

Communications Committee 23 June 2010

Communications departmental workplan for 2010-11

Executive summary and recommendations

Introduction

The Communications Committee approved the Communications departmental workplan at its meeting on 18 February 2010, but members were keen to strengthen the methods of measurement and evaluation within the plan. This work has now been completed and the revised plan is attached for consideration by the Committee.

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

See introduction.

Resource implications

Resources have been set out in the departmental workplan and are linked to the department's budget which has been approved by the Finance and Resources Committee.

Financial implications

As above.

Appendices

2010-11 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

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

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

Communications Department

The communications department consists of ten employees as follows:

Susan Carini	Events Manager
Ebony Gayle	Media and PR Manager
Tony Glazier	Web Manager
Lauren Gray	Communications Officer - Events
Jonathan Jones	Publishing Manager
Daniel Knight	Communications Officer - Publishing
Jacqueline Ladds	Director of Communications
Amy Morgan	Communications Officer - Media and PR
Mark Potter	Stakeholder Communications Manager
Vacant	Communication Officer - Stakeholder Communications

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 and implementation of communication plans for organisation-wide activities.

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 Communications Officer (Events) supports this role.

The Media and PR Manager leads on our public information campaigns as well as press and media activity and any ongoing advertising campaigns. The Communications Officer (Media and PR) supports this role.

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

The Publishing 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 Communications Officer (Publishing) supports this role and provides support to the Web Manager.

The Stakeholder Communications Manager is responsible for developing and co-ordinating communications with a range of stakeholders and opinion formers, particularly government, professional bodies, employers and other key stakeholders. The Communications Officer (Stakeholder Communications) supports this role.

Priorities and issues for 2010 – 2011

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

The workplan also sets out communications activities for key organisational issues including revalidation, potential fees increase, public facing FtP work, new professions and vetting and barring – all of which will need to be communicated at stages across the year.

Registrants

Key messages to communicate to registrants this financial year include the ongoing need to communicate the CPD standards and audit requirements, registration renewals and the benefits of regulation. Informing registrants about our relationship with the professional bodies was another area that came up from the polling, as well as ensuring registrants know about our public information campaigns and activities. It is evident from the 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 below which address these issues include our continued talks and presentations across the UK, the content of Listening Events (which has been and 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 previous 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.

Interestingly here, as with registrants, work with the public was 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 below addresses these areas largely through the campaigns and public affairs areas of work. In particular, the stakeholder work outlined for the coming year with professional bodies, employers, and other stakeholder groups, will be an important way of responding to the feedback obtained.

Members of the public

There continues to be a need to do more 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, explaining our registration renewal requirements and 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.

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

	Main activity	Description	Employees	Timescale	Outcomes and measures
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: Paramedic report (Q1) Annual monitoring supplementary information (Q1) FtP annual report (Q2) Education annual report (Q3) Education process (Q4) Review of complaints literature (tbc) Review of standards of proficiency (Q4) Reprint of health/character guidance (Q4)</p>	Publishing Manager / Communications Officer (Publishing)	<p>Throughout the year and dependant on requirements of other departments</p> <p>See publications schedule for more detail</p>	<p>Promote understanding of HPC's regulatory role amongst key stakeholders and improved understanding of HPC requirements of registrants</p> <hr/> <ul style="list-style-type: none"> • Adherence to publications schedule • Publications produced on time and in budget • Stakeholder feedback through opinion polling in Q4
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>Organise reprints of existing publications ensuring sufficient stock at all times</p>	Publishing Manager / Communications Officer (Publishing)	Throughout the year and dependant on requests received and monthly stock take	<p>Improved understanding of HPC requirements of registrants Increased accessibility for different audiences</p> <hr/> <ul style="list-style-type: none"> • Number of requests • Requests responded to within 10 working days • Sufficient stock at all times to meet requests
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>	Web Manager / Communications Officer (Publishing)	<p>Throughout the year dependant on departmental requirements</p> <p>Q3 and Q4</p>	<p>Increased understanding of the HPC's regulatory role</p> <hr/> <ul style="list-style-type: none"> • Number of visits • Feedback from author departments • Stakeholder feedback through opinion polling in Q4

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

	Main activity	Description	Employees	Timescale	Outcomes and measures
1.4	Provide the outward face of the HPC to consumer media as well as online media channels	<p>Continued implementation of the department's media strategy through</p> <p>working with departments, identifying news stories, writing articles and issuing releases</p> <p>contact programme with journalists as required, ensuring relevant HPC staff fully media trained and continued development of media infrastructure (eg media lists, coverage reports)</p> <p>sharing best practise with other regulators through media and pr networks</p>	Media and PR Manager / Communications Officer (Media and PR)	<p>Throughout the year</p> <p>Throughout the year</p> <p>Throughout the year</p>	<p>Increased understanding of HPC's regulatory role and the titles we protect</p> <hr/> <ul style="list-style-type: none"> • Volume, type and potential reach of coverage • Detailed analysis of coverage for mentions • Number of press releases • Volume of contact with journalists • Up to date media lists • Stakeholder feedback through opinion polling in Q4
1.5	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. Write comms plan as required. Activities will vary depending on profession but may include attendance at relevant meetings, media monitoring, consumer and professional media coverage, use of HPC blog, talks and presentations, research, information or attendance at relevant conferences, event support, information on our website, articles in professional journals.	Director / all	Throughout the year	<p>Increased level of understanding of HPC regulation with professions new to regulation</p> <hr/> <ul style="list-style-type: none"> • Implementation of communications plan
1.6	Ensure Fitness to Practise hearings and their outcomes are made public in accordance with the HPC's statutory responsibilities	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	Media and PR Manager/ Communications Officer (Media and PR)	Throughout the year	<p>Promotion of the HPC's public protection role</p> <hr/> <ul style="list-style-type: none"> • Volume, type and potential reach of coverage • Detailed analysis of coverage • Number of media alerts and press releases issues • Contact with journalists

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

	Main activity	Description	Employees	Timescale	Outcomes and measures
2.1	Ensure the continued dissemination of public information literature	<p>x 2 GP and pharmacy waiting room distribution</p> <p>x 1 PALs and Wales Community Health Council distribution and Citizen Advice Bureau</p> <p>Research and determine viability of distribution to other networks including local authorities, charities</p> <p>Continued promotion to registrants through A5 flyer in renewals, professional press, events</p>	Media and PR Manager / Communications Officer (Media and PR)	<p>Q1 – April</p> <p>Q3 - Oct</p> <p>Q1</p> <p>Throughout the year</p>	<p>Promotion of public protection role in a focussed, cost effective way of reaching the public</p> <hr/> <ul style="list-style-type: none"> • Potential reach to public through gp waiting rooms • Volume of leaflets available in public locations • Number of visits to hpcheck • Stakeholder feedback through opinion polling in Q4
2.2	Promotion of “registered with the HPC” concept to registrants and the public and ensure continued access and usage	<p>Development and registration of logo with UK Intellectual Property Office</p> <p>Production of new web pages</p> <p>Production of brochure</p> <p>Promotion to registrants through existing channels, eg HPC In Focus, registration renewal certificates, events</p> <p>Professional and consumer media campaign</p>	Director / all	Q1 onwards	<p>Engaging with registrants and working with them to promote public awareness of the titles we regulate and HPC’s public protection role</p> <hr/> <ul style="list-style-type: none"> • Number of leaflets distributed • Number of visits to web pages • Volume of take up of registration logo by registrants
2.3	Maintain an online presence through existing channels, eg Google and develop new channels (eg Facebook)	<p>Maintain Google adwords</p> <p>Research websites where we should have a presence, make contact with relevant organisations and ensure information about the HPC is available on these sites</p>	Media and PR Manager / Communications Officer (Media and PR)	<p>Quarterly</p> <p>Q1 research</p> <p>Q2 reporting/ implementation</p>	<p>Continued reinforcement of the HPC’s public protection role and the titles we regulate</p> <hr/> <ul style="list-style-type: none"> • Google adword statistics and number of click throughs to hpcheck • Number and type of websites which feature HPC information
2.4	Ensure GPs and referrers are informed about the HPC	Develop appropriate programme of communications based on 2009 research eg online campaign, conferences and events	Media and PR Manager / Communications Officer (Media and PR)	From Q2	<p>Improved understanding of HPC’s regulatory role and the titles we protect</p> <hr/> <ul style="list-style-type: none"> • Potential reach through online work • Number of visits to gp webpages • Numbers at conferences/events

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

	Main activity	Description	Employees	Timescale	Outcomes and measures
2.5	Ensure information for complainants is relevant and accessible	Work with the FtP department to undertake activities including, review of brochures, development of website and hearings dvd	Director / all	Throughout year	Improved understanding of HPC's role <hr/> <ul style="list-style-type: none"> • Implementation of workplan
2.6	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	Media and PR Manager	Quarterly meetings	Continued promotion of HPC's public protection role <hr/> <ul style="list-style-type: none"> • Attendance at meetings • Participation in activities
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 conferences, promotion of public information materials	Stakeholder Communications Manager	Q2	Improved understanding of HPC's regulatory role and the titles we protect <hr/> <ul style="list-style-type: none"> • Database set up • Number of meetings and attendance at conferences
2.8	Manage public information campaigns	Continue elements of older people campaign including attendance at relevant conferences, inserts in delegate packs Development and implementation of joint media campaign with professional body to raise awareness of protected title Undertake scoping of research brief and determine way forward on research into seldom heard audiences	Media and PR Manager / Communications Officer (Media and PR)	Throughout the year Q2 research Q3 roll out Q4	Promotion of HPC's public protection role and the titles we protect <hr/> <ul style="list-style-type: none"> • Number of older people leaflets distributions • Number of conferences attendend • Media coverage achieved • Research brief written and research agency appointed

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

	Main activity	Description	Employees	Timescale	Outcomes and measures
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>	Stakeholder Communications Manager / Communications Officer (Stakeholder)	<p>Q2</p> <p>Dates (tbc)</p> <p>Dates (tbc)</p>	<p>Improved understanding of the HPC's role in healthcare regulation</p> <hr/> <ul style="list-style-type: none"> • Contact database set up • Number of meetings and visits • Number of conferences or events attended
3.2	Ensure Parliamentarians informed and aware of our work and role in healthcare regulation	<p>Organise fringe speaking membership of the Health Hotel and ensure participation Health Hotel activities at all three main political party conferences</p> <p>Undertake annual information mailing, face-to-face briefings and written briefings as required</p> <p>Delegate attendance at political party conferences (eg DUP, SNP and Welsh Labour) and at relevant health committees in the four nations</p> <p>Maintain comprehensive monitoring across Parliament, government, the devolved bodies and other relevant organisations, dissemination of information as required</p> <p>Continue e-politix and editorial/advertorial opportunities as required</p>	Director / all	<p>Q1 and Q3</p> <p>As required</p> <p>Throughout the year</p> <p>Throughout year</p> <p>As required</p>	<p>Raised awareness and improved signposting of our regulatory role and public protection work</p> <hr/> <ul style="list-style-type: none"> • Number of meetings • Number of briefings • Number of exhibitions attended • Contacts made at conferences

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

	Main activity	Description	Employees	Timescale	Outcomes and measures
3.3	Inform and engage employers with the HPC across all activities and on specific issues	<p>Undertake five Employer Events across the UK</p> <p>Communication in the form of letters and emails on key areas of importance such as renewal of registration, speaking engagements</p> <p>Attendance at relevant exhibitions and conferences eg NHS Employers</p> <p>Rolling programme of news items in bulletins and on the website</p>	Stakeholder Communications Manager / Events Manager / Communications Officer (Stakeholder)	<p>Q4 – Feb / March</p> <p>As required</p> <p>Throughout the year</p> <p>As required</p>	<p>Promote the HPC's key messages to employers, improved understanding of HPC's role and how we can assist employers</p> <hr/> <ul style="list-style-type: none"> • Attendance at HPC employer events • Feedback from employer events • Number of articles in employer bulletins • Number of relevant conferences attended • Stakeholder feedback through opinion polling
3.4	Ensure employers aware of importance of protected titles and employing practitioner psychologists on HPC register	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	Stakeholder Communications Manager / Media and PR Manager / Communications Officers	Q1 and Q2 for research Q 3 and Q4 for roll out	<p>Promote the HPC's key messages to employers, improved understanding of HPC's regulatory role</p> <hr/> <ul style="list-style-type: none"> • Research undertaken • Communications plan written
3.5	Research relevant activities to promote grandparenting for practitioner psychologists	Begin to research potential communications campaign for roll out Q1 2011/12	Media and PR Manager / Stakeholder Communications Manager / Communications Officers	Q3 and Q4	<p>Improved understanding of the grandparenting process and its implications for employers and professionals</p> <hr/> <ul style="list-style-type: none"> • Research undertaken • Outline comms plan written • Reference to grandparenting in 3.4
3.6	Provide communications for HPC's exploratory work on revalidation	Liaise with Policy, agree communications activities in Phases 1+2. External facing activities may include drafting copy for web and articles in In Focus, stakeholder liaison and events support. Internal communications to include information at all employee meetings, copy for Update and intranet articles	Director / all	Q1 and then throughout the year dependant on Policy projects	<p>Improved understanding of the project work we are undertaking on revalidation</p> <hr/> <ul style="list-style-type: none"> • Communications work agreed and implemented

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	Employees	Timescale	Outcomes and measures
4.1	Participate in external exhibitions by taking stands and researching new opportunities	Book stands at approximately 25 professional facing conferences and exhibitions ensuring relevant representation from HPC Research new conferences to attend and maintain calendar of events	Events Manager / Communications Officer (Events)	Throughout the year Reference events schedule for more detail	Opportunity to listen to feedback and improved understanding of HPC's registration requirements and regulatory role <hr/> <ul style="list-style-type: none">• Number of conferences attended• Numbers reached through visits to stand• Volume and type of publications distributed• Potential reach through leaflet inserts in delegate packs• Evaluation reports• Registrant feedback through opinion polling in Q4
4.2	Organise Listening Events across the country for registrants	Ensure UK-wide presence – 16 meetings in 8 locations. Work includes sourcing locations, booking venues, panel liaison, issuing invitations, updating presentation and producing evaluation reports	Events Manager / Communications Officer (Events)	Q1 – May Q2 – July Q3 – October Q4 - February	Opportunity to listen to feedback and improved understanding of the HPC's registration requirements and regulatory role <hr/> <ul style="list-style-type: none">• Registrant feedback from each event• Numbers attending• Registrant feedback through opinion polling in Q4
4.3	Communicate HPC's work and activities in the professional press	With departments identify articles and news for professional press including professional body journals, newsletters and website. Issues to include cpd audits, ftp, council, renewals and key activities	Media and PR Manager / Communications Officer (Media and PR)	Throughout the year	Improved understanding of HPC's registration requirements and regulatory role <hr/> <ul style="list-style-type: none">• Volume, type and potential reach of coverage• Detailed analysis of coverage• Stakeholder feedback through opinion polling Q4

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	Employees	Timescale	Outcomes and measures
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	Publishing Manager / Communications Officer (Publishing)	Q1 – April/June Q2 – August Q3 – October / December Q4 – February	Improved understanding of HPC's registration requirements and regulatory role <hr/> <ul style="list-style-type: none">• Distribution reached• Registrant feedback through opinion polling in Q4
4.5	Provide appropriate and relevant communications to support the HPC's registration renewals and cpd audit processes	Work with registrations. Write and implement the communications plan focusing on registrants and professional bodies as well as employers. Activities will include promotion of cpd dvd, attendance at HPC events, talks and presentations as required, rolling programme of professional media articles and up to date information on the website	Stakeholder Communications Manager / Media and PR Manager / Communications Officers	Throughout the year as professions renew	Improved understanding of HPC's registration requirements <hr/> <ul style="list-style-type: none">• % renewing on time• Number of visits to cpd dvd web pages• Number of articles in professional press
4.6	Ensure appropriate and relevant communications activities are available to support the HPC's work on the Safeguarding Vulnerable Adults project	Participate in the project group. Write and implement communications plan focusing on registrants, employers and employees. Activities will include drafting copy for website and In Focus, employee briefings and briefings/information for events	Director / all	Throughout the year	Improved understanding of the ISA requirements for registrants and HPC's responsibilities <hr/> <ul style="list-style-type: none">• Attendance at project meetings• Implementation of communications plan• Up to date information on the website and in In Focus• Briefing notes prepared for Listening Events and conferences• Registrations team briefed
4.7	Prepare communications plan for fees increase 2011	Participate in project group. Write and agree communications plan. Activities will include drafting press releases, communications support for the consultation, preparation of briefings for Listening Events and conferences			Communication of fee increase <hr/> <ul style="list-style-type: none">• Attendance at project meetings• Implementation of communications plan• Up to date information on the website and In Focus• Briefing notes prepared for Listening Events and conferences• Registrations team briefed

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

	Main activity	Description	Employees	Timescale	Outcomes and measures
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	Communications Officer (Events)	April June September November January March	Improved understanding of HPC's ongoing work and activities and the Council's direction <hr/> Employee feedback
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	Web Manager / Communications Officer (Publishing)	Throughout the year	Provide information which enables employees to deal efficiently and effectively with enquiries <hr/> Employee feedback
5.3	Organise all employee events	Set dates, book venues Agree format, issues invitations Evaluate	Communications Officer (Events)	July December	Improved internal communications and team building <hr/> Employee feedback
5.4	Organise the annual all employee awayday	Set dates, book venue Agree format, speakers, issues invitations Evaluate	Events Manager	May	Improved understanding of the HPC's strategic aims and direction <hr/> Employee feedback
5.5	Produce the all employee newsletter	Work with departments to collect copy, write and edit content, ensure printed for each all employee meeting	Publishing Manager / Communications Officer (Publishing)	April June September November January March	Improved understanding of cross departmental and organisational activities <hr/> Employee feedback
5.6	Produce electronic issues brief	Develop based on findings of evaluation, gather information from departments and monitoring for inclusion in the brief	Stakeholder Communications Manager / Communications Officer (Stakeholder)	Weekly	Improved understanding of external stakeholder activities and issues influencing the regulatory and health agenda <hr/> Evaluation findings from pilot
5.7	Ensure employees are informed of key organisational and departmental activities	Use all comms tools to communicate key activities including information security, work on extending regulation, Council, ISA, registration renewals, CSR	Director / all	Throughout the year	Improved understanding of cross departmental and organisational activities <hr/>

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

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 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.
- The on-boarding of 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 in the successful onboarding of 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.
- Continuing to raise HPC's profile outside the UK, particularly with key audiences in the European Union, will also be a key future objective. Building on the various pieces of work already undertaken across the organisation, including by the Chief Executive, the Policy and Standards Department, and the Registration Department, it will be important to be involved in future pieces of European legislation at an early stage, in order to influence how they progress. Continued membership of the Alliance of UK Health Regulators on Europe provides a solid foundation for this work.

Risk

The key risks for HPC which relate to the Communications Department are failure to inform 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.

Public Affairs

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.