



**Title:** NatureScot Rebrand Progress Update

**Date:** 11 March 2020

<b>Purpose:</b>	Information
<b>How does this link with our corporate priorities of improving biodiversity or delivering nature-based solutions to climate change</b>	The rebrand of SNH to NatureScot addresses confusion about the organisation's purpose and repositions NatureScot as a leader of action to tackle biodiversity loss in Scotland, especially through the promotion of Nature-based Solutions to the climate emergency.
<b>Summary:</b>	This paper provides a snapshot of work undertaken to deliver the NatureScot rebrand on May 1, 2020 and further provides an update on implementation plans.
<b>Actions</b>	Planning and implementation of rebrand programme.
<b>Recommendations:</b>	The Board is asked to note progress to date and to provide feedback on any of the points raised in this update.
<b>Report Author(s):</b>	Jason Ormiston
<b>Sponsor:</b>	Francesca Osowska
<b>Appendices:</b>	N/A

## Purpose

1. The Board has requested an update on work undertaken so far for the implementation of the rebrand to NatureScot and subsequent delivery plans covering the period up to and including the official go-live date of 1 May, 2020.

## Background

2. In November 2019, the Cabinet Secretary, Roseanna Cunningham gave the 'green light' to the name change and rebrand of Scottish Natural Heritage (SNH) to NatureScot. In January, a Programme Board (PB) was established to plan for and implement the rebrand from May 1, 2020. A key consideration is maintaining tight control on the costs associated with the rebrand. In light of this, the decision was taken to largely phase the rebrand over time and in line with routine maintenance activity.
3. The PB includes representatives from each Outcome and Communications. SRO is Jason Ormiston, and Sponsor is Francesca Osowska. So far, good progress has been made in scoping the work required between now and the run up to the 1 May, 2020 rebrand launch, and beyond. The implementation of work and ownership will rest with each of the Outcomes. The role of the PB is to support coordinated activity, escalate issues that can't be resolved within the Outcome and provide feedback on the new brand.

4. Work within each of the Outcomes is now underway, with much of the work focusing around longer-term activity. At this point, a great deal of the work is falling to Outcome 4 and Communications, and in particular around physical and digital infrastructure.
5. There is also a notable workstream regarding representation of brands in contractual and statutory representation of SNH (still the legal entity) and NatureScot on legal documents and some signage.
6. Other notable milestones include the completion of Brand Design Guidelines, and policy towards use of the new brand in advance of May 1. The design guidelines are a *beta version* and are being tested as they are implemented in the run up to May 1. The new logo and the design guidelines will be made available to staff and contractors via the intranet and the internet in the run up to May 1.
7. Additional background material includes a paper on NatureScot's mission to deliver Nature-based Solutions (Author: Roddy Fairley), the Business Plan and the 2030 Vision work. All of these have provided important background to draft a brand story around purpose and goals.

## **Implementation**

8. Now that the building blocks are falling into place, we are turning towards the promotion of the new brand to staff and external stakeholders. Due to competing priorities, a detailed communications plan for the go-live date has still to be confirmed.
9. It is important to note that the rebrand is not just a name and logo change but an opportunity to talk about NatureScot's evolving purpose and goal, including the next Corporate Plan and 2030 vision. NatureScot's purpose and goal will be at the heart of engagement with staff and external stakeholders throughout the rest of the year.
10. The following communications workstreams are relevant, in no particular order:
  - Brand Domain
    - Brand story (purpose and goal), in test phase
    - Identification of proof points to energise new brand
  - Internal Engagement
    - Internal Communications through the Transformation Hub on intranet
    - Staff engagement plan and collateral being developed
  - Media opportunities
    - Plan being developed
    - Photo opportunity at new sign location
  - Website & intranet
    - Work is underway to ensure website, relevant satellite sites and intranet rebranded by May 1.

- Digital collateral
  - Short film, with long shelf life, in production for the showcase event and reception end of March (ahead of UN Thematic Workshop), which will also work on digital channels
  - More to follow
- Stakeholder engagement, including events and sponsorship
  - 2020 events programme confirmed
  - Brand collateral being developed
  - Direct engagement being developed, including external arenas
- Physical rebrand (e.g. signage)
  - Early opportunities are being identified (see media opportunity above)

### **Risk**

11. The rebrand is not news and therefore securing a significant impact in the media and digital channels from the rebrand itself may prove challenging. We therefore need to think about how we can create opportunities and make the most of the existing programme to talk about our purpose and goals.

### **Opportunities**

12. Clearly Friday, May 1 and the following week, commencing Monday, May 4 are key dates and it is our aim to have an impact in all of our channels and with stakeholders around this weekend.

13. The events programme throughout the rest of the year will provide a strong opportunity to communicate our brand to a wide audience and PR material is being developed to support this. There will also be 'coaching' of colleagues who are speaking to an audience to ensure our new brand is a prominent feature of their presentations.

14. Communicating our new brand through our digital channels provides us with our best opportunity to engage with the largest number of people over a period of time.

15. SNH colleagues are showing enthusiasm for the new brand. It is important we enable and therefore empower confident use of the brand by all staff. We are preparing material which can be used to coach staff on the new Brand by encouraging them to think about how they can use it to best effect in their work.

16. Reaching Board members' extensive networks can also be helpful to push the new brand. This can include the use of own digital channels, stakeholder engagement or utilising media contacts. If Board members require support to do this, please contact Jason Ormiston, Head of External Affairs.

**Resources**

17. Whilst a small project budget is hoped to be secured to enable targeted rebrand activity, much of the resource implication will fall to staff over a number of years. It is difficult to ascertain exactly what this will be at this stage. However, early signs suggest Outcome 4 and Communications will undertake a significant amount of work in these early phases.
18. One area of outstanding work is to identify suitable KPIs, against which we can monitor the impact of our work. Any data gathered will be used in support of planning of future phases of investment in the brand.

**Recommendations**

19. The Board are asked to note progress to date and further provide any comments on the points raised.