

June 2014

Category: Best internal communications campaign
Campaign: We are Welsh Water
Company: Dŵr Cymru Welsh Water

Brief and objectives

In September 2013, we launched our vision for the future – ‘to earn the trust of our customers every day’ along with our core corporate values: proud, trusted, excellence, open to ideas, honest and safe. This was done through a multi channel internal communications campaign called – We are Welsh Water.

The aim of the campaign was to improve customer trust in our company, by helping our staff and contractors deliver our values in all that we do, every day.

Our plan included raising awareness of the vision and values by making them visible across the company. However, just telling people what we stand for wasn’t enough, so in support we implemented a sustained and integrated strategy that translated awareness into understanding; understanding into engagement; and engagement into action.

Project objectives – tested through employee survey:

- Create a strong sense of awareness of our vision/values amongst staff (75% staff recall of vision; 60% recall of values)
- Ensure staff understand the vision/values and associated behaviours
- Boost staff engagement, pride and morale (+3%)
- Improve internal perceptions of the company linked to the core values (+5%)

Strategy and tactics

The campaign launch was supported by a multi channel internal communications approach which included:

- A high profile campaign launch at our Leadership Conference and Employee Roadshows attended by CEO and Chief Operating Officer
- Branding/communications– poster campaign, flyer in pay packets, weekly email, screensaver
- Building of an external microsite –which focused on video, photography and editorial content about our staff, what they do and how they represent the values every working day
- A series of elements of the vision/values to life – films, case-studies, dŵr newspaper articles, intranet banners and graphics

This communications activity was supported by work of the HR team to:

- Develop and roll-out new staff behaviours as part of the annual appraisal and performance management review process
- Introduce behaviours into our recruitment process
- Produce and rollout a code of conduct book to all employees
- Launch a new staff reward and recognition process –which links into staff going the extra mile for the customer and putting our values into action.

Implementation

The campaign used a multi-channel approach to brief and engage directly with all our colleagues – who historically are dispersed throughout the country with varying levels of accessibility to internal communications channels

Highlights included:

- *Leadership Conference and Roadshows* – Our Chief Executive outlined why the vision and values were so important to the way we work and behave in order to deliver the best possible service for our customers - a short film was commissioned to explain what the vision and values mean to our employees
- *Code of Conduct* - A new staff Code of Conduct was distributed to every member of staff as part of the performance management review process
- *Diolch Awards* - A new employee recognition scheme launched to recognise those who have gone the extra mile and demonstrate our company values.
- *We are Welsh Water microsite* - brought the vision and values to life –through sharing stories from colleagues across the business as well as our customers. In the first two weeks of its launch, over 1800 (over 50%) of staff visited the site. Site is also used to inform team briefings.
- *Dŵr newspaper* - The internal staff newspaper helped launch the vision and values, including a front page to coincide with the employee roadshows and regular articles relating to specific values in subsequent editions
- Other examples of how the Vision and Values are being promoted:
 - A flyer included in payslips to every member of staff outlining the new vision and values
 - Office walls in communal areas (stairwells, cafes, meeting rooms) have been branded to include the vision and values
 - Screensavers on all staff computers illustrating the vision and values
 - TV screens around the business include messaging, videos, info-graphics promoting the campaign
 - Posters around site which can be downloaded from our intranet for printing locally

[Evidence of real engagement or behavioural change](#)

Over the past nine months – face to face communications have been critical. Through our bi-annual Leadership Conference and Employee Roadshows, feedback surveys filled in at the time were overwhelmingly positive with 88% of responses rating the events as good or excellent.

In addition in our 2013 annual staff survey (November 2013 – two months after the launch) –had a 71% positive response to the question - I understand the new vision and values of Welsh Water?

In May 2014 we conducted a 24 hour quick pop up survey. When asked ‘do you know what our vision and values are?’ – 93% of respondents answered yes.

And within the first two weeks of the launch of the We are Welsh Water microsite – 1800 members of staff (over 50% of workforce) visited the site – impressive considering approximately a 1/3 of our workforce are field based and struggle to access our IT networks due to connectivity issues.

Demonstrate integration of the campaign with other activities

As already demonstrated this multi channel internal communications campaign has successfully evolved throughout the business and so far the statistics show success.

Research, planning, measurement and evaluation

In preparation for creating a company vision and set of core values, a critical piece of work carried out was an employee engagement exercise to find out their thoughts on working at Welsh Water, what mattered most to them and what our vision and values should be.

During summer 2013, over 1000 colleagues (approx 40% of workforce) shared their thoughts through a series of team meetings, focus groups and management training

sessions. This critical research exercise formed the formation of our new vision and values, launched in September 2013.

Budget and cost effectiveness

Initial survey results for the campaign have been very positive as shown above.

To further demonstrate the cost effectiveness of the campaign, the website is also to be used with external audiences. Over the coming months it will be opened to an external audience to help explain how we work with customers and stakeholders.