

People and Resources Committee

Meeting Date	12 March 2026
Title	Communications update
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Executive Sponsor	Claire Amor, Executive Director of Corporate Affairs
Executive Summary	
<p>The Communications function has undergone significant change over the last two years, and this paper provides an update on the progress of those changes. It also seeks to provide assurance on how the function is delivering the communications strategy, corporate strategy and planned future activity.</p>	
Action required	The Committee is asked to review the information provided and seek clarification on any areas.
Previous consideration	The Council has considered annual updates on the communications strategy and via regular performance reporting.
Next steps	Communications will continue to report on an annual basis to the Council and through regular performance reporting.
Financial and resource implications	Not applicable
Associated strategic priority/priorities	<p>Continuously improve and innovate</p> <p>Be visible, engaged and informed</p> <p>Promote the value of regulation</p>
Associated strategic risk(s)	4. We are unable to effectively build trust, engage with and influence our stakeholders, reducing our ability to understand their perspectives and regulate effectively

Risk appetite	Influence/leadership - seeks
Communication and engagement	The paper covers our strategic approach to communications.
Equality, diversity and inclusion (EDI) impact and Welsh language standards	All communication activity considers and supports our EDI objectives by seeking to make our information as accessible as possible. This includes meeting Web Content Accessibility Guidelines (WCAG) AA standards and supporting our commitments to Welsh language standards.
Other impact assessments	All communication activity considers and supports our Data protection and sustainability goals via the secure processing of data and careful use of printing.
Reason for consideration in the private session of the meeting (if applicable)	Not applicable

Communications Update

1. Background

- 1.1 The Communications function has undergone significant change over the last 2 years, and this paper provides an update on the progress of those changes. It also seeks to provide assurance on how the function is delivering the Communications Strategy, Corporate Strategy and planned future activity.

2. Analysis

- 2.1 The Communications function has been undergoing changes to allow it to best support the organisations strategic objectives and build organisation wide capability. This work was set out in the Communications Strategy agreed by Council in July 2024. An annual update was provided to Council in July 2025.
- 2.2 Over the last there has been a focus on building in-house capability in communications, establishing a clear team structure and undertaking activities to build the organisations capability. This has included a reduction in reliance on agency staff, contractors and external suppliers.
- 2.3 The Communication function has now been established with three core teams:
- 2.4 **Strategic and Internal Communications** – this team helps shape the HCPC’s long-term narrative, reputation and external positioning by ensuring communications are planned, prioritised and shared in line with overall strategic aims. The team also leads and coordinates internal communications. Keeping employees informed, aligned and engaged by delivering clear timely messages that support culture, understanding and organisational changes.
- 2.5 **Digital Communications and Content** – this team maintains and develops our digital channels (website, social media), leads on embedding user led design into our digital roadmap and creates digital and designed content (e.g. videos, social media assets, supporting webinars, corporate reports).
- 2.6 **Public Affairs and Stakeholders** – this small team coordinates how we maintain relationships with key stakeholders (e.g. professional bodies), undertakes horizon scanning of our external environment and provides information to policy makers and others to improve our ability to perform our regulatory functions.
- 2.7 The function remains lean in comparison to others in the sector with a total of 13 full time equivalents (FTEs) once all ongoing recruitment is complete (likely by April 2026).
- 2.8 While building the function, we have been continuing to deliver communications activity and undertake wider foundational activity to build the communications capability across the organisation. The planned activity was set out in the Communications Strategy, which set out the activity to be delivered by the end of the financial year 2025-2026. A summary of progress against this activity is provided in the following table:

Workstream	Total number of activity measures	Completed	In progress (complete by year end)	Rescoped from original/timeline extended due to resourcing	% completed or in progress
Deliver high quality communications across our corporate channels.	28	23	3	2	93%
Build the capability of communication function.	25	20	4	1	96%
Develop organisational communications and engagement capability.	16	12	3	1	81%
Total across all workstreams	69	55	10	4	94%

2.9 The ongoing activities relate to a refresh in our brand tools to increase consistency across the organisation, working to develop our social media strategy and a full channel review. The timelines and scope of four activities (relating to implementation of brand consistency support, media coverage and thought leadership) have been amended due to extended time periods for recruitment and onboarding, which impacted the resourcing available for these projects.

2.10 The establishment of new metrics, indicators and reporting has also been completed. This now includes an organisation wide communications grid, dashboards and baselines. A key step forward is undertaking a new perceptions survey that has been included in the corporate strategy engagement activity. The survey has introduced a new measure based on trust in the HCPC and our activity. This measure will form a key baseline for tracking the health of our brand over the coming years.

2.11 The future work of the function is being set out through existing corporate strategy and corporate planning processes. The work will seek to build on the progress made over the last two years, build awareness of our work and the support the professions we regulate.

3. Financial and resource implications

3.1 The planned recruitment of resource to the function is almost complete. The final two roles are in the later stages of recruitment and new joiners should be in place in April 2026. The wider communications budget remains in line with organisational budget setting.

4. Risk appetite

- 4.1 The risk appetite relating to communications is 'seeks'. The work undertaken over the last two years has sought to put in place the foundations required to meet this risk appetite in an appropriate and effective way.

5. Conclusions and next steps

- 5.1 Communications will continue to report on progress on an annual basis to Council and through regular performance reporting.

6. Recommendation(s)

- 6.1 The Committee is asked to review the information provided and seek clarification on any areas.

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