will be dependent on the business and campaign objectives/outcomes.</p> <p>Working in a <u>collaborative</u> way: We have developed this plan with colleagues from across the business, focusing on where communications can add the most value and achieve most impact to delivering business plan outcomes.</p> <p>We are already working more collaboratively with partners on campaign development, looking for common objectives and proactively engaging potential partners from the public, private and third sector.</p> <p><u>Preventing</u> issues from occurring: Many of the campaigns will aim to achieve behaviour change in order to prevent issues happening in the first place, by encouraging better practice – e.g. reducing environmental crime; promoting good farming practice, or promoting better use of nature for health improvement, as well as reducing avoidable demand through better promotion of services.</p>
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Issue

1. The purpose of this paper is to present the Marketing & Communications (Marcomms) Plan for 16/17, which outlines the communications and marketing campaigns that will be delivered in support of business priorities (taken from the Business Plan 2016/17) for the coming 12 months. This approach also strengthens the alignment of marcomms activity to the progression of NRW's Roadmap and the manifestation of our purpose, vision & values plus continues to build the relationship of staff and other audiences with those elements.

2. The plan focuses on where communications can have most impact in delivering business plan outcomes. It also provides the Director of External Relations and Communications with comprehensive oversight of all NRW marketing and communications for the first time. This will lay the foundation for more upfront consideration of marketing and communications requirements at the start of the next Corporate Planning cycle and will ensure that the business is ready to work in a new way to deliver what is required.

Background

3. The marketing and communications review undertaken in 2015 approved the following recommendations:

- **Creating a single marketing communications plan for NRW**, which brought together all of the marketing and communications activity taking place across the organisation **under one plan and a series of campaigns**
- **Principle of working together as a virtual team and sharing resources** to deliver the plan
- **Regularly reporting progress to Executive Team and Board**

4. Since then we have worked with people across the business to pull together a schedule of communications and marketing campaigns delivering against our six communications priorities developed to reflect NRW's purpose, vision & values and the new legislative framework which includes the Well-being Goals.

5. The review concluded that:

- There is marketing and communications activity carried out in many parts of the business, outside the External Relations and Communications Directorate.
- There hasn't previously been a single view of all marketing and communications activity.
- Only the activity of the External Relations and Communications Directorate is reported to Executive and Board on a regular basis.
- The disjointed activity means that there is lack of focus and a strong likelihood that NRW is not getting value for money for close to £1million of spend (only £100,000 of which is spent by the External Relations and Communications Directorate).

6. An option was considered for brigading resource to the central communications team in order to deliver a central communications and marketing function. However, the staff involved are often specialists in other fields, embedded in the business, therefore it would be difficult to separate out this activity at this point in time. Of more importance than structures is establishing a single set of priorities, a single plan and working collectively to deliver.

The Marketing Communications Plan 2016/17

7. The **Marcomms Plan** (Annex 1) sets out the main communications campaigns that NRW will deliver in 2016/17 within the framework of our six communications priorities. It has focused on those areas of the NRW business plan **where communications activity can add the most value to delivering business outcomes**, and has been developed in collaboration with those involved in some marketing and communications activity across the organisation.

8. These six communications priorities are:

- The value of nature
- Looking after our communities
- A thriving environment, at the root of economic success
- Enjoying the outdoors
- Safeguarding the needs of future generations
- Creating a better organisation and a great place to work

9. These priorities are integrated and wherever possible the campaigns will work across more than one priority. Whilst they will work as standalone campaigns, they will collectively help **make the case for sustainable management of natural resources and show how NRW is delivering against our roadmap to 2020, building brand awareness, reputation and trust/loyalty.**

10. This year we will strive to make all campaigns more **insight-based, digitally-driven, robustly evaluated** and developed in **collaboration with partners** to increase **cost-efficiency and impact.**

11. The campaigns will be as relevant to internal as to external audiences and it will be important to build support and advocacy amongst NRW staff in order to increase advocacy for the campaigns and empower 1800 potential ambassadors. **It will be important in engaging staff that they understand how this plan moves us along in delivering our roadmap vision and connecting their work to our organisational mission and purpose.**

12. Campaigns will be developed using industry best practice from the Government Communications Service (OASIS model – see annex 2).

13. We recognise that this plan is over-ambitious for the resources we have. With better join-up between the corporate plan, business plan and marcomms plan we will have the opportunity to become more focused and streamlined, having also learnt from better audience insight and understanding of impact.

14. The plan has been timetabled throughout the next 12 months. For June/July/August the campaigns to be delivered or planned will be:

- Plant health and non-natives (year one focus: tree health ‘Keep it clean’)
- Year of Adventure (in support of VisitWales)
- Good farming practice (phase one focus: agri waste exemption renewal)
- Looking after...special sites (year one focus NNRs)
- Love pollinators (in support of Welsh Government pollinator plan)
- SMNR (supporting embedding as way of working, what’s different – but key SMNR messaging will be embedded across all campaigns)
- Report it (changes to incident hotline)
- Looking after...fish/river life
- Making NRW a great place to work
- Making NRW fit for the future

Governance and reporting

15. Each campaign will have its own ongoing measurement and evaluation, with a focus on measuring outcomes and impact. Progress will be reported to Executive Team and Board on a quarterly basis (May, September, December, March). This will also provide an opportunity to look ahead and provide sufficient direction on future plans.

16. A marketing and communications Board subgroup will provide expert advice, challenge and feedback on a more regular basis.

17. A marketing and communications practitioners' group will make up the virtual team – working collaboratively on planning, delivery, evaluation, innovation and best practice.

Future proofing

18. NRW is currently developing a new Programme and Project Management Framework, which uses the 2011 white paper 'Best Practice for small scale projects using PRINCE2' criteria.

19. We have developed this plan so that it could transfer into this new framework as one 'large project'.

Recommendation(s)

20. The Executive Team and the Board is asked to:

- endorse the proposed Marcomms Plan for 16/17
- endorse the reporting process as outlined in the paper

Key Risks

21. The main risk is that the business does not get behind this disciplined integrated approach to delivering a single marcomms plan. This would have serious consequences:

- We would not maximise value for money and impact of our combined NRW marketing and communications activity
- Our communications and marketing would lack focus, which would exacerbate confusion about our role and dilute delivery of our business priorities
- We would fail to invest adequate time and money into delivery

22. Any changes to the plan would need to be reviewed by ET to ensure that we remain focused on priorities. The wider business must build in their marcomms planning requirements from the outset, rather than assuming that their needs will be viewed as a priority and given priority.

Financial Implications

23. The new approach will provide better financial forward planning mechanisms as part of programme management approach and specific campaign planning.

Equality impact assessment (EqIA)

24. The Marcomms Planning approach will have no impact on anyone with protected characteristics, therefore no EqIA is required. Each campaign will have its own detailed audience insight and any protected characteristics will be identified at that stage.

