

## **CORPORATE COMMUNICATIONS STRATEGY 2009 - 2012**

### **Purpose**

1. To present the Corporate Communications Strategy for 2009 - 2012 to the National Committee for comment and approval.

### **Background**

2. FC Wales has adopted a more strategic and co-ordinated approach to communications and requires a corporate strategy to steer all of our communications work across the organisation.
3. The Welsh Assembly Government's woodland strategy '*Woodland for Wales*' has been revised and will shortly be published. There are many challenges set out in this strategy and we, FC Wales, are the department responsible for delivering against the objectives set out in the strategy. Our communications must therefore make it evident that we are doing this.
4. This document sets out the FC Wales Communications Strategy for 2009 to 2012. The purpose of this strategy is to:
  - provide a link between our corporate objectives and our communications planning and delivery across the organisation;
  - build a common understanding and appreciation of our responsibilities;
  - create continuity in communications activity over an extended 3 year period.

### **Proposals and Next Steps**

5. The Strategy proposes that we adopt and focus our efforts on four communications themes and consistently deliver messages in support of them. The themes are:
  - Responding to climate change;
  - Woodlands for People;
  - Developing an integrated and competitive forest sector;
  - Improving environmental quality.
6. Adoption and delivery of this Strategy is a significant step for FC Wales and represents a cultural shift towards communication. In recognition that all the

activities of FC Wales have a communications element and that all the staff of FC Wales have a responsibility to communicate, the Strategy defines 'individual' commitments at all levels of the organisation. In order for our communications to truly reflect the depth and breadth of FC Wales' work, it will be necessary for managers to ensure that all staff view communication as an integral component of their work. Furthermore, those members of staff with a dedicated communications role within a unit are given the support they require.

### **Financial Implications**

7. There may be some additional resources, and/or review of existing resources, required to implement the Strategy. There will be a cost involved for external media evaluation but this has been allowed for within the Unit budget for 2009/10.

### **Risk Analysis**

8.

| <b>Risk Component</b>  | <b>Risk Type:<br/>Economic<br/>Reputational<br/>Env. &amp; Social</b> | <b>Impact /<br/>Likelihood<br/>Score</b> | <b>Risk<br/>Score</b> | <b>Controls</b>   |
|--|---|--|-----------------------|---|
| <b>FCW damages its reputation through badly handled, reactive communication</b>    | <b>Reputational</b>   | <b>5 / 3</b>                             | <b>15</b>             | <b>Development of effective processes for handling bad news</b>         |
| <b>FCW misses opportunities to proactively communicate with stakeholders</b>       | <b>Reputational</b>   | <b>3 / 4</b>                             | <b>12</b>             | <b>Development of effective processes for identifying opportunities</b> |
| <b>Risk Score 0 – 5 Insignificant / 6 – 10 Low / 11 – 20 Medium / 21 – 25 High</b> |   |  |                       |   |

### **Communications**

9. The Corporate Communications Strategy will be communicated internally to Unit Managers and cascaded to unit staff at unit/team meetings. It will also be published on e-Connect and presented at key forums e.g. Communications Forum, Management Forum.

### **Recommendation**

10. The National Committee is asked to approve the Corporate Communications Strategy for 2009 –12.

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