

Communications Committee, Thursday 28 February 2013

Communications Draft Strategy and Workplan 2013-14

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 highlights implementation of the strategy and how it will be measured. The strategy was first developed in 2007 and subsequently updated annually. Some further amendments have been made to the document to bring it up to date in 2013.

The department's annual workplan summarises our top-line 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 as sets out the priorities and issues for the year.

Both the Strategy and the related activities in the 2013-14 workplan are drawn from the Strategic Intent 2012-15.

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 previous opinion polling undertaken with key stakeholders, particularly the recent research, commissioned by HCPC, which identified online communication and information preferences amongst key stakeholders. The findings of this research were presented to the Communications Committee at its November meeting. The workplan is also informed by the proposed activities of other departments and these are discussed at the EMT planning day in November.

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 2013-14

Date of paper

February 2013

Health and Care Professions Council

**Communications Strategy
(updated February 2013)**

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1 Introduction

Good communication is essential for the HCPC 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 public protection role to stakeholders.

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 and care 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 HCPC's Strategic Intent 2012-15.

2 Vision and values

Vision

The HCPC's vision, set out in the Strategic Intent 2012-15, is 'to be recognised internationally as a model of good practice in public protection through the regulation of health and care 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 HCPC's house style and visual identity
 - Meet Plain English guidelines where applicable

3 Strategic and operational activities

The HCPC's Strategic Intent 2012-15 identifies key external and internal drivers, the organisation's vision and values and sets out six strategic objectives.

These objectives include good governance; efficient business processes; communication; build the evidence base of regulation; influence the policy agenda; and engagement in the four countries. The Strategic Intent 2012-15 also highlights the work the organisation needs to undertake to meet these objectives.

Strategic Intent 2012-15 references a number of external drivers which influence the work of the organisation. In particular, the Command Paper 'Enabling Excellence – Autonomy and Accountability for Healthcare Workers, Social Workers and Social Care Workers' (2011) and the legislative changes that have emerged from the Health and Social Care Act 2012. Specifically, this means exploring a regulatory approach for adult social care workers in England as well as extending regulation to other groups. This includes holding a register of 'persons authorised to dispense unlicensed herbal medicines' and a register for non-medical public health specialists.

A further external driver is the final report published by Robert Francis QC into the failures at the Mid-Staffordshire NHS Trust. Francis made 290 recommendations and his findings call for fundamental change in the NHS. Whilst the HCPC was not called to give evidence, we will be thoroughly reviewing the report to see what more we can do to ensure we continue to be a robust and responsive regulator in a time of change.

Internal drivers will also influence the operational activities. These include the impact of social workers in England joining the Register in August 2012, particularly in relation to the fitness to practise and education processes; the Policy Department's review of the Standards of Conduct, Performance and Ethics; our continuing work on professionalism and the Registration Department's renewal of registration and cpd audit cycle.

The communications strategy seeks to support the work of the Council and its committees. It will do this by drawing the communications objectives from the Strategic Intent and undertaking an annual plan of activities designed to achieve these objectives.

4 Communications objectives

The overarching objective of the communications strategy is set out in Article 3 (13) of the Health and Social Work 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 the public through improved access to information about the HCPC
3. Increase awareness of HCPC's role in regulation amongst all stakeholder audiences
4. Engage with employers, government, educators, professional bodies and other regulators
5. Continue to build relationships and increase understanding through meetings with stakeholders in England, Scotland, Wales and Northern Ireland
6. Continue to participate in UK and international regulatory forums
7. Ensure employees are informed and updated on all key organisational activities

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

8. Provide communications expertise to other HCPC departments

5 Communications messages

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

- The HCPC's primary role is to protect the public.
- We are a multi-professional regulator, regulating over 300,000 professionals including radiographers, physiotherapists, paramedics, biomedical scientists, dietitians, practitioner psychologists and podiatrists as well as professions that recently joined the Register including social workers in England.
- 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 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 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 and social care organisations• Media
Internal	<ul style="list-style-type: none">• Employees• Partners• Council

7 Communication Activities

The Health Professions and Social Work 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 and care 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 through the public information **campaigns**.

The **media** is an important tool, particularly in promoting our work through online and print channels and provides opportunities to promote the HCPC'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. We also have an active programme of updates to all our social media channels.

The **web** is a key method of providing comprehensive information to all our audiences in a cost effective and efficient way. We have the main www.hcpc-uk.org website which houses the online Register as well as the Council extranet, the employee intranet and the www.healthregulation.org website. E-communications is an increasingly important area of work for us and we are implementing a programme of work to ensure we extend our reach to all audiences.

The **publications** we produce provide a valuable 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). We also produce an electronic newsletter which provides information essential to registration.

Events enable us to engage face to face with all our audiences and provide opportunities to present information about the HCPC. We have a programme of 'Meet the HCPC' events across the UK which focus on registrants, we attend a range of external conferences and have an active talks programme with HCPC employees speaking at key conferences.

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

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; and
- advise the Council on the strategy.

It should be recognised that whilst the communications strategy is the primary contributor to delivering recognition of the HCPC'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 HCPC events;
- participation and evaluation of exhibitions;
- attendance and feedback from talks, presentations and conferences;
- web statistics;
- market research;
- opinion polling; and
- media coverage.

The HCPC'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 and Care Professions Council

Communications Workplan 2013-14

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Introduction

The communication workplan for 2013-14 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 eleven employees and covers 5 main functions. These are events, web, publishing, stakeholder relations, media and campaigns.

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 and one Communications Officer organise all the HCPC's internal and external events. This includes all HCPC events, our attendance at exhibitions, all employee events and the co-ordination of the external presentation and talks programme.

The Media and PR Manager and two Communications Officers are responsible for the implementation of the organisation's media handling and social media activity. This includes monitoring activity, managing the media in relation to FtP cases and organisation-wide HCPC news. The team is also responsible for the delivery of public information campaigns.

The Web Manager is responsible for maintaining and developing e-communication activities. This includes the HCPC website, e-channels including HCPC apps and You Tube for example as well as the Council extranet and employee intranet.

The Publishing Manager and one Communications Officer work on all aspects of the publications process. This includes the visual identity and house style, providing support to departments in the production of publications and responding to requests for publications and public information materials. It also includes the registrant-facing HCPC In Focus newsletter and the employee facing HCPC Update e-newsletter.

The Stakeholder Communications Manager and one Communications Officer are responsible for developing and co-ordinating communications with a range of stakeholders and opinion formers, particularly government, professional bodies, employers, trade unions and other key stakeholders.

Priorities, issues and key messages for 2013-14

The priorities for 2013-14 are drawn from the Strategic Intent 2012-15. They also build on those of the previous financial year and respond to the HCPC's opinion polling and market research undertaken in previous years.

The workplan sets out communications activities for key operational activities. This includes registration renewals including online registration, our cpd audit requirements, our continuing work on professionalism, the start of the review of the SCPEs and the impact of social workers in England joining the Register, particularly in relation to the fitness to practise and education processes

It also takes account of communication activities in relation to external influences and government policy. This includes new arrangements for professional indemnity, exploring a regulatory approach for adult social care workers in England, HCPC holding a register of 'persons authorised to dispense unlicensed herbal medicines' and opening a register for non-medical public health specialists. It also includes implications for the HCPC arising from the final report by Robert Francis QC into the failings at Mid-Staffordshire Hospital.

The Department will also undertake two major projects this year. The first is the initial phase to review and develop the HCPC's existing web platform. The second is the development of HCPC In Focus which aims to improve format and distribution. We will also develop our e-communication work and this will begin with implementation of the findings from the research into stakeholder's online communications preferences.

Registrants

Key messages for registrants this financial year include: the ongoing need to communicate the CPD standards and audit requirements; registration renewals (particularly online and direct debits); continuing work on professionalism; the review of the SCPE; the benefits of registration; and the promotion of HCPC registration.

The workplan addresses these issues through our continued UK-wide talks and presentations, the content of HCPC events, web development activity, media work with the professional journals, social media updates, our presence at profession-specific conferences and stakeholder work with trade unions, 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. In addition to the key messages to registrants, key themes for stakeholders this year will include our role in public protection and, where relevant, extending regulation to other professions.

The workplan will address these issues through our stakeholder work and web development activity. This includes the work outlined for the coming year with professional bodies, employers, trade unions and parliamentarians.

Members of the public

There continues to be a need 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 communications work, particularly the ongoing dissemination of public information materials, increasing our presence on the web, the continued development of our social media work and our ongoing google adwords.

Achieving the communication objectives in 2013-14

In 2013-14, our key communication objectives will continue to be:

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 the public through improved access to information about the HCPC
3. Increase awareness of HCPC's role in regulation amongst all stakeholder audiences
4. Engage with employers, government, educators, professional bodies and other regulators
5. Continue to build relationships and increase understanding through meetings with stakeholders in England, Scotland, Wales and Northern Ireland
6. Continue to participate in UK and international regulatory forums
7. Ensure employees are informed and updated on all key organisational activities

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

8. Provide communications expertise to other HCPC 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 HCPC 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 professional bodies and agree plans of action per registration group	Stakeholder	According to renewal cycle	<ul style="list-style-type: none"> • Programme of work agreed • Plan written and implemented
		Implement agreed communications plan	Stakeholder	To commence in advance of renewal cycle	
	b) provide access to HCPC standards, guidance and publications				HCPC publications readily available
		Copies and flyers available at HCPC events and relevant conferences	Events	According to events schedule	<ul style="list-style-type: none"> • Sufficient copies available • Inserts in delegate packs • Employees available • Positive feedback (through evaluation report) • Articles published • Monthly stock take • Monitor requests / downloads
		Employees available to answer questions at HCPC events and external conferences	Events	According to events schedule	
		Publish regular policy articles in In Focus	Publishing	At regular intervals	
		Ensure copies of all standards, guidance and publications available online and hard copies distributed to practitioners on request	Publishing	Ongoing	
	c) promote 'HCPC-registered' status				Increased number of registrants using the registration logo
		Work with stakeholders (eg professional bodies, trade unions) to promote to private sector/independent practitioners	Stakeholder	Ongoing	<ul style="list-style-type: none"> • Activity agreed and implemented • Ensure sufficient copies available • Monitor number distributed
		Distribute Promoting your HCPC registration leaflet through public information packs, in registration certificate mailings and on request	Publishing	Ongoing	
		Promoting your HCPC registration leaflet at all HCPC events and external exhibitions	Events	According to event schedule	<ul style="list-style-type: none"> • Monitor visits to website • Monitor downloads • Information in presentations
		Undertake weekly registration logo checks	Publishing	Weekly	
		Ensure information in all presentations	Events	Ongoing	

What will we do	How will we do it	Lead	By when	Outcomes and measures
d) promote 'why your HCPC registration matters'				Increased understanding of benefits of registration
	Work with stakeholders (eg professional bodies, trade unions) to promote 'why your HCPC registration matters' guidance	Stakeholder	Ongoing	<ul style="list-style-type: none"> • Activity agreed and implemented
	Guidance leaflet at all HCPC events and external exhibitions	Events	According to event schedule	<ul style="list-style-type: none"> • Sufficient copies available
	Ensure information added to all presentations and talks	Events	Ongoing	<ul style="list-style-type: none"> • Information in presentations
e) promote HCPC consultations				Consultation materials widely available and response rates monitored
	Write media releases and news stories for all consultations	Media	At start of consultation	<ul style="list-style-type: none"> • Media releases distributed
	Provide briefings for HCPC events and external conferences	Events	During consultation	<ul style="list-style-type: none"> • Provide briefings for speakers/panellists
	Publish articles in In Focus	Publishing	During consultation	<ul style="list-style-type: none"> • Articles published
	Use social media channels to highlight consultations	Media	During consultation	<ul style="list-style-type: none"> • Facebook and Twitter pages at beginning of consultation and one month prior to close of consultation
	Stakeholders (eg employers, trade unions, professional bodies, government updated where relevant	Stakeholder	During consultation	<ul style="list-style-type: none"> • Briefings and information provided
f) ensure information relevant to registration available to all registrants	(see also 3a)			Information widely available
	Develop news pieces, articles and social media updates for professional press	Media	Ongoing	<ul style="list-style-type: none"> • Articles published • Social media updated
	Information published in HCPC In Focus and format developed/distribution increased	Publishing	By end March	<ul style="list-style-type: none"> • Articles published • Distribution and format projects completed
	Develop e-channels as required	Web	Ongoing	<ul style="list-style-type: none"> • New channels (eg apps) introduced • Registrant website section updated
	Organise UK-wide Meet the HCPC events, including hybrid events and video presentations uploaded to You Tube	Events	According to events schedule	<ul style="list-style-type: none"> • 12 events held in 6 locations • Video views on You Tube • Up to date presentations and briefings

	What will we do	How will we do it	Lead	By when	Outcomes and measures
2	Extend engagement with the public through access to information about the HCPC	See also 1c and 3			Increased awareness of the HCPC amongst the public
	a) provide access to 'is your health and care professional registered' information materials	Distribute 'is your health and care professional registered' leaflets through GP practices, independent pharmacies and other third party organisations	Media	Q3/4	<ul style="list-style-type: none"> • % pick up rate • Monitor number of leaflets distributed
		Respond to requests for copies	Publishing	Ongoing	<ul style="list-style-type: none"> • Ensure sufficient copies available through regular stock check • Monitor number of leaflets distributed
		Leaflet at all HCPC events and relevant external conferences	Events	According to events schedule	<ul style="list-style-type: none"> • Monitor number of leaflets distributed • Ensure sufficient copies available
	b) Develop HCPC's online presence on relevant websites	Ensure information correct, continue to identify relevant websites	Media	By end March	<ul style="list-style-type: none"> • Monitor presence and accuracy of information
	c) Attend relevant public facing conferences	Research relevant conferences and ensure attendance or information provided	Events	By end March	<ul style="list-style-type: none"> • Number of conference
	d) Develop public information campaign	Develop and implement agree project plan	Media	By end March	<ul style="list-style-type: none"> • Plan agreed and implemented
	f) Maintain service user engagement activities	Attend CHRE PPE network meetings and implement associated joint working	Media	By March	<ul style="list-style-type: none"> • Meetings attended • Joint work implemented
		Update website to ensure information on service user engagement is accessible	Media	By May	<ul style="list-style-type: none"> • Website updated
	g) Improve access to the Register	Maintain HCPC apps (iPhone and android)	Web	As required	<ul style="list-style-type: none"> • Apps promoted and updated • Monitor number of downloads
		Ensure web address promoted on all materials	Publishing	Ongoing	<ul style="list-style-type: none"> • Information in publications • Implementation of activities in 2
		Increase accessibility of Register within www.hcpc-uk.org	Web	By end March	<ul style="list-style-type: none"> • Updates made as necessary

	What we will do	How we will do it	Lead	By when	Outcomes and measures
3	Increase awareness of HCPC's role in regulation amongst all stakeholders				Increasing awareness of HCPC's role amongst stakeholder groups
	a) through consumer and professional media as well as online media channels	Produce media releases, position statements and news stories for all key organisational decisions (See also 1f)	Media	Within 48 hours of decision	<ul style="list-style-type: none"> Information published Meetings held where relevant Quotes provided, requests responded to Early alert to issues
		Develop contact programme with journalists as required	Media	Ongoing	
		Manage media requests for interviews, quotes and information	Media	As required	
		Monitor media daily	Media	Daily	
	b) by providing information about the HCPC to stakeholder audiences through all e-channels	Ensure web platform and content of web pages is relevant and up to date	Web	As required	<ul style="list-style-type: none"> Research findings implemented Web pages monitored and updated Major project initiated Up to date information Up to date information Up to date information Blog pieces uploaded Timely responses provided Existing videos updated New videos uploaded
		Update Facebook page	Media	At least weekly	
		Update Twitter	Media	At least weekly	
		Maintain HCPC information on LinkedIn	Media	At least weekly	
		Maintain HCPC blog	Media	At least monthly	
		Monitor social media channels and respond as required	Media	Daily	
		Maintain You Tube channel – update existing videos and add at least 4 new ones	Web / Stakeholder	By March	
	c) by ensuring FtP hearings and their outcomes are made public in accordance with the HCPC's statutory responsibilities	Issue weekly media alerts	Media	Weekly	<ul style="list-style-type: none"> Media alerts produced Requests responded to in a timely manner Releases issued Liaison with journalists
		Respond to journalist's queries and liaise with journalists at hearings	Media	Ongoing	
		Issue media releases where the outcome is strike off or suspension	Media	Ongoing	
		Manage media on high profile cases	Media	As required	
	d) by providing opportunities for stakeholders to meet HCPC face to face organising HCPC events for stakeholders across the UK	Identify topics and organise at least 4 events for key stakeholders	Events	By March	<ul style="list-style-type: none"> Topics identified Events held Positive feedback received

		Undertake 6 seminars for education providers	Events	By March	<ul style="list-style-type: none"> Seminar programme completed
		Identify relevant conferences and co-ordinate attendance by HCPC representatives	Stakeholder / Events	Ongoing	<ul style="list-style-type: none"> Conferences attended Contacts made
		Undertake UK-wide talks and presentations in response to requests	Events	Ongoing	<ul style="list-style-type: none"> Timely response to requests Presentations given You Tube videos signposted
e) by communicating Council decisions to stakeholder audiences		Issue news story, press release or media position statement where relevant	Media	As required	<ul style="list-style-type: none"> Release approved and issued
		Council update included in HCPC Update Stakeholders (eg employers, trade unions, professional bodies, government updated where relevant	Publishing Stakeholder	12 issues As required	<ul style="list-style-type: none"> Article written and published Stakeholders updated
		Information uploaded to Facebook, HCPC blog and Twitter	Media	As required	<ul style="list-style-type: none"> Pages updated
		Include information in HCPC In Focus where relevant	Publishing	As required	<ul style="list-style-type: none"> Articles published
f) through communications work associated with 2011 Command Paper eg herbalists, voluntary registers and adult social care workforce and Robert Francis QC's final report on the Mid Staffordshire NHS Trust Enquiry		Develop communications plan as appropriate	Director	As required	<ul style="list-style-type: none"> Plans written and implemented
		Undertake parliamentary, stakeholder and media monitoring	Stakeholder / Media	Ongoing	<ul style="list-style-type: none"> Daily monitoring Respond as required
		Ensure liaison with relevant stakeholders as required	Director / Stakeholder	As required	<ul style="list-style-type: none"> Meetings held or briefings issued Ensure relevant employees updated

	What will we do	How will we do it	Lead	By when	Outcomes and measures
4	Engage with employers, government, professional bodies, trade unions and other regulators				Profile of HCPC regulatory agenda raised
	a) Strengthen relationships and increase understanding with government				Relationships strengthened
		Monitor UK parliament and European Commission	Stakeholder	Ongoing	<ul style="list-style-type: none"> Monitored daily Awareness of key issues
		Provide support for meetings with parliamentarians where relevant	Stakeholder	Ongoing	<ul style="list-style-type: none"> Briefings provided
		Monitor relevant Committee activities and arrange attendance where relevant	Stakeholder	Ongoing	<ul style="list-style-type: none"> Monitor issues raised Number of committees attended
		Prepare for and participate in Health Hotel activities at the main political party conferences	Stakeholder	By end October	<ul style="list-style-type: none"> Number of conferences attended Number of contacts made Fringe attendance Information published
		Maintain presence on PoliticsHome and other parliamentary media as required	Stakeholder	Ongoing	<ul style="list-style-type: none"> Conferences attended Number of contacts made
		Arrange attendance at relevant political party conferences in Northern Ireland, Scotland and Wales	Stakeholder	By year end	<ul style="list-style-type: none"> Conferences attended Number of contacts made
	b) Strengthen relationships and increase understanding with professional bodies	(see also 1a)			Relationships strengthened
		Support annual CEO and Chair meetings	Stakeholder	Dates required	<ul style="list-style-type: none"> Meetings attended Plan agreed and implemented Departments supported
		In collaboration with other departments liaise with professional bodies on current issues	Stakeholder	By year end	<ul style="list-style-type: none"> HCPC represented and present at relevant meetings
		Maintain membership and participate in relevant networks and meetings, for example ADASS, LGA employer standards	Stakeholder	By year end	
	c) Increase engagement with employers				Increasing awareness of HCPC's role amongst employer groups
		Arrange at least 5 UK wide employer events	Stakeholder / Events	By year end	<ul style="list-style-type: none"> Events held Positive feedback received (through feedback forms) Articles published
		Explore possibility and secure, if appropriate, publication of regular news in	Stakeholder	By year end	

	What will we do	How will we do it	Lead	By when	Outcomes and measures
		employer journals			
		Update employer section of the website	Stakeholder	Ongoing	<ul style="list-style-type: none"> Section updated Conferences attended or delegate information provided
		Ensure HCPC representation at relevant employer conferences	Stakeholder / Events	By year end	
	d) Strengthen relationships and increase understanding with trade unions				Increasing awareness of HCPC's role amongst trade unions
		Arrange at least 3 meetings with trade union representatives	Stakeholder	By year end	<ul style="list-style-type: none"> Meetings held
		Explore possibility and secure, if appropriate, publication of regular news in trade union journals	Stakeholder	By year end	<ul style="list-style-type: none"> Articles published
		Ensure HCPC representation at relevant trade union conferences	Stakeholder / Events	By year end	<ul style="list-style-type: none"> Conferences attended or delegate information provided

5	Continue to build relationships and increase understanding through meetings with stakeholders in England, Scotland, Wales and Northern Ireland				Relationships strengthened and improved understanding of HCPC's regulatory role
		Undertake at least two structured stakeholder visits to Wales, Northern Ireland and Scotland	Stakeholder	By year end	<ul style="list-style-type: none"> Visits completed
		Support annual meetings with Health Departments in Scotland, Northern Ireland and Wales	Stakeholder	By year end	<ul style="list-style-type: none"> Meetings held Briefings provided
		Participation in relevant stakeholder conferences	Stakeholder / Events	Ongoing	<ul style="list-style-type: none"> Conferences identified HCPC presence achieved

6	Continue to participate in UK and international regulatory forums				HCPC presence at relevant fora and contribution recognised
		Develop relationships with other Regulators and CHRE	All	Ongoing	<ul style="list-style-type: none"> • Participation in projects • Meetings attended • Participation in conferences • Visits completed • HCPC represented and present at relevant networks • Host meetings as required • HCPC represented at relevant network meetings • Research event held in June
		Undertake stakeholder visits to Europe when appropriate	Stakeholder	By year end	
		Maintain membership and participate in AURE and BMA European meetings and others where relevant, including European Network of Psychological Competent Authorities (ENPCA) and Healthcare Professionals Crossing Borders (HPCB)	Stakeholder / Events	By year end	
		Support Executive as a members of CLEAR and INPTRA	Stakeholder / Events	By year end	

	What will we do	How will we do it	Lead	By when	Outcomes and measures
7	Ensure employees informed and updated on all key organisational activities				Employees informed of key organisational issues
		Organise six all employee briefings	Events	As events schedule	<ul style="list-style-type: none"> • Meetings organised • 12 editions published • Content developed • Issued weekly • Up to date intranet • Deployment completed • News stories uploaded • Meetings and events held • Meetings, events held • Number of champions • News stories published • Training undertaken • Toolkit and briefing launched
		Produce 12 editions of HCPC Update and develop content	Publishing	Monthly	
		Produce weekly Issues Brief	Stakeholder	Weekly	
		Maintain intranet	Web	At least monthly	
		Plan and deploy essential upgrades to intranet	Web	According to web schedule	
		Increase news stories and posts for intranet	All	At least weekly	
		Arrange all employee events	Events	According to event schedule	
		Maintain The Chain network of internal communication champions	Web/Media	Ongoing	
		Develop communication training, toolkit and briefing for Managers	Director	By end March	

Activities in support of HCPC operational functions

	What will we do	How will we do it	Lead	By when	Outcomes and measures
8	Provide communications expertise to other HCPC departments				Colleagues satisfied with support given
		Develop communication plans for organisation-wide projects	Director	Per project	<ul style="list-style-type: none"> Plans developed
		Respond to requests for advice on content, format, branding and house style of HCPC literature	Publishing		<ul style="list-style-type: none"> High quality literature Consistent and accurate information
		Plan and implement publications process	Publishing		<ul style="list-style-type: none"> Publication schedule produced
		Respond to requests for event organisation	Events		<ul style="list-style-type: none"> Advice given Support provided as required
		Provide advice on web page development for departments	Web		<ul style="list-style-type: none"> Advice given
		Plan and deploy essential upgrades to the website	Web		<ul style="list-style-type: none"> Web deployments completed

Monitoring and evaluating the communications workplan

The table above details how we will monitor progress.

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 and Council.

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Looking to 2014 - 2015

Beyond the financial year 2013 – 2014, 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.
- 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 2010 report 'Liberating the NHS: report of the arms-length bodies' and the 2011 Command Paper. Communications activities will continue to play a vital role, particularly with professional bodies, future registrants and with members of the public.
- Raising the HCPC's profile in the four nations will continue to be an important focus for our work.
- Continuing to raise HCPC'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.
- Continuing to develop our e-communications and web platforms will be key in ensuring we reach all our stakeholders in an efficient and effective manner.

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 HCPC which relate to the Communications department are:

- 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 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, and more recently trade unions, enables us to develop relationships and ensure that these stakeholders understand our requirements of their employees/members.

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, HCPC In Focus, face to face contact through 'Meet the HCPC' events and having a presence at professional conferences and exhibitions.

Disaster Recovery Plan

Although not situated in Communications, the HCPC'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.