

Communications Committee 17 February 2011

Draft communications strategy and departmental workplan for 2011-12

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 was first developed in 2007 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. 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 2010 and a subsequent planning session attended by all members of the communications department in December 2010.

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

Communications strategy

Communications department workplan 2010-11

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 (updated February 2011)

Contents

1	Introduction	2
2	Vision and values.....	3
3	Strategic and operational issues	4
4	Communication objectives	5
5	Communications messages	6
6	Stakeholder audiences.....	7
7	Communications activities	8
8	Implementing the communications strategy	9
9	Measurement and evaluation.....	10

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 health and care 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. 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 communications strategy aims to build on this work, actively seeking to promote the core work of the Council and its Committees and is intended to provide support for the objectives and priorities set out in the HPC's Strategic Intent.

2 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

3 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. 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.

More recently, the Health and Social Care Bill sets out developments which will impact on the HPC. This includes the transfer of the social worker register (England) when the GSCC is abolished, the change in name to Health and Care Professions Council, the possible regulation of social care workers and the introduction of voluntary registers. We also anticipate a further White Paper in February 2011 which will set out further developments in regulation for the Council to consider. These developments may also impact on the proposed regulation of other professions, for example medical herbalists and traditional Chinese medicine practitioners.

The communications strategy will seek to support 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.

4 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 objectives:

1. Engage with registrants to increase understanding of the benefits of regulation, the work of Council and what is required of them
2. Extend engagement with service users through improved access to information about the HPC to
 - 1) increase understanding of the role of the HPC
 - 2) promote the use of a registered professional
 - 3) encourage service users to check the online Register
3. Undertake work to raise awareness and understanding of the need for the regulation of new professions for groups recommended by government
4. Influence the regulatory agenda through ongoing dialogue and engagement with stakeholders
5. Maintain internal communications
6. Increase awareness of HPC's role in regulation amongst all stakeholder audiences

We will also undertake activities in support of HPC operational functions to:

7. Provide communications expertise to other HPC departments

5 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 professionals from radiographers to physiotherapists, paramedics to biomedical scientists, dietitians to podiatrists as well as professions that have recently joined 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 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.

6 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• Media
Internal	<ul style="list-style-type: none">• Employees• Partners• Council

7 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.

Service users and 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 raise a concern 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 online and print channels 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.

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 'Meet the HPC' 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, a bi-monthly newsletter, HPC Update and Issues Brief which is issued weekly and covers stakeholder news and information.

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 information on the website.

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

9 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.

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
- 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.

Health Professions Council

Communications Workplan 2011 – 2012

Contents

Introduction	2
This document	2
Communications department	3
Priorities and issues for 2011 – 2012.....	4
Achieving the communication objectives in 2011 – 2012	5
Summary of top level communications activities 2011 – 2012.....	6
Monitoring and evaluating the communications workplan	17
2012 – 2013	18
Risk	19
Communications section of the Risk Register	20

Introduction

The communication workplan for 2011 - 2012 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.

DRAFT

Communications Department

The communications department consists of ten employees as follows:

Susan Carini	Events Manager
Lizzie Dowd	Communication Officer - Stakeholder Communications
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
Sarah Oliver	PA to the Director of Communications (shared with the Director of Policy and Standards)
Mark Potter	Stakeholder Communications Manager

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 Meet the HPC events (formerly Listening Events), our attendance at exhibitions, all employee training awayday and the co-ordination of the external presentation and talks programme. The Communications Officer - Events supports this role and is responsible for undertaking venue searches, logging attendance at HPC events, liaising with conference organisers and booking travel as well as organising the all employee meetings and all employee events.

The Media and PR Manager is responsible for the implementation of the organisation's media handling strategy, social media strategy, communications crisis strategy and for the execution of campaigns. This includes public information campaigns, targeted media and PR campaigns, advertising and protection of title campaigns as well as responsibility for managing the media regarding high profile FTP cases, general HPC news and all media activity for new professions joining the HPC Register. The communications officer supports this role and undertakes media monitoring, production of evaluation reports, the FTP media work as well as leading on specific projects related to the campaigns work.

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 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. The Communications Officer - Publishing supports this role and provides support to the Web Manager. The Officer produces the employee facing HPC Update newsletter, monitors the publications inbox and responds to requests for publications and public information materials.

The Stakeholder Communications Manager and the Communications Officer – Stakeholder Communications are responsible for developing and co-ordinating communications with a range of stakeholders and opinion formers, particularly government, professional bodies, employers and other key stakeholders. This includes our attendance at a range of stakeholder conferences, structured stakeholder visits to Wales, Northern Ireland and Scotland, participation in the Health Hotel at the three main party political conferences, attendance at the devolved administration party political conferences and the HPC's employer events.

Priorities, issues and key messages for 2011 – 2012

The priorities for 2011-12 build on those of the previous financial year and 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. In 2011-12 this will include preparation for the transfer of the social work register (England) from the GSCC, the organisation's name change, registration renewals including online registration, our cpd audit requirements encouraging registrants to sign up to direct debits. It will also include practitioner psychologist grandparenting work towards the end of the year and will need to take account of any implications that may arise from the Government White Paper which was published in February 2011.

Registrants

Key messages to communicate to registrants this financial year include the ongoing need to communicate the CPD standards and audit requirements, registration renewals (particularly online and direct debits) and the importance of regulation as well as informing registrants about our relationship with the professional bodies. Ensuring registrants know about our public information campaigns is also 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.

Areas of the workplan which address these issues include our continued UK-wide talks and presentations, the content of our Meet the HPC events, media work with the professional journals, the implementation of our social media work, our presence at profession-specific conferences 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 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 addresses these areas largely through the public information campaigns and stakeholder work. In particular, the work outlined for the coming year with professional bodies, employers, and other stakeholder groups, will be important.

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 to make the most effective use of our available resource.

The workplan addresses these areas through the public information campaigns work, particularly the ongoing dissemination of public information materials, increasing our presence on the internet, the implementation of our social media work, ongoing directory advertising and google adwords as well as a protection of title campaign.

Issues and priorities conclusion

Our focus for the 2011 – 2012 workplan will be the work we will need to undertake to communicate with all our stakeholder groups about the transfer of social workers onto the HPC Register as well as the proposed name change. We will continue 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 2011 - 2012

In 2011- 12, our key communication objectives will be to:

1. Engage with registrants to increase understanding of the benefits of regulation, the work of Council and what is required of them
2. Extend engagement with service users through improved access to information about the HPC to
 - 1) increase understanding of the role of the HPC
 - 2) promote the use of a registered professional
 - 3) encourage service users to check the online Register
3. Undertake work to raise awareness and understanding of the need for the regulation of new professions for groups recommended by government
4. Influence the regulatory agenda through ongoing dialogue and engagement with stakeholders
5. Maintain internal communications
6. Increase awareness of HPC's role in regulation amongst all stakeholder audiences

We will also undertake activities in support of HPC operational functions to:

7. Provide communications expertise to other HPC departments

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

	What will we do	How will we do it	Lead	By when	Outcomes and measures
1	Engage with registrants to increase understanding of the benefits of regulation, the work of Council and what is required of them				
	a) support registration renewals and cpd audit process, including the promotion of online renewal and direct debit sign up				Registration renewal process communicated successfully for each profession
		Liaise with registration department and agree plans of action per registration group	MP/LD	According to renewal cycle	<ul style="list-style-type: none"> • Meetings held • Programme of work agreed • Plan written • Meetings held • Strategy developed and implemented • At least one article published
		Meet relevant contacts in professional bodies, agree information strategy and jointly implement	MP/LD	One month in advance of renewal period	
		Produce two articles (pre/post) for professional press	EG	During three month renewal period	
		Update dedicated web pages	LD	During three month renewal period	
		Brief registrants at Meet the HPC events and other external events	SC	At each event	
		Ensure attendance at professional conferences with relevant employees and literature	SC/LG	At each event	
		Distribute cpd guidance and renewal information at all events	SC/LG	At each event	
		Work with Registration to revise cpd information and guidance	JJ/MP	By end March	<ul style="list-style-type: none"> • Updated guidance available
		Use social media channels to highlight registration renewal information	EG/AM	During three month renewal period	<ul style="list-style-type: none"> • Facebook page updated for each profession renewing • Twitter pages updated with issues of initial renewal letters and final reminders
	b) provide access to HPC standards and guidance				HPC standards and guidance readily available

What will we do	How will we do it	Lead	By when	Outcomes and measures
	All HPC standards and guidance to be available on the website	JJ	Permanently available	<ul style="list-style-type: none"> At least monthly checks Monitor number of copies downloaded Sufficient copies available Staff available Positive feedback (through evaluation report) Articles published Monthly stock take Audit response times Monitor number of copies requested
	Copies available at Meet the HPC events and professional conferences	SC	According to events schedule	
	Staff available to answer questions at HPC events and external conferences	SC	According to events schedule	
	Publish regular policy articles in In Focus	JJ	At regular intervals	
	Ensure hard copies of all standards available and distributed to practitioners on request	DK	Response within three working days	
c) provide face to face contact with registrants				Registrants find HPC approachable and accessible
	Organise at least 18 'Meet the HPC' events across 9 locations the UK	SC	According to schedule	<ul style="list-style-type: none"> Number of registrants attending Positive feedback (through evaluation) Number of visits to the stand Positive feedback (through evaluation)
	Book stands at approximately 16 conferences and events	SC/LG	According to schedule	
d) promote 'HPC-registered' status				Increased number of registrants using the registration logo
	Distribute 'HPC-registered' guidance leaflet through registration certificate mailings, public information packs and on request	DK	Ongoing	<ul style="list-style-type: none"> Monitor number of copies distributed Sufficient copies available Monitor visits to website Monitor downloads
	HPC-registered guidance leaflet at all HPC events and external exhibitions	SC	According to event schedule	
	Undertake weekly checks	DK	Weekly	
e) promote HPC consultations				Consultation materials widely available and response rates monitored
	Write media releases and news stories for all consultations	EG		<ul style="list-style-type: none"> Media releases distributed

	What will we do	How will we do it	Lead	By when	Outcomes and measures
		Provide briefings for HPC events and external conferences	SC		<ul style="list-style-type: none"> • Provide briefings for speakers/panellists • Articles published
		Publish articles in In Focus	JJ		
		Use social media channels to highlight consultations	EG/AM	During consultation process	<ul style="list-style-type: none"> • Facebook and Twitter pages at beginning of consultation and one month prior to close of consultation
	f) Support practitioner psychologist grandparenting process				Eligible practitioners aware of grandparenting process
		Develop project plan for grandparenting in collaboration with registration department	MP/EG	By November 2011	<ul style="list-style-type: none"> • Plan written and agreed • Determine evaluation method • Project plan developed and implemented
		Implement agreed plan	MP/EG	By July 2012	

DRAFT

	What will we do	How will we do it	Lead	By when	Outcomes and measures
2	<p>Extend engagement with service users through improved access to information about the HPC to:</p> <p>1) increase understanding of the role of the HPC</p> <p>2) promote the use of a registered professional</p> <p>3) encourage service users to check the online Register</p>				<p>Increased awareness of the HPC amongst service users</p> <ul style="list-style-type: none"> Evaluate through opinion polling
	<p>a) provide access to 'is your health professional registered' information materials</p>	Distribute 'is your health professional registered' leaflets through GP practices, independent pharmacies, CHCs and other third party organisations	AM	April October	<ul style="list-style-type: none"> % pick up rate Monitor number of leaflets distributed Ensure sufficient copies available through regular stock check Monitor number of leaflets distributed Monitor response times Monitor number of leaflets distributed Ensure sufficient copies available
		Respond to requests for copies within three working days	DK	Ongoing	
		Leaflet at all HPC events and external conferences	SC/LG	According to events schedule	
	<p>b) raise awareness through targeted advertising in directories</p>	Adverts agreed and placed	EG	By end March	<ul style="list-style-type: none"> Number of adverts placed Monitor readership
	<p>c) Maintain HPC's online presence on relevant websites</p>	Ensure information correct, continue to identify relevant websites	AM	By end March	<ul style="list-style-type: none"> Monitor presence and accuracy of information
	<p>d) Run joint public information campaign with professional body or stakeholder organisation to promote protected titles</p>	Identify relevant partners, agree and implement plan	EG	By end March	<ul style="list-style-type: none"> Plan implemented and monitored
	<p>e) Attend relevant interest group/patient conferences</p>	Research relevant conferences and ensure attendance	SC/all	By end March	<ul style="list-style-type: none"> Number of conferences attended Number of contacts made
	<p>e) Ensure continuation of campaigns, eg older people 'be healthwise' campaign</p>	Attendance at relevant events or having literature available	EG/AM	By end March	<ul style="list-style-type: none"> Attendance at relevant conferences Literature available at events

	What will we do	How will we do it	Lead	By when	Outcomes and measures
3	Undertake work to raise awareness and understanding of the need for the regulation of new professions for groups recommended by government				Awareness raised amongst key stakeholder groups and information about the HPC reported accurately
	a) Undertake communications work in preparation for the transfer of the social work register (England) from the GSCC	Participate in internal project group	JL		<ul style="list-style-type: none"> Meetings attended
		Develop communications plan	JL		<ul style="list-style-type: none"> Plan written and agreed Plan implemented
		Implement agreed communications plan	JL/all		
	b) Undertake communications work associated with other new profession groups, eg counsellors and psychotherapists and which might arise from the Government's White Paper	Monitor media and respond where appropriate	EG/AM		<ul style="list-style-type: none"> Monitored daily Articles written and submitted as required Position statements written as required
		Information added to event briefings	SC		<ul style="list-style-type: none"> Briefings updated prior to each event
		Ensure liaison with relevant stakeholders as required	MP		<ul style="list-style-type: none"> Meetings held Ensure relevant employees updated

	What will we do	How will we do it	Lead	By when	Outcomes and measures
4	Influence the regulatory agenda through ongoing dialogue and engagement with stakeholders				Relevant stakeholders aware of HPC's role in regulation
	a) Increase engagement with UK government				Profile of HPC regulatory agenda raised
		Monitor UK parliament	MP/LD	Ongoing	<ul style="list-style-type: none"> Monitored daily Awareness of key issues
		Provide support for meetings with parliamentarians where relevant	MP/LD	Ongoing	<ul style="list-style-type: none"> Number of contacts made
		Provide written briefings for face to face meetings and for organisational issues as required	MP/LD	Ongoing	<ul style="list-style-type: none"> Timely briefings provided
		Monitor Health Committees activities and arrange attendance where relevant	MP/LD	Ongoing	<ul style="list-style-type: none"> Monitor issues raised Number of committees attended Number of contacts made
		Prepare for and participate in Health Hotel activities at the main political party conferences	MP/LD	By end October	<ul style="list-style-type: none"> Number of conferences attended Number of contacts made Fringe attendance
		Maintain presence on e-Politix.com	LD	Updated monthly	<ul style="list-style-type: none"> Up to date
	b) Strengthen relationships and increase understanding with stakeholders in Scotland, Northern Ireland and Wales				Relationships strengthened with stakeholders in four nations
		Support annual meetings with Health Departments in the three nations	MP/LD		<ul style="list-style-type: none"> Meetings attended Briefings provided Visits planned and undertaken
		Arrange at least two structured visits with stakeholders in the three nations	MP/LD		
		Arrange attendance at 3 nation political party conferences	MP/LD	By year end	<ul style="list-style-type: none"> Conferences attended Number of contacts made Conferences attended
		Select and ensure representation at relevant conferences	MP/LD		
		Keep under review costs and benefits of physical presence in three nations	MP		<ul style="list-style-type: none"> Paper to Council as required

	What will we do	How will we do it	Lead	By when	Outcomes and measures
	c) Increase engagement with professional bodies				Relationships strengthened
		Support annual CEO and Chair meetings In collaboration with other departments liaise with professional bodies on current issues	MP MP	Dates required By year end	<ul style="list-style-type: none"> Meetings attended Presentations given Departments supported
	d) Increase engagement with employers				Increasing awareness of HPC's role amongst employer groups
		Review and redesign employer events Arrange at least 6 UK wide employer events	MP/SC MP/SC	By April 2011 By year end	<ul style="list-style-type: none"> New programme for employer events Articles published
		Explore possibility and secure, if appropriate, publication of regular news in employer journals	MP/LD	By year end	
		Update employer section of the website	LD	By June 2012	<ul style="list-style-type: none"> Section updated
		Ensure relevant HPC representation at conferences	MP/SC	By year end	<ul style="list-style-type: none"> Conferences attended
	e) Ensure continued participation in international regulatory forums				HPC presence at relevant fora and contribution recognised
		Monitor European parliament and stakeholder activities	MP	Ongoing	<ul style="list-style-type: none"> Early alerts to policy change Daily monitoring HPC represented
		Select and ensure representation at at least one relevant conference	MP/SC	Ongoing	
		Undertake at least one structured stakeholder visit	MP	By year end	<ul style="list-style-type: none"> Visit completed
		Maintain membership and participate in AURE meetings and others where relevant	MP	By year end	<ul style="list-style-type: none"> HPC represented and present at relevant networks
		Support Chief Executive as a member of CLEAR	MP	By year end	<ul style="list-style-type: none"> HPC represented at relevant network

	What will we do	How will we do it	Lead	By when	Outcomes and measures
5	Maintain internal communications				Employees informed of key organisational issues
		Organise six all employee briefings	LG	Dates	<ul style="list-style-type: none"> • Meetings organised • Awayday planned and held • 6 editions published • Issued weekly • Up to date intranet • Deployment completed • News stories uploaded • Meetings held
		Organise annual all employee training awayday	SC	May 2012	
		Produce 6 editions of HPC Update	DK	Dates	
		Produce weekly Issues Brief	LD	Weekly	
		Maintain intranet	TG	At least monthly	
		Plan and deploy upgrades to intranet to include work database display and functionality	TG	June 2011	
		Increase number of news stories for intranet	DK	At least weekly	
		Arrange two 'meeting colleagues' events	LG	July and December	

DRAFT

6	Increase awareness of HPC's role in regulation amongst all stakeholders				Increasing awareness of HPC's role amongst stakeholder groups
	a) through consumer and professional media as well as online media channels	Produce media releases for all key organisational decisions	EG	Within 48 hours of decision	<ul style="list-style-type: none"> Releases issued Meetings held where relevant Early alert to issues
		Develop contact programme with journalists as required	EG		
		Monitor media daily	EG/AM	Daily	
	b) provide information about the HPC to stakeholder audiences through the websites	Ensure all publications available on website	JJ	Within 24 hours of publication	<ul style="list-style-type: none"> Publications uploaded on issue New pages uploaded Web pages monitored
		Ensure content of web pages is relevant and up to date	TG	As required	
	c) Develop HPC presence on social media channels	Implement policy and guidelines	EG	By April 2011	<ul style="list-style-type: none"> Guidelines approved Guidelines published Up to date information Releases and information released Information uploaded Blog pieces uploaded Early alert to issues
		Maintain Facebook page	EG/AM	At least weekly	
		Maintain news releases on RSS and Twitter	EG/AM	At least weekly	
		Maintain HPC information on LinkedIn	EG/AM	At least weekly	
		Maintain HPC blog	EG	At least monthly	
		Monitor social media channels and respond as required	AM	Daily	
	d) Ensure FtP hearings and their outcomes are made public in accordance with the HPC's statutory responsibilities	Issue weekly media alerts	AM	Weekly	<ul style="list-style-type: none"> Media alerts produced Requests responded to in a timely manner Releases issued
		Respond to journalist's queries and liaise with journalists at hearings	EG/AM	Ongoing	
		Issue media releases where the outcome is strike off or suspension	AM	Ongoing	
		Manage media handling for high profile cases	EG/AM	As required	<ul style="list-style-type: none"> Liaison with journalists
	e) Ensure attendance at a range of stakeholder conferences across the UK	Identify relevant conferences and co-ordinate attendance by HPC representatives	SC/all	Ongoing	<ul style="list-style-type: none"> Number attended Implementation of process Details uploaded to schedule
	f) Communicate Council decisions to stakeholder audiences	Issue summary and notice of key decisions	Secretariat	At each Council meeting	<ul style="list-style-type: none"> Summary and notice issued Release approved and issued
		Write and issue news story or press release	EG	As required	

	where required			
	Council update included in HPC Update	DK	Six issues	• Article written and published
	Information uploaded to Facebook, HPC blog and Twitter	EG/AM	At each Council meeting	• Pages updated
h) Implement activities in accordance with the Welsh Language Scheme	Issue bi-lingual releases as required	EG/AM	Ongoing	• Issues released
	Issue bi-lingual invitations, provide bi-lingual materials and translation for all HPC events taking place in Wales	SC/LG	Ongoing	• Letters issued • Materials translated
	Provide Welsh translation of HPC publications on request	DK	Ongoing	• Publications translated
	Review Welsh information on website	TG	By end March	• Section updated

DRAFT

Activities in support of HPC operational functions

	What will we do	How will we do it	Lead	By when	Outcomes and measures
7	Provide communications expertise to other HPC departments				Colleagues satisfied with support given
		Develop communication plans for organisation-wide projects	JAL	Per project	<ul style="list-style-type: none"> Plans developed
		Manage media requests for interviews, quotes and information	EG		<ul style="list-style-type: none"> Media liaison provided Lines to take written Briefing produced High quality publications
		Respond to requests for advice on content and format of HPC publications	JJ		
		Plan and implement publications process	JJ		<ul style="list-style-type: none"> Publication schedule produced
		Respond to requests for event organisation	SC		<ul style="list-style-type: none"> Advice given
		Maintain event toolkit on intranet	SC		<ul style="list-style-type: none"> Toolkit available
		Provide advice on web page development for departments	TG		<ul style="list-style-type: none"> Advice given
		Plan and deploy upgrades to the website	TG	September and March 2011	<ul style="list-style-type: none"> Web deployments completed

DRAFT

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 2011 – 2012. The table above also details how we will monitor progress.

DRAFT

2012 - 2013

Beyond the financial year 2011 – 2012, there are further objectives for our communications work, and these are set out below:

- Further communications work with service users will continue to be important, particularly building on the public information communication work we have done, for example with older people and referrers.
- Extending regulation to groups of new professions will continue to be important, particularly in the light of the government's intentions as stated in the Government's 2007 White Paper, the 2010 report 'Liberating the NHS: report of the arms-length bodies' and the 2011 White Paper. Communications activities will continue to play a vital role, particularly with professional bodies, 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.

DRAFT

Risk

Key organisational risks which have been identified are set out in the Risk Register. The Register identifies the risk and the key mitigations and is regularly reviewed by the Executive Management Team and the Audit Committee.

The key risks for the HPC which relate to the Communications department are (see appendix 1):

- I. failure to inform public (Article 3(13) of the HPO 2001)
- II. loss of support from key stakeholders including professional bodies, employers and government
- III. inability to inform stakeholders following crisis
- IV. and failure to inform registrants (Article 3(13) of the HPO 2001)

The management of these risks is inherent through the whole of the Communications strategy and workplan, but particularly through:

Public information campaigns, media work and the website

These activities, including directory advertising, google adwords, dissemination of public information materials, the registration logo and the public information campaigns as well as ongoing media work, 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.

Stakeholder activities

This area of activity is important in indirectly raising our profile with the public, but particularly important in developing our relationships with key stakeholders. The annual meeting with representatives from professional bodies is crucial in understanding their issues and our ability to respond. It also provides a focus for our communications work. Joint working with professional bodies on key organisational issues, for example communicating our registration renewal and cpd audit requirements is also important in maintaining relationships and helps mitigate the risk of failing to inform registrants of our requirements. Similarly, our work with employers enables us to develop relationships and ensure that employers understand our requirements of their employees.

Registrant communications

This area of work is vital to enable registrants understand their responsibilities and our requirements of them. It includes making the standards freely available across a range of media, information about registration in the registrant facing newsletter, HPC In Focus, face to face contact through 'Meet the HPC' events and having a presence at professional conferences and exhibitions.

Disaster Recovery Plan

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 development, and this provides an important safeguard against the risks posed to the organisation by any disaster occurring.

Communications

Ref	Category	Ref #	Description	Risk owner (primary person responsible for assessing and managing the ongoing risk)	Impact before mitigations February 2011	Likelihood before mitigations February 2011	Risk Score = Impact x Likelihood	Mitigation I	Mitigation II	Mitigation III	RISK score after Mitigation February 2011	RISK score after Mitigation September 2010
3	Communications	3.1	Failure to inform public Article 3 (13)	Director of Comms	5	1	5	Delivery of communications strategy.	Delivery of aspects of communications workplan, specifically public information campaigns, multi media advertising, distribution of public information materials, and web.	-	Low	Low
		3.2	Loss of support from Key Stake holders including professional bodies, employers or government Links to 1.5	Director of Comms	5	3	15	Delivery of communications strategy, supporting the HPC strategy	Delivery of aspects of communications work plan, specifically stakeholder activities	Quality of Operation procedures	Low	Low
		3.3	Inability to inform stakeholders following crisis	Director of Comms	4	1	4	Invoke Disaster Recovery Plan	Up to date Comms DR plan available	-	Low	Low
		3.4	Failure to inform Registrants Article 3 (13)	Director of Comms	5	1	5	Delivery of communications strategy	Delivery of aspects of communications workplan, specifically, Meet the HPC events, campaigns, registrant newsletter, professional media and conference attendance, publications and web.	Quality of Operation procedures	Low	Low