

## HPC Communications Strategy



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1

## Council Objective

- The Health Professions Council (HPC) has set as its objective, becoming the UK's No.1 health regulator in the eyes of the public and professionals (ref. Prof.N.Brook-'The Future - a paper on consultation' July 2002).
- Its duties are defined by the HPC Order 2001 and are defined as the following;

2

## Duties

- Maintaining and publishing a register of properly qualified members of the professions
- Approving and upholding high standards of education and training and continuing good practice
- Investigating complaints and taking appropriate action
- Working in partnership with the public, and a range of other groups including professional bodies
- Promoting awareness and understanding of the aims of the HPC

3

## Council Strategy

- In October 2003 the Council re-drafted its strategic intent document outlining how it would fulfill its duties and also how it would set about attaining its objective of being the best health regulator in the UK.
- Council maintained its six guiding principles

4

## Six guiding principles

- Transparency of its procedures and processes
- Being communicative and responsive
- Providing value for money and audit
- By protection of the public
- Through collaborative working with stakeholders
- Ensuring high quality service for registrants, patients, health professionals and social services

5

## HPC Communications Objectives

- Inform the public and registrants about its work
- Involve the public and clients in decision making
- Consult regularly with public, patients/clients and registrants
- Ensure equitable access to all of HPC's external publications
- Publish an Annual Report, including statistics detailing the efficiency and effectiveness of the arrangements the HPC has put in place for the protection of the public, together with the Council observations on these.
- Commitment in 2004 to be reported on by Consumers Association (similar to doctors and dentists)

6

Needs to change

## Previous position

- In 2003 HPC saw it's existing position as follows;
- Awareness of HPC was more than that of CPSM but room for improvement
- The public believe that health professionals should be regulated
- Independent regulation is more trustworthy in the eyes of the public than dependent registration (OLR Trust findings)
- Animosity to fee increases was still a live issue. HPC must show value for money therefore especially to registrant sector
- Little recognition of State Registration and what the professions do.
- People confused by letters after name but believe the more the better

7

## Communications 2003-4

### Events

- HPC re-launch EICC, Edinburgh
- Listening events in Belfast, Nottingham, Llandudno and Jersey
- Conference attendance at
- **Publications**
- First HPC Annual Report and Accounts
- 12 standards of proficiency
- 1 standards of conduct performance and ethics
- 25 operating brochures
- Benefits of registration

8

## Communications 2003-4

### Website

- Updated daily
- First 'real-time' on-line register
- 400% rise in visits to site
- Pages increased by 100%
- Council member secure section established

### Market Research

- Operating brochures, advertising development, web site, events feedback

### Customer Service

- Customer service training instigated across the entire organisation

9

could Partners  
Employers(?)  
Next year

## Communications 2003-4

### Advertising

- Advertising market research conducted

### Personnel

- Recruited full-time Communications Officer + one seconded position

### Lobbying

- On-going programme of events including Paul Burstow Lib-Dem Health and successful lobbying of European Parliament through AURE

### Media relations

- First national coverage in Daily Express and BBC on-line
- Same day electronic news release
- Fitness to practise process and media alert established

10

radio

## Communications 2003-4

### Internal Communications

- Intranet primary source of HPC information
- Employee workshops held on fees, renewals, radiographers and internet

### Customer Service

- Training programme established and implemented for all staff
- Focus group established to lead customer service delivery across the organisation
- Customer Service Manager role established within Communications

11

## Existing position

- In 2004 all the perceptions remain the same
- Additionally our customer service levels are now coming under increased scrutiny
- The demand for information from HPC is increasing daily
- Due to the ground work of the communications team over the past 12 months we are now in a position to start to tackle these perceptions head on

12

## **Communications Strategy**

- The Communications strategy must address the key issues thrown up by audit and remain in line with Council strategy

The aims of the strategy are therefore:

- To deliver improved perception of the value of registration and of improved service delivery by HPC
- To deliver a plan for raising awareness of HPC among the general public. Communicating who we are, what we do and how people can interact with HPC
- To outline an internal communications plan that can improve the flow of information between Council, management and staff
- To Underline the above three strategic elements with ongoing communications between key influencers, stakeholders and Partners that demonstrate HPC is a well run, professional organisation that delivers above and beyond peoples expectations

13

## **Communications Strategy**

- To facilitate the change to a customer focused organisation with a developing reputation for best practise in the field of customer services
- To use Internet technology to help bring immediacy, 24/7 availability, cost effectiveness and a worldwide element to our communications
- To communicate clearly to all audiences
- To ensure that all aspects of HPC understand the goals of the organisation and the objectives of the Communications department
- To measure the effectiveness of the strategy
- To produce a communications plan that can deliver the strategy

14

## **Communications objectives**

*Aim; Ensure that while the communications strategy and plan cover the organisation for the next 3-4 years a number of projects are prioritised for completion within the next 12 months. This will ensure that HPC moves forward and meets its strategic intent.*

15

## **Objectives 2004**

1. Foster greater links and understanding between all the constituent parts of HPC, leading to better external and internal communication. Staff-Council-Committees-Partners
2. Build the best website of all UK regulators for content, ease of use and accessibility
3. Manage the publications produced by HPC carefully using the website where appropriate to launch or deliver HPC material
4. Raise awareness of HPC among the public
5. Develop the foundations of a best practise customer service organisation within HPC

16

## **Annual Communications Plan April 2004- March 2005**

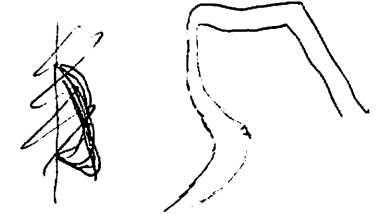
17

## **Internal Communications**

*Aim; to create an organisation that can deliver the Council communications strategy and to focus on people who bring the strategy to life*

18

N 2/12  
Post Council



**Internal Communications**

- Develop an intranet site developed by and for the use of the staff
- Engage more staff in the work of HPC through exploring ways of simplifying Council and Management decisions and communicating those internally
- Train up to six people in the techniques required to update intranet site, thereby developing 'real' ownership of site
- Monthly 'a) staff meetings are already in place and will continue as an open forum of debate of current issues. Departments to make individual presentations. Monitor format.

19

**Internal Communications**

- Improve internal awareness of HPC activities by staffing events with HPC people e.g. Cardiff event December 2003
- Work with HR to ensure Communications is recognized as a key management and employee function. Communications to be covered in management training; communications skills to be assessed at selection as part of the appraisal. Project managers to be required to produce and report on communication plan for their specific projects e.g. CPD consultation
- Hold workshops with staff on key areas affecting HPC e.g. Fees and UK Registration – held February 2003
- Explore areas of rewarding staff for excellent customer service and communication work across HPC

20

All ready done

**Internal Communications**

- Maintain and develop the Council member web section and introduce a Partner area
- Develop a simple format for communicating Council, Committee and management decisions and potential impacts throughout HPC
- Facilitate meeting between chairs of various committees, first and foremost so they understand our communications objectives for the year
- Consider the viability of introducing alert messages to council members if profession specific issues arise and or briefing papers being made available via the web
- Support Council with the resources necessary to help deliver communications objectives
- Look at the viability of work shadow opportunities to foster greater understanding and knowledge of roles

21

**Media Relations**

*Aim: to ensure consistent and positive media coverage of HPC, health professions regulation in the UK, and our objectives. Establishing HPC as a voice of authority within the Health Professions Community and raising the awareness of HPC among the UK public.*

22

**Media Relations**

- Start a briefing programme with major media journalists. Get ourselves known to around 6-7 major titles over the course of this year.
- Develop strategic media plan resulting in positive major media coverage at least twice within the next 12 months
- Look internally and externally for news items that reflect a positive image for HPC
- Produce briefing paper and bullet points for interviewees where appropriate

23

**Media Relations contd**

- On-going development of web press room where images, latest releases, publications, events programme can be accessed on-line by the media.
- Ongoing development of the fitness to practise media process
- Develop the existing media training programme to include new Council/Staff members. From this develop key spokespeople within the Executive and Council and update their training on an 18 month basis.
- Develop an e-mail newsletter highlighting decisions taken at Council meetings. Aimed at registrant community, journalists and key stakeholders. On the back of the paper highlighted in internal communications

24

*[Handwritten scribbles]*

### **Media Relations *contd***

- Introduce e-mail alert and monthly news release regarding 'Fitness to practise' hearings. Aim this not only at professional media but also at Health Trusts and employers by 'sign-up' method.
- Fitness to practise should take prominence in many of the pro-active communications activities we do this year not only in the media but via registrant communications and those to employers too.
- Maintain an accurate record of HPC media coverage and distribute to Council members via the web.

25

### **Crisis Management**

**Aim; Maximise effective communication during times of crisis ensuring the Incident or event does not rise to the level of crisis and that the impact is kept to a minimum.**

- Monitor the development of issues likely to impact HPC by frequent interaction with stakeholder groups and work through resolutions early.
- Maintain external resources for HPC Press Office in event of crisis ensuring team can work from online in any location.
- Link to overall HPC Risk Mitigation Strategy and Disaster recovery plan
- Plan 'dry-run' of crisis including communications aspects, audit crisis management plan, research results, update plan if necessary

26



### **Publications**

**Aim; Through the use of publications communicate in a clear and professional manner the goals and objectives of HPC**

27

### **Publications**

- Maintain consistency to corporate design and image throughout publications.
- All publications will be available via the web and numbers of publications printed will be kept to a minimum being made available on request
- Oversee production of guidance notes and form design with the aim of simplifying and ensuring consistently high standards across all our statutory paperwork
- Offer guidance and input to consultation documents

28

### **Publications**

- HPC has certain commitments to publish material under the Order in Council. These are;
- Operating Brochures. Will be updated and maintained on a regular basis. A re-design of 'An Introduction to HPC' may be ordered to fit in line with other external communication activities and design
- Annual Report (see separate section)
- Annual Review – fitness to practise decisions
- Annual Statistical report which will include our own service level standards
- Distribution and supply of documents to registrants, institutions and members of the public will be scoped with on-line ordering a possibility

29

*SPLIT*

### **Annual Report**

**The Health Professions Order 2001 states HPC must publish an annual report including statistics detailing the efficiency and effectiveness of the arrangements the HPC has put in place for the protection of the public, together with the Council observations on these.**

- The Annual report will follow the same format and design principles of last year.
- The report will be launched at an AGM on July 16<sup>th</sup> 2004
- It will be made available on-line and on request
- Requests will be captured by the LISA system for future use

30

Data → De Prisoner  
i.e. No return

### The Register

One of HPC's primary purposes is to maintain and publish a register of properly qualified members of the professions it regulates

- Currently the only source of checking the register is an on-line version via the HPC website [www.hpc-uk.org](http://www.hpc-uk.org) or to call the registration department and get a member of staff to look it up for you.
- It is currently the only 'real-time' on-line register in the UK
- While this will remain the primary source HPC will investigate other means of producing the register including CD-Rom being mindful of cost and appropriateness at all times
- Scope access to Register for employers through secure access to website

31

### Events

*Aim; being communicative and responsive as well as collaborative working with stakeholders HPC*

32

### Listening Events

- One of the most successful and positive features of HPC's communications strategy will be continued along the same lines for the next 12 months
- Events will be increased to 8 per year from 2005 to cover a greater section of the UK
- Meetings should be recorded and feedback built into future communications between HPC and its audience.
- Publicity of events via a news release locally (where appropriate), HPC web site and direct mailing to registrants in surrounding area
- Feedback forms are now available at all venues to monitor these events

33

### Conference Attendance

- Registrant Council members can request attendance at their particular professions conference and will be dealt with on first come first serve basis with each profession having the opportunity for their conference to be attended once every 3-4 years
- HPC will attend no less than three profession specific conferences each year in the UK and one international (where appropriate)

34

### Conference attendance

- HPC Council members and appropriate staff should man the stands
- Conference attendance should be seen as an opportunity to explain the work of HPC to registrants, listen to feedback and network with members of the profession fostering greater levels of understanding between both ourselves and our registrants.
- Specific themes will be targeted this year during our attendance e.g. partner recruitment, renewal process, consultation, grandparenting

35

### Consultation

**AIM; Ensure that consultation events follow best practice procedures and include all relevant stakeholders.**

- Support E&T and other areas of HPC by ensuring they follow consultation best practise
- Venues and dates should cover the UK and be at appropriate times and dates
- Appropriate bodies should be consulted
- Advertising of consultation should be done in advance via the appropriate means
- Brochures should follow Plain English guidelines

38

Wider flavor

## Annual Conference

**Aim; Place HPC at the forefront of UK health regulation, fulfil our remit to consult with stakeholders. Drive forward the health regulation agenda through the organisation of an HPC sponsored conference.**

- Meet with conference organisers to develop 'best practice' conference organising
- Develop a theme round which to build the conference agenda
- Explore sponsorship and funding initiatives
- Partners to be the key invited audience
- Roll out publicity of conference in media and websites, evaluate and review conference

37

## Website

**Aim; To build the best website of all UK regulators in terms of content, ease of use and accessibility**



38

## Web Site

- Ensure web strategy links directly to IT strategy
- Conduct market research on content, usability, and architecture
- Build results into development of website
- Outline benchmarks to which HPC site must subscribe – highlighting best practices within business sector
- Development of site architecture based on typical tasks of visitors.

39

## Web Site

- Look into the development of a Content Management System (CMS) to allow for frequent updating by a number of defined users
- Introduce staff training on CMS system
- Develop secure access areas for Council, Partner and possible employer areas
- Track and monitor web-site usage including them in the frequent management reports to Council
- Develop and maintain world wide regulation section
- Accessibility testing embracing standards set out in both Government and WC3's web design guidelines (ISO 9001 accredited)

40

## Welsh Language

**Aim; To consult on and then deliver a welsh language scheme that shows equality between English and welsh languages in the provision of HPC's services and communications.**

41

## Welsh Language

- Consult with the Welsh Language Board (WLB) on best practise schemes
- Map the key areas of HPC's service provision for both registrant and public audiences
- Develop first draft proposals of a welsh language scheme based on mapping exercise and submit to WLB
- Amend first draft proposals in light of WLB comments
- Conduct 8 week consultation exercise on scheme
- On conclusion seek approval from WLB for scheme
- Ensure that plan covers a three year period and submit for periodic review

42

## Internal and External Communications

*Aim; To develop a range of activities aimed at raising awareness of HPC among different audiences, using different mediums from those already outlined.*

43

## Lobbying

**Aim; To brief, update and influence this sector in accordance with Council strategy and objectives. Ensure that this sector receives a positive, professional, responsive link with HPC.**

- Arrange briefing meetings with appropriate politicians across the UK (4 home nations) and Europe, press releases, invitations to events
- Keep registrant bodies informed and on-side, gradually expanding Council's relationships with a wider constituency that would include NHS Trusts, local authorities etc.
- Responding to PQ's via DoH contacts - ongoing
- Ensuring regular communication between HPC and other bodies with similar interests and agendas

44

## Lobbying

- Advise Council on appropriate issues relating to regulation in general
- Push HPC as a working example of a regulatory structure working in the UK to EU politicians reflecting well on UK government and HPC
- Ensure that the message of the public being better protected through HPC is coming through in all meetings with stakeholders and politicians
- Evaluate membership of bodies such as AURE

45

## Advertising

**Aim; To plan and deliver a targeted advertising campaign in support of our overall objectives of raising awareness of HPC .**

- Advertising will aim to ;
- Explain protection of title
- Differentiate between professional titles and "sound-alike" titles.
- Promote the concept of making an informed choice
- Establish the role of HPC and give contact details
- Target women between the ages of 25-60 as our key audience
- Remain flexible as in media buying

46

## Grandparenting

*Aim; Raise awareness of the Grandparenting scheme and the implications of protection of title to the currently unregulated sector of health professionals*

- Advertise protection of title and the Grandparenting process in the likes of Yellow Pages and Thomson Directory
- Distribute information pack and advertising through sports associations such as the Football Association, Rugby Football Union, Sports Council, Local Authorities.
- Distribution of letter to HR professionals in NHS and private sector hospitals and healthcare institutions
- Place feature articles on Grandparenting applicants in journals and major media – one year to go
- Develop communication plans and processes (e.g. Thomson and Yell legal teams) for enforcing protection of title in 2005

47

## Customer Service

**Aim; Develop a customer service programme that places HPC at the forefront of UK regulators when it comes to delivering excellent customer service and handling customer complaints.**

- Manage and enhance the reputation of HPC through a company wide customer service training programme
- Develop a clear and precise customer complaints process
- Develop and monitor customer service levels and customer complaints specifically
- Benchmark HPC's customer services against industry leaders from private and public sectors
- Publish customer service levels

48



## ***New professions***

*Aim; Develop a simple but effective communication template that can be used when new professions join HPC This will follow the line of who are we, what do we do and how do they get in touch with us.*

- Engage with new key management and stakeholders from the new profession
- Establish a programme of pre, during and after regulation communications to inform new registrants of the benefits of regulation and the operations of HPC
- Encourage and monitor feedback from professionals within the new group as to our process. Feedback into future plans for new professions.

49

## ***Election process***

*Aim; Develop a simple but effective communication template that will alert relevant stakeholders to the election process and help them engage with the HPC*

- Establish a programme of pre, during and after election communications to inform new registrants of the process, results and outcomes
- Encourage and monitor feedback from stakeholders as to the election process. Feedback into future election communication plans.

50

## ***Market Research***

*Aim; Ensure that HPC's stakeholders are regularly consulted and that the result are fed into future communication strategy and objectives.*

- Conduct qualitative research into communications needs and expectations of registrants from HPC.
- Engage with the public in establishing advertising campaigns
- Website user ability and development survey
- Brochures and other publications
- Survey to generate news
- Customer satisfaction survey

51

## ***Resources***

52

## ***Staff***

- Communications Department is organized in the following way
- **Chris Middleton** – Director of Communications, responsible for overall communications strategy implementation
- **Eleanor Price** – Events Manager, responsible for co-coordinating HPC's internal and external events e.g. listening events, annual conference, conference displays
- **Rachel Tripp** – Communications Officer, responsible for day-to-day contact with media, writing press releases, assisting event management, co-ordination of web-site information
- **Tony Glazier** – Webmaster, responsible for day-to-day running and maintenance of HPC website and electronic communications.
- **Victoria Nash** – Communications Officer (secondment) responsible for implementing HPC's customer service programme, media relations and advertising development

53

## ***Contractors***

- From time-to-time HPC will use contractors to supplement the in-house skills available. These will take the form of;
- **Political Lobbying and Strategic Media Relations** – Good Relations, on-going 12 month contract offering monthly support.
- **Market Research** – Opinion Leader Research will be commissioned on a project-by-project basis.
- **Welsh Language Scheme** – TROSOL provide us with appropriate Welsh translation service for publications and events.
- **Advertising** – Box of Tricks (Birmingham) will act as our advertising design agency and media buyers
- **Customer Service Training** – GB Consulting will run and design courses for HPC
- **Annual Conference** – Comtec (Manchester) will offer support to our events manager in the delivery of this important event.

54

## **Timetable of key events 2004/5**

55

## **Timetable**

### **February 2004**

- *Conduct market research on website*
- *Listening event Nottingham*
- *Annual report project plan devised*
- *Recruitment process of Communications officer and events manager started*

### **March 2003**

- *Website market research completed*
- *Consultation on SET's and Approval process begins*
- *Map welsh language processes*
- *Service level 2 customer service training*
- *BAPO conference, Birmingham*

56

## **Timetable contd**

### **April 2004**

- *Briefing programme of major media journalists to begin*
- *Unison annual conference, Glasgow*
- *Institute of chiropodist and podiatrist conference*
- *Intranet user survey and registrant communications survey*
- *Communications written into job descriptions, objectives and goals*
- *Placement of first HPC advertisements*

### **May 2004**

- *Develop customer service level agreements*
- *Kick off Grandparenting Communications*
- *Welsh language consultation begins*

57

## **Timetable contd**

### **June 2004**

- *Market research fed into communications strategy*
- *End of SET's and approvals consultation – publish results*
- *Welsh language consultation ends*

### **July 2004**

- *Dry run of crisis management programme*
- *Approval of welsh language scheme*
- *Annual report published at AGM – Park House*
- *Annual review published*

58

## **Timetable contd**

### **August 2004**

- *New website in development*
- *Media coverage based on MR survey (conducted July)*
- *New professions communications plan enacted*

### **September 2004**

- *Annual conference – Manchester*
- *CPD consultation begins*

### **October 2004**

- *Communications plan for election scheme signed off*

59

## **Timetable contd**

### **November 2004**

- *CPD consultation ends*
- *Election scheme communications plan before Council*

### **December 2004**

- *Publish results and findings from CPD scheme*

### **February 2005**

- *User survey of HPC registrants*
- *Review communications strategy 2004/5*

60

**HEALTH PROFESSIONS COUNCIL**  
**BUDGET 2004-05: Version 2**

<b>COST CENTRE</b>	<b>COMMUNICATIONS</b>
<b>CODE</b>	<b>COM</b>
<b>BUDGET MANAGER</b>	<b>Chris Middleton</b>

Code	7 Months to 31/10/03			Annual Budget	Latest Est	Bid	
	Actual	Budget	Variance	2003/04	2003/04	2004/05	
	£	£	£	£	£	£	
2001 /200/COM	Basic pay	65,783	63,383	(2,400)	108,657	112,771	144,249
2003 /200/COM	National insurance cost	7,240	6,972	(268)	11,952	12,411	15,867
2004 /200/COM	Pension cost	9,358	11,853	2,495	20,319	16,042	17,664
2006 /200/COM	Staff recruitment	0	0	0	0	0	10,000
2007 /200/COM	Temporary Staff	0	0	0	0	0	0
2008 /200/COM	Other payroll cost	1,565	0	(1,565)	0	1,565	0
	<b>Payroll</b>	<b>83,946</b>	<b>82,208</b>	<b>(1,738)</b>	<b>140,928</b>	<b>142,789</b>	<b>187,781</b>
2101 /300/COM	Fares	477	583	107	1,000	1,317	1,500
2103 /300/COM	Subsistence	1,478	583	(895)	1,000	2,534	2,500
2104 /300/COM	Entertaining	121	583	462	1,000	500	500
	<b>Travel &amp; Subsistence</b>	<b>2,076</b>	<b>1,750</b>	<b>(326)</b>	<b>3,000</b>	<b>4,351</b>	<b>4,500</b>
2201 /400/COM	Fees	2,795	1,500	(1,295)	3,000	3,000	3,000
2202 /400/COM	Travelling and subsistence	2,784	2,500	(284)	5,000	3,000	3,000
	<b>Communications Committee</b>	<b>5,580</b>	<b>4,000</b>	<b>(1,579)</b>	<b>8,000</b>	<b>6,000</b>	<b>6,000</b>

**Budget 2004/05 Assumptions**

Staff 1 Director, 1 Web Master, 1 Events Manager, 1 PR Manager, 1 Communications Officer  
 Entertaining Journalists, Politicians, Council Members & Officials  
 Comm Committee 2 Meetings x 6 Council Members (July,Nov))

**HEALTH PROFESSIONS COUNCIL**  
**BUDGET 2004-05: Version 2**

<b>COST CENTRE</b>	<b>COMMUNICATIONS</b>
<b>CODE</b>	<b>COM</b>
<b>BUDGET MANAGER</b>	<b>Chris Middleton</b>

Code	7 Months to 31/10/03			Annual Budget	Latest Est	Bid	
	Actual	Budget	Variance	2003/04	2003/04	2004/05	
	£	£	£	£	£	£	
2804 /701/COM	Advertising	13,974	15,000	1,026	65,000	65,000	400,000
2802 /701/COM	Annual Reports (Design, Distribute)	13,038	15,000	1,962	190,000	175,000	50,000
2805 /701/COM	Brochures (Design, Prod, Distribute)	40,541	40,000	(541)	70,000	70,000	125,000
2801 /701/COM	Annual General Meeting	46,282	47,000	718	47,000	47,000	10,000
2806 /701/COM	Grandparenting Communications	4,808	5,833	1,026	10,000	8,242	20,000
2803 /701/COM	Listening Events	6,081	8,000	1,919	16,000	10,424	20,000
2807 /701/COM	Lobbying	1,838	2,917	1,078	5,000	3,152	20,000
2808 /701/COM	PR Advisors	28,439	26,250	(2,189)	45,000	48,752	48,000
2809 /701/COM	Market Research	31,914	30,000	(1,914)	50,000	50,000	62,500
2810 /701/COM	Registrant Communications & Internal	38,517	36,375	(2,142)	63,000	66,029	100,000
2811 /701/COM	Translations	3,956	4,667	710	8,000	6,782	10,000
2812 /701/COM	Stakeholder Communications	0	0	0	0	0	95,000
2814 /701/COM	Standards of Proficiency (Prod,Dist)	66,606	66,150	(456)	66,150	67,000	10,000
2815 /701/COM	Web Site Design	0	0	0	0	0	48,000
2816 /701/COM	Annual Conference	0	0	0	0	0	100,000
2817 /701/COM	Marketing & Promotions	0	0	0	0	0	30,000
2818 /701/COM	Conference Attendance	0	0	0	0	0	34,000
2819 /701/COM	General Events (Internal & External)	0	0	0	0	0	20,000
2820 /701/COM	Media Relations - Press Event Launch	0	0	0	0	0	10,000
2813 /701/COM	Welsh Language Scheme	1,391	8,750	7,359	15,000	2,384	15,000
	<b>Communications</b>	<b>297,383</b>	<b>305,942</b>	<b>8,559</b>	<b>650,150</b>	<b>619,764</b>	<b>1,227,500</b>
2401 /600/COM	Mobile telephone	335	233	(102)	400	574	600
2628 /800/COM	Subscriptions to professional bodies	100	146	46	250	300	1,000
	<b>Specific Departmental Costs</b>	<b>435</b>	<b>379</b>	<b>(56)</b>	<b>650</b>	<b>874</b>	<b>1,600</b>
	<b>DEPARTMENTAL TOTAL</b>	<b>389,419</b>	<b>394,279</b>	<b>4,860</b>	<b>802,728</b>	<b>773,778</b>	<b>1,427,381</b>