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## **JOINT NATURE CONSERVATION COMMITTEE**

### **OPTIONS FOR LAUNCHING JNCC'S STRATEGY AND NEW CORPORATE IDENTITY**

**Paper by Alex Geairns and Sue McQueen**

#### **1. Introduction**

- 1.1 The corporate identity of an organisation should have a direct link with its vision and mission. The way customers and partner bodies react to an organisation, and how it is perceived, are affected in two ways. Firstly, by the image the organisation gives out via its logo, its house style for publications, its stationery, and all other visual communications, and secondly by the wider approach it takes to promoting the organisation and its objectives.
- 1.2 JNCC is currently deliberating its future through two major change initiatives. The FMPR changes aim to remove some of the structural features that have hampered JNCC's effectiveness in the past. Through work being done on a new strategy the future role for the organisation is being determined. With the redefinition of the parameters of the organisation through these initiatives the timing is right to review the identity of JNCC and its general approach to communications. This will require consultation with all our key partner organisations, as well as our staff, to ensure we bring them along with us every step of the way.
- 1.3 In developing options for how JNCC might promote itself in the context of the FMPR and strategy development a number of assumptions have been made:
  - i. JNCC will require a higher profile (e.g. with existing stakeholders/customers, the wider conservation community, and the public) than it has had in the past to gain support for its aims and its work;
  - ii. the organisation's strategy will be of greater interest and importance to external stakeholders than the structural changes established through the FMPR;
  - iii. the need for a higher public profile means that a substantial high-impact launch is desirable;
  - iv. JNCC will change its name and/or corporate identity as part of its communications strategy;

- v. there may be a need for a new image as the new organisation may not be able to use the Crown as a company limited by guarantee.
- 1.4 Based on these assumptions, various planning schedules for the implementation of a new identity and corporate image for the post-FMPR organisation have been assessed.

## **2. The options**

- 2.1. The matrix in Annex 1 includes four possible timetables for promoting a new corporate identity and new strategy, and notes the pros and cons of each. The four options are:

*Option A:* 2004 launch of strategy, 2004 launch of new corporate identity;

*Option B:* 2005 launch of strategy, 2004 launch of new corporate identity;

*Option C:* 2004 launch of strategy, 2005 launch of new corporate identity;

*Option D:* 2005 launch of strategy, 2005 launch of new corporate identity.

There is sufficient time available to allow any of these options to be implemented. Whichever option is adopted will then be integrated into the FMPR and strategy planning processes.

## **3. Evaluation of the options**

*Option A - 2004 launch of strategy, 2004 launch of new corporate identity*

- 3.1. This approach would support early implementation and promotion of the strategy. It would also help to maintain momentum in the FMPR changes and build up staff morale. Under this option, the new strategy would be launched in 2004. The FMPR structural changes are believed to be of lesser interest to our stakeholders and customers, as it is what the new organisation is planning to do that will make the bigger difference to nature conservation. The new name and identity would be noted as the 'popular' name of the JNCC until the formal name could be changed through the appropriate procedures (Defra has advised that this will require primary legislation). The name could be safeguarded by trade mark or by establishing the company limited by guarantee.

*Option B - 2005 launch of strategy, 2004 launch of new corporate identity*

- 3.2. Under this option there would be no content to associate with the new corporate identity and accordingly it would hold little meaning and is unlikely to attract much external interest.

*Option C - 2004 launch of strategy, 2005 launch of new corporate identity*

- 3.3. This reflects the timing of a) completion of the strategy development, and b) implementation of the FMPR changes. Under this option the strategy would be launched in 2004 without a new identity to be associated with. Therefore, the strategy will initially belong to the 'old' organisation, rather than being the

strategy of a 'new' organisation in waiting. We will therefore lose coverage in the media and amongst our partners, as the proposition will not appear to be forward thinking. The source/ownership of the strategy would also become confused when the organisation changed its identity the following year.

*Option D - 2005 launch of strategy, 2005 launch of new corporate identity*

- 3.4. Momentum would be lost with this option. It will mean a further delay in gaining support for our strategy and achieving the benefits that this would bring (as outlined above).

**4. Recommendation**

- 4.1. The FMPR Project Team believe that there would be significant advantages in launching the new strategy under a new organisational identity in 2004, and accordingly recommend that Option A represents the best way forward.
- 4.2. This issue was discussed by the Joint Committee strategy sub-group on 14 May. The sub-group advised that the strategy should be launched as soon as was realistic. This is likely to be summer 2004, given the need to build in sufficient time for consultation with stakeholders and to ensure that JNCC is in a position to deliver at least some of the strategy at the time it is launched. The sub-group favoured simultaneous launch of the strategy and corporate identity.
- 4.3. Following discussion by the FMPR sub-group, it is proposed that a final decision is made by the full Committee in June.

**Annex 1. Options for implementation of a new identity and corporate image for JNCC**

**Strategy**

**Corporate  
identity**

	<b>2004</b>	<b>2005</b>
<b>2004</b>	<p><b>Option A</b></p> <p>√ Early promotion of strategic direction</p> <p>√ Early promotion of associated identity – people have more time to get used to it</p> <p>√ Signal to stakeholders, including staff, that JNCC is a forward-looking organisation</p> <p><b>X</b> Strategy is largely theoretical at point of exposure</p>	<p><b>Option B</b></p> <p>√ Time to have made progress in implementing strategy - some tangible changes to promote</p> <p><b>X</b> Nothing to hook identity onto as neither strategy nor FMPR changes launched</p>
<b>2005</b>	<p><b>Option C</b></p> <p>√ Opportunity to provide strategy progress report at the same time as launching the new corporate identity</p> <p><b>X</b> Ownership of strategy may get lost if promoted under two different corporate identities</p> <p><b>X</b> Second batch of costs</p> <p><b>X</b> Ability to attract interest a second time is questionable – perception that there is nothing new?</p>	<p><b>Option D</b></p> <p>√ Plenty of time for preparation</p> <p>√ Time to have made progress in implementing strategy - some tangible changes to promote</p> <p><b>X</b> Lose a year in stakeholder recognition</p> <p><b>X</b> Consultees on ‘joint vision’ may have lost interest because of the delay</p>