

Communications Committee 18 February 2010

Draft communications strategy 2007-2011 and departmental workplan for 2010-11

Executive summary and recommendations

Introduction

The communications strategy outlines key operational and strategic issues, the communications objectives, key messages and audiences as well as communications tools. It also highlights implementation of the strategy and how it will be measured. The strategy covers the period from 2007 to 2011 and has been approved by Communications Committee. Some amendments have been made to the document to bring it up to date and to bring it in line with the new Strategic Intent.

The department's annual workplan summarises our key activities for the year and shows how these link to the communications objectives set out in the communications strategy 2007-2011. It details the communications department and its activities, outlines risk and mitigation of these risks as well sets out the priorities and issues for the year.

Decision

The Committee is invited to discuss and approve the attached document (subject to any changes agreed at the meeting and any minor editing amendments).

Background information

The annual workplan has been informed by the strategy workshop held by the Communications Committee in November 2009 and a subsequent planning session attended by all members of the communications department in December 2009.

Resource implications

Resources have been set out in the departmental workplan and are linked to the department's budget which is submitted to Finance and Resources for approval.

Financial implications

As above.

Appendices

2007 -2011 communications strategy

2010-11 draft communications department workplan

Date	Ver.	Dept/Cmte	Doc Type	Title	Status	Int. Aud.
2008-02-14	a	COM	PPR	Communications budget headline figures	Final DD: None	Public RD: None

Health Professions Council

**Communications Strategy 2007- 2011
(updated February 2010)**

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1 Introduction

Good communication is essential for the HPC to engage effectively with its audiences and to fulfil its primary role of protecting the public. As a regulator of healthcare professionals, it is important that we tell the public about our role in protecting their wellbeing, inform and educate our registrants as to the benefits of regulation and what we require of them and communicate our successes to stakeholders.

Much has already been achieved. The research undertaken since 2005 has provided a valuable insight into the perceptions, needs and priorities of the public and our registrants. We have worked to increase public and professional awareness of our role. In particular, our activity has focused on explaining to members of the public what registration means, our powers to protect common professional titles and the importance of checking that health professionals are registered.

The 2007 - 2011 communications strategy aims to build on this work, actively seeking to promote the core work of the Council and its Committees. It covers the period from now until the next proposed Department of Health review of regulation in 2011 (as indicated in the Foster Report) and is intended to provide focus and support for the objectives and priorities set out in the HPC's Strategic Intent.

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2 Strategic and operational activities

The HPC's strategic intent identifies key external and internal drivers, the organisations vision and values and sets out six strategic objectives.

In particular, the Strategic Intent highlights the White Paper, issued in February 2007, which sets out the Government's vision for the future of healthcare regulation and the potential impact this may have on the direction and working of the organisation. In particular it references the intention to regulate new professions, for example counsellors and psychotherapists and a range of healthcare scientists. It also references other White Paper recommendations that may have an impact on our work, for example revalidation of all health professionals and a possible review of regulation in 2011. In addition to the recommendations set out in the White Paper, there may be developments in the proposed regulation of acupuncturists, medical herbalists and traditional Chinese medicine practitioners and in the possible regulation or licensing of assistants and support workers.

The communications strategy will seek to drive and deliver the work of the Council and its committees through the communications objectives set out in this paper and the activities detailed in the annual workplan which link to the communications objectives and the six strategic objectives.

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3 Communications objectives

The overarching objective of the communications strategy is set out in Article 3 (13) of the Health Professions Order (2001) which states

- The Council shall inform and educate registrants, and shall inform the public, about its work

The main purpose of the communications strategy is to directly implement this objective and we will aim to do this with the following five objectives:

1. To raise awareness and understanding of the HPC's role in regulation across all our audiences
2. To extend our reach to the public enabling them to access easily information about the HPC
3. To inform key stakeholders of the HPC's public protection role through ongoing dialogue and engagement with key stakeholders
4. To engage with our registrants to ensure they understand the benefits of regulation, the work of the Council and what is required of them
5. To further strengthen and ensure effective internal communications within the organisation

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4 Communications messages

In all our communication activities we will promote the following core messages to all our audiences:

- The HPC's primary role is to protect the public
- We are a multi-professional regulator, regulating 205,000 health professionals from radiographers to physiotherapists, paramedics to biomedical scientists, dietitians to podiatrists as well as new professions joining the register including practitioner psychologists and private sector hearing aid dispensers
- We protect the public by setting national standards of education, conduct and performance for the health professionals we regulate, by dealing with complaints and by ensuring that health professionals who do not meet our standards are held to account
- We are a modern, efficient and effective regulator which aims to be at the forefront of professional regulation
- We actively contribute to the health regulation agenda and promote good practice and standards

These core messages are not fixed and can be modified in line with changes in the organisation and its strategic intent.

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5 Stakeholder audiences

It is important that we communicate our messages efficiently and effectively with all our stakeholders and the table below sets out the different people with whom we need to communicate.

Public	<ul style="list-style-type: none">• Members of the public• Patient groups• Consumer associations• Referrers• Clients and service users
Registrants	<ul style="list-style-type: none">• Existing registrants• New registrants• Prospective registrants
Key stakeholders	<ul style="list-style-type: none">• Parliamentarians from the four nations• Professional bodies• Employers• Other regulators• Trade Unions• Higher Education Institutions• Other education providers and education organisations• Other health organisations
Internal	<ul style="list-style-type: none">• Employees• Partners• Council

6 Communication Activities

The Health Professions Order 2001 sets out our statutory responsibility to inform and educate the public and registrants of the work we do. We also have a statutory duty to consult other stakeholders, for example when setting standards or issuing guidance.

Members of the public should have access to information which promotes the importance of using a regulated health professional, and how to check as well as how to make a complaint when things do go wrong. We take a proactive approach when communicating with the public and much of this is undertaken through the public information **campaigns**.

The **media** is an important tool, particularly in promoting our work through the national, regional and professional media and provides opportunities to promote the HPC's public protection role. We issue media alerts and news releases based on the Fitness to Practise hearings to promote our public protection role, we have an ongoing programme of releases and articles to the professional press and we issue general organisation wide press releases on a range of issues.

The **web** is an important method of providing comprehensive information to all our audiences in a cost effective and efficient way. We have the main www.hpc-uk.org website which receives approximately 80,000 hits per month, the public facing www.hpcheck.org microsite as well as the Council extranet and the employee intranet.

The **publications** we produce provide an important source of information to all our audiences. Brochures include the Standards of proficiency for each profession, the Standards of conduct performance and ethics as well as annual reports and information and guidance on registration, approvals and monitoring, fitness to practise and continuing professional development (CPD).

Events are an increasingly important opportunity for us to engage face to face with all our audiences and provide opportunities to present information about the HPC as well as listen and seek views. We have a programme of Listening Events across the UK which focus on communicating with our registrants, we exhibit at a range of external conferences and have an active talks and presentation programme where HPC employees have speaking opportunities at key conferences and events.

Employees play an active role in getting messages to our audiences and should be considered as ambassadors for the HPC. Our **internal communications** programme includes the employee intranet, an annual all employee awayday, bi-monthly all employee briefings, which are led by the CEO and a bi-monthly newsletter, HPC Update.

In carrying out our UK-wide role we work closely with a number of other organisations, including professional bodies, government, employers and patient and consumer groups. Our **stakeholder** activities include building relationships with parliamentarians through face to face meetings and briefings and the dissemination of information to ensure they are informed of our public protection role. We also have a co-ordinated approach to other key stakeholder groups, particularly employers and professional bodies through the development of events, briefings and dedicated information on the website.

We also participate in **organisation-wide activities** by delivering effective communication plans and activities for projects which may be major areas of change or development for the organisation. Major projects which require communications input include continuing professional development audits; the regulation of new professions, registration renewals and the online renewals project.

7 Vision and values

Vision

The HPC's vision, set out in the Strategic Intent, is 'to be recognised internationally as a model of good practice in the regulation of health professionals'.

Values

The organisation has five values which reflect the social context in which the organisation operates and its drive to deliver effective and efficient regulation.

- Transparency
- Collaboration
- Responsiveness
- Value for money
- High quality service

The communications strategy and workplan will adhere to these principles and will ensure that all our published communication will be

- Accessible
- Accurate
- Clear
- Honest
- Open and transparent
- Professional
- Timely

- In accordance with the HPC's house style and visual identity
- Meet Plain English guidelines where applicable

8 Implementing the communications strategy

The Communications Department and Council will be supported in the delivery of the communications strategy by the Communications Committee which exists to

- oversee the implementation of the communications strategy
- monitor the delivery and evaluate the effectiveness of the strategy
- advise the Council on the strategy

It should be recognised that whilst the communications strategy is the primary contributor to delivering recognition of the HPC's public protection role, the consistent high quality delivery of operations and activities is also an essential factor in how the organisation is perceived by its key audiences.

The Communications Department is responsible for the day to day management of the strategy and its related annual workplan, however, the success of the strategy also rests with the Council and Executive.

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9 Measurement and evaluation

The effectiveness of the communications strategy and the communications department annual workplan will be gauged through continuous measurement and evaluation, including

- Feedback from HPC events
- Participation and evaluation of exhibitions
- Attendance and feedback from talks, presentations and conferences
- Web statistics
- Market research
- Bi-annual opinion polling
- Press coverage

The HPC's strategy is to continually improve the organisation, and the information gathered through this measurement will be used to formulate further activities and strategies.

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Communications Workplan 2010 – 2011

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Introduction

The communication workplan for 2010 - 2011 details our main areas of work and sets out how we will work towards achieving the objectives of the communications strategy.

The communications department is both proactive and reactive in its work and requirements may change, particularly in light of business needs. Significant issues may arise during the course of the year and the department will need to be flexible in the delivery of its workplan in order to respond accordingly.

This document is divided into several sections. It details the communications department, our priorities for the year and how our activities link to the communication objectives set out in the communication strategy.

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Communications Department

The communications department consists of ten employees as follows:

Jacqueline Ladds	Director of Communications
Daniel Knight	Team Administrator
Susan Carini	Events Manager
Ebony Gayle	Press and PR Manager
Tony Glazier	Web Manager
Jonathan Jones	Publications Manager
Mark Potter	CPD Communications Manager
Vacant	Public Affairs Manager
Amy Morgan	Communications Officer
Lauren Gray	Communications Officer (temp contract to end March 2010)

The Director of Communications is responsible for the overall management of the team, the day to day running of the department, the development of the strategy and workplan and the development of new projects.

The Team Administrator provides support to the department across all its activities, particularly booking travel and accommodation, responding to requests for information and publications and the organisation of all employee events.

The Events Manager organises all the HPC's internal and external events, particularly the Listening Events, our attendance at exhibitions, all employee awayday and the co-ordination of the external presentation and talks programme.

The Communication Manager leads on our public facing campaigns, press and media activity and the development of the internal communications function.

The Web Manager is responsible for maintaining and developing the HPC website, the hpcheck microsite as well as the Council extranet and employee intranet.

The Publications Manager leads on all aspects of the publications process, including the visual identity and house style, provides support to departments in the production of publications and produces the registrant-facing HPC In Focus newsletter and the employee facing HPC Update newsletter.

The Public Affairs Manager is responsible for developing and co-ordinating communications with a range of stakeholders and opinion formers, in particular government and is also responsible for devising and co-ordinating communications programmes with key stakeholder audiences including employers and professional bodies.

The CPD Communications Manager is responsible for managing a range of communications initiatives designed to inform and educate registrants and employers of the HPC's CPD audit requirements. This includes a programme of talks, presentations and workshops, working with professional bodies and raising awareness of the CPD standards through the professional press and the literature we produce.

Priorities and issues for 2010 – 2011

The priorities for 2010 – 2011 build on those of the previous financial year and respond to the HPC's opinion polling and market research undertaken in previous years.

Registrants

Key messages to communicate to registrants this financial year continue to include the ongoing need to communicate the CPD standards and audit requirements as well as the benefits of regulation. Informing registrants about our relationship with the professional bodies as well as ensuring registrants know about our public information campaigns and activities will be important. It is evident from research that informing the public is key, not only because it helps to raise awareness, but also because being seen to do so is another way of raising our 'credibility' with registrants, and helping registrants to understand the importance of regulation, including how registration fees are spent.

Areas of the workplan which address these issues include our continued talks and presentations across the UK, the content of Listening Events (which will continue to be more specifically refined to address the areas registrants identify as particularly useful), media work with the professional journals, our presence at profession-specific conferences and exhibitions and stakeholder work with employers and professional bodies.

Key stakeholders

Feedback from opinion polling has been generally positive, with good feedback from key stakeholders about the organisation generally. Many believed we are going in the right direction, and that the way forward is for HPC to expand and to regulate more professions. Our overall objectives of informing key stakeholders of our public protection role is also important here, both in contributing to cross-regulatory work as well as sharing our expertise with others where appropriate.

Interestingly here, as with registrants, work with the public has been emphasised as a key part of our future work, and a way to ensure we are seen by key stakeholders to be fulfilling our role. This group of stakeholders also emphasised the need to communicate more with registrants to promote the benefit of regulation and understanding of the HPC.

The workplan addresses these areas through the campaigns and stakeholder work. In particular, the stakeholder work outlined for the coming year with professional bodies, employers and others will be an important way of responding to the feedback obtained.

Members of the public

There continues to be a need to raise awareness with this group, in particular our work needs to be targeted and focused to make the most effective use of our available resource.

The majority of the public has expressed a preference for information to be provided to them in GPs' surgeries, or on the internet. The former preference was further reinforced by the information that the majority of members of the public stated that they would see a health professional through referral from their GP.

The workplan addresses these areas largely through the Campaigns areas of work, particularly the ongoing dissemination of public-facing literature, targeting GPs and other patient and public facing organisation and increasing our presence on the internet.

Issues and priorities conclusion

Our focus for the 2010 – 2011 workplan will continue to be our public information campaigns and the work we are undertaking to raise awareness amongst the public of the HPC and its role and the importance of using a registered health professional. We will also continue to focus on our communications with registrants, in particular promoting the benefits of registration and explaining the requirements of the CPD audits.

Achieving the communication objectives in 2010 - 2011

The Communications Strategy identifies five overall objectives in our communications work.

1. To raise awareness and understanding of the HPC's role in regulation across all our audiences
2. To extend our reach to the public enabling them to access easily information about the HPC
3. To inform key stakeholders of our public protection role through ongoing dialogue and engagement
4. To engage with our registrants to ensure they understand the benefits of regulation, the work of the Council and what is required of them
5. To further strengthen and ensure effective internal communications within the organisation

A summary of our approach to achieving the communication objectives is set out in the table on the following pages.

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Objective 1 : to raise awareness and understanding of the HPC's role in regulation across all our audiences, we will:

Main activity	Description	Key deliverables	Timescale	Employees involved
1.1 Manage the publications process and support departments in the production of a range of publications	<p>Manage the publications process for all publications, liaising with departments and advising on the content of publications.</p> <p>Possible publications this year include: Annual monitoring supplementary information (Q1) Paramedic report (Q1) Education annual report (Q3) Education process (Q4) FTP annual report (Q2) Review of complaints literature (tbc) Review of standards of proficiency (Q4) Reprint of health/character guidance (Q4)</p> <p>Organise reprints of existing publications ensuring sufficient stock at all times</p>	<p>Present a positive image of the HPC and promote understanding of its role</p> <p>Increased transparency and accountability and improved profile with stakeholders</p> <p>Improved understanding of HPC requirements</p>	<p>Throughout the year and dependant on requirements of other departments</p> <p>See publications schedule for more detail</p>	<p>Publications Manager / Team Administrator</p>
1.2 Continue to distribute publications and brochures on request and ensure availability of publications in large print, Braille, Welsh etc	<p>Respond to requests within reasonable timescale, log requests and maintain stock levels</p>	<p>Improved understanding of HPC requirements</p> <p>Increased accessibility for different audiences</p>	<p>Throughout the year and dependant on requests received</p>	<p>Publications Manager / Team Administrator</p>
1.3 Develop the website and its content by working with departments to support their requirements and identify opportunities for development	<p>Work with departments to develop content and pages of website. Specific activities this year will be determined by departmental and organisational requirements</p> <p>Refresh design and content of hpcheck to bring it in line with the HPC's visual identity</p>	<p>Increased understanding of the HPC</p>	<p>Throughout the year dependant on departmental requirements</p> <p>Q3 and Q4</p>	<p>Web Manager</p>

	Main activity	Description	Key deliverables	Timescale	Employees involved
1.5	Maximise the opportunities to increase coverage about the HPC in the national, regional, professional and consumer press as well as online media channels	Continued implementation of the department's media strategy through: working with departments, identifying news stories, writing articles and issuing releases contact programme with journalists as required, ensuring relevant HPC staff fully media trained and continued development of media infrastructure (eg media lists, coverage reports) development and implementation of joint media campaign with professional body to raise awareness of protected title	Coverage reflects better understanding of issues by journalists and supports our public protection role Improved public understanding of the titles we protect	Throughout the year Throughout the year Q1 research Q2 roll out	Press and PR Manager / Communications Officer / Administrator
1.6	Continue to communicate relevant information about extending regulation to new professions including psychotherapists and counsellors, healthcare scientists, assistants and other groups where relevant	Work closely with Policy to support the work undertaken. Activities will vary depending on profession but may include attendance at relevant meetings, media monitoring, talks and presentations, research, information or attendance at relevant conferences, event support, information on our website, articles in professional journals.	Increased level of understanding of HPC regulation with aspirant groups/new professions	Throughout the year	Director / all
1.7	Continue to promote the Fitness to Practise hearings	Issue weekly media alerts, write and issue releases for suspension and strike off, respond to journalist queries and liaise with journalists at hearings, focus coverage in local and regional media	Increased level of coverage in regional media and increased promotion of public protection role	Throughout the year	Press and PR Manager / Communications Officer

Objective 2: to extend our reach to the public enabling them to easily access information about the HPC, we will:

	Main activity	Description	Key deliverables	Timescale	Employees involved
2.1	Ensure the continued dissemination of public information literature	x 2 GP and pharmacy waiting room distribution x 1 PALS and Wales Community Health Council distribution x 1 Citizen Advice Bureau Research and determine viability of distribution to other networks including charities and advocacy organisations	Promotion of public protection role - focussed, cost effective way of reaching the public	Q1 – April Q3 - Oct Q1	Press and PR Manager / Communications Officer
2.3	Promote “registered with the HPC” concept to registrants and the public and ensure continued access and usage	Continued promotion to registrants through A5 flyer in renewals, professional press, events Promote to registrants through existing channels, eg HPC In Focus, A5 renewals leaflet, Listening Events and press release to professional journals. Issue press release to consumer media	Engaging with registrants and working with them to promote public awareness	Throughout the year Q1 onwards	Press and PR Manager / Communications Officer
2.4	Continue online presence through existing channels, eg Google and develop new channels (eg Facebook)	Maintain Google adwords Research websites and online information portals where we should have a presence and ensure information about the HPC is available on these sites	Continued reinforcement of public protection role	Quarterly Q1 research Q2 reporting/ implementation	Press and PR Manager / Communications Officer
2.5	Ensure GPs and referrers are informed about the HPC	Develop appropriate programme of communications based on 2009 research eg direct mail, referrers guide, conferences and events	Improved understanding of HPC’s role	From Q2	Press and PR Manager / Communications Officer
2.6	Ensure information for complainants is relevant and accessible	Work with the FIP department to undertake activities including, review of brochures, development of website and hearings dvd	Improved understanding of HPC’s role, provision of support to complainants		Director / all
2.6	Continue to participate in patient and public involvement activities through participation in the joint UK health regulators PPI group	Undertake joint activities as set out in the agreed PPI group workplan, including joint leaflet, development of website	Promotion of public protection role and raised awareness of HPC	Quarterly meetings	Press and PR Manager
2.7	Ensure patient representative groups, advocacy groups and service users are informed and engaged with the HPC	Research contacts (eg LINKs) and ideas (eg local authorities), implement contact programme as required, attendance at relevant events and conference, promotion of public information materials	Improved understanding of HPC’s role	Q2	CPD Communications Manager

Objective 3: to inform key stakeholders of our public protection role through ongoing dialogue and engagement, we will:

Main activity	Description	Key deliverables	Timescale	Employees involved
3.1 Develop HPC's profile in the four nations and Europe devising channels of communication which ensure stakeholders are informed and fully aware of our work and role in healthcare regulation	<p>Jointly work with Policy and ensure development across all stakeholder audiences, including parliamentarians, employers, professional bodies and various health departments</p> <p>Continue to research contacts and ideas and develop and maintain database of contacts</p> <p>Undertake at least 2 visits to each country for meetings with stakeholders and conference attendance</p> <p>Monitor European Parliament and stakeholder activities and disseminate information as relevant, organise at least one trip for stakeholder meetings and/or conferences as required.</p>	Improved understanding of the HPC's role in healthcare regulation	Q2 Dates (tbc) Dates (tbc)	CPD Communications Manager / Communications Officer
3.2 Continue to keep parliamentarians informed and aware of our work and role in healthcare regulation	<p>Organise fringe membership of the Health Hotel and ensure participation in Health Hotel activities at all three main political party conferences</p> <p>Undertake meeting programme and written briefings as required</p> <p>Attendance and exhibitions at four nation political party conferences (eg DUP, SNP and Welsh Labour)</p> <p>Continued parliamentary monitoring, dissemination of information as required</p> <p>Continue e-politix and editorial/advertorial opportunities as required</p>	Raised awareness and improved signposting of our role in the future of regulation and public protection	Q1 and Q3 As required Throughout the year Throughout year As required	Director / Events Manager / Communications Officer

Main activity	Description	Key deliverables	Timescale	Employees involved
3.3 Continue to keep employers informed and engaged with the HPC across all activities and on specific issues	Undertake five UK-wide employer Events Communication in the form of letters/emails on key areas of importance eg registration renewal/cpd audits and speaker slots Attendance at relevant exhibitions and conferences eg NHS Employers Rolling programme of news items in bulletins and on the website	Promote the HPC's key messages to employers, improved understanding of HPC's role and how we can assist employers	Q4 – Feb / March As required Throughout the year As required	CPD Communications Manager / Events Manager / Communications Officer
3.4 Continue to keep professional bodies informed and engaged with the HPC across all activities and on specific issues	Attend CEO/Chair's programme of annual meetings on renewals, cpd, communication and key issues as required Ensure meetings as part of registration renewal work (see 4.6) Attendance and speaking engagements at conferences and exhibitions, written briefings, access to HPC In Focus	Promote the HPC's key messages to professional bodies and therefore registrants Improved relationship and understanding of the role of the HPC and increased ways of working together	Throughout the year Throughout the year Throughout the year	CPD Communications Manager
3.5 Begin to raise awareness with employers of the importance of protected titles and employing HPC-registered practitioner psychologists	Identify/research issues and devise programme of communications work which highlights role of HPC, use of protected title and importance of employing HPC-registered practitioner psychologists	Promote the HPC's key messages to employers, improved understanding of HPC's regulatory role	Q2 and Q3 for research Q4 for roll out	CPD Communications Manager / Press and PR Manager / Communications Officer
3.6 Research relevant activities to promote grandparenting for practitioner psychologists	Begin to research potential communications campaign for roll out Q1 2011/12	Improved understanding of the grandparenting process and its implications for employers and professionals	Q3 and Q4	Press and PR Manager / CPD Communications Manager / Communications Officer
3.7 Ensure clear and relevant communications to stakeholders on our revalidation work	Work with Policy, write communications plan, focus on Phases 1 and 2. External facing activities may include web, stakeholder liaison, events support and articles in HPC In Focus. Internal communications will include all employee meetings, intranet and Update	Improved understanding (internally and externally) of the project work we are undertaking on revalidation	Q1 and then throughout the year dependant on Policy projects	Director / all

Objective 4: to engage with our registrants to ensure they understand the benefits of regulation, the work of the Council and what is required of them, we will:

	Main activity	Description	Key Deliverables	Timescale	Employees involved
4.1	Continue participation in external exhibitions by taking stands and researching new opportunities	Ensure presence at approximately 25 professional facing conferences and exhibitions ensuring relevant representation from HPC Research new conferences to attend and maintain calendar of events	Communication of messages Opportunity to listen to feedback and raise HPC profile and present positive image	Throughout the year Reference events schedule for more detail	Events Manager / Communications Officer / representatives from other departments
4.2	Organise Listening Events across the country for registrants	Ensure UK-wide presence – at least 16 meetings in 8 locations. Work includes sourcing locations, booking venues, booking/briefing panel, issuing invitations, updating presentation and producing evaluation reports	Opportunity to listen to feedback Improved understanding of the HPC's role and activities	Q1 – May Q2 – July Q3 – October Q4 - February	Events Manager / Communications Officer
4.3	Continue to communicate HPC's work and activities in the professional press	With departments identify articles and news stories for professional press including professional body journals, newsletters and website. Issues to include CPD audits, ftp, council appointments, registration renewals and key projects/activities	Improved understanding of what we require of registrants and increased level of coverage	Throughout the year	Press and PR Manager / Communications Officer
4.4	Communicate with registrants through HPC In Focus, developing its content and circulation	Continue to work with departments on content and identify opportunities to increase distribution through for example adverts in professional journals, A5 flyer with certificates, sign up sheets at talks. Manage email distribution lists ensuring they are up to date and accurate	Better informed registrants	Q1 – April/June Q2 – August Q3 – October / December Q4 – February	Publications Manager / Team Administrator
4.6	Provide appropriate and relevant communications to support the registration renewals and the CPD audit processes	Liaise with registration regarding the ongoing renewal of professions' registration. Feed information into ongoing communications with employers and professional bodies. Ensure clear information provided online. Promotion of online presentations, attendance at HPC events, talks and presentations as required.	Communication of registration renewal requirements, support lower lapse rates Communication of CPD standards and guidance to registrants and employers	Throughout the year as professions renew	CPD Communications Manager / Press and PR Manager / Communications Officer
4.7	Provide appropriate and relevant communications for the Safeguarding Vulnerable Adults project	Ensure participation in project group. Write and implement communications plan focusing on registrants, employers and employees	Improved understanding of the Independent Safeguarding Authority requirements and HPC's responsibilities	Throughout the year	Director / all

Objective 5: to further strengthen and ensure effective internal communications within the organisation, we will:

	Main activity	Description	Key deliverables	Timescale	Lead
5.1	Organise all employee meetings	Set dates in advance, book council chamber and catering, organise programme of speakers, ensure correct set up on the day	Improved understanding of HPC's ongoing work and activities and the Council's direction	Q1 – April / June Q2 - September Q3 - November Q4 – January / March	Events Manager / Team Administrator
5.2	Maintain the intranet ensuring it is up to date, business led and accessible	Liaise with departments to ensure content is up to date, proactively add news stories and items. Undertake key work to ensure the intranet remains relevant and accessible, for example development of work database	Provide information which enables employees to deal efficiently and effectively with enquiries	Throughout the year	Web Manager / Team Administrator
5.3	Organise all employee events	Set dates, book venues Agree format, issues invitations Evaluate	Improved internal communications and team building	Q2 - July Q3 - December	Events Manager / Team Administrator
5.4	Organise the annual all employee awayday	Set dates, book venue Agree format, speakers, issues invitations Evaluate	Improved understanding of the HPC's strategic aims and direction	May	Events Manager / Communications Officer
5.5	Produce the all employee newsletter	Work with departments to collect copy, write and edit content, ensure printed for each all employee meeting	Improved understanding of cross departmental and organisational activities	Q1 – April / June Q2 - September Q3 - November Q4 – January / March	Publications Manager / Communications Officer
5.6	Produce electronic issues brief	Develop based on findings of evaluation, gather information from departments and monitoring for inclusion in the brief	Improved understanding of external stakeholder activities and issues influencing the regulatory and health agenda	Weekly	CPD Communications Manager / Communications Officer
5.7	Ensure employees are informed of key organisational and departmental activities	Use full range of internal communications tools to communicate key activities including information security, work on extending regulation, Council, ISA, registration renewals, CSR	Improved understanding of cross departmental and organisational activities	Throughout the year	Director / Team Administrator

Monitoring and evaluating the communications workplan

The activities in the communications workplan will be continuously monitored by the communications department and progress against the plan will be reported to the Communications Committee.

A more detailed approach to measurement and evaluation is set out in the communications strategy 2007 - 2011

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2011 - 2012

Beyond the financial year 2009 – 2010, there are further objectives for our communications work, and these are set out below:

- Further communications work with hard-to-reach/seldom heard groups, building on the work we have done with older people. This could include work looking at communicating with people from black and ethnic minority communities, and different groups of disabled people.
- Extending regulation to new professions will continue to be important, particularly in the light of the government's intentions as stated in the White Paper of February 2007. Communications activities will continue to play a vital role to the success of opening the Register to new professions, communicating not only with aspirant professional associations, but also with future registrants, and with members of the public.
- Raising the HPC's profile in the four nations will continue to be an important focus for our work, including revisiting the question of whether we should have some kind of physical presence outside England, and if so what form this should take.

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Risk

The key risks for HPC which relate to the Communications Department are failure to inform the public, loss of support from the professional bodies, and inability to inform stakeholders following crisis. The management of these risks is inherent through the whole of the Communications workplan, but particularly through:

Campaigns and the Website

These activities help to inform the public and also help to raise our profile with the professional bodies. Likewise, the effective maintenance of the website, including the ability to update it remotely, helps to mitigate the risk of not being able to communicate with stakeholders after a crisis.

Key stakeholder work

This area of activity is important in indirectly raising our profile with the public (for example with members of the public who attend their MPs surgeries and may seek information on how to complain about the care they have received), but particularly important in developing our relationships with professional bodies.

Disaster Recovery

Although not situated in Communications, the HPC's approach to disaster recovery is an ongoing piece of work, and the disaster recovery plan is regularly reviewed and updated. Through the Executive Management Team, the Director of Communications contributes to its ongoing currency, and this provides an important safeguard against the risks posed to the organisation by any disaster occurring.

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