

Council – 25 March 2015

Communication Department annual workplan 2015-16

Executive summary and recommendations

**Introduction**

This paper sets out the Communication Department’s annual workplan for 2015-16. It highlights specific projects and activities, how the Department will provide expertise and support to other Departments and outlines ongoing communications work.

**Decision**

The Council is requested to discuss and approve the annual workplan.

**Background information**

None

**Resource implications**

The resources for the Communication Department are set out in the annual workplan and budget 2015–16.

**Financial implications**

As above.

**Appendices**

Draft Communication Department annual workplan 2015-16  
Communications Strategy (updated March 2015)

**Date of paper**

13 March 2015

## Health and Care Professions Council

### Communications Workplan 2015-16

#### Contents

1	Introduction .....	4
2	Resource .....	4
3	About this document .....	4
4	Summary of priorities, issues and messages for 2015-16 .....	4
5	Delivering communications projects and activities .....	5
6	Providing expertise to HCPC departments .....	6
7	Ongoing communications work .....	7
8	Looking to 2016 - 2017 .....	8
9	Risk .....	8

## 1 Introduction

- 1.1 This document is a high level summary of the Communication Department's main areas of work in 2015-16. It sets out how we will actively support the core work of the Council and the principles and priorities set out in the Strategic Intent 2012-15. It is underpinned by more tactical documents and a forward planner. These set out specific outcomes and timelines and are used by the Department to support planning.

## 2 Resource

- 2.1 There are 14 people within the Department, split into six functions. These include web and digital, media and pr, events, stakeholders, internal communications and publishing.
- 2.2 The Department will continue to use the full range of communication channels and tactics to achieve the work set out in this plan. This includes UK-wide talks, HCPC events, the HCPC website, digital activity, media work, social media, publications, our presence at profession-specific conferences and stakeholder and parliamentary liaison.

## 3 About this document

- 3.1 This document is divided into six sections.
- Section 4 summarises key issues and messages for 2015-16
  - Section 5 provides an overview of the communication projects and activities the Department will be developing during the year
  - Section 6 highlights how the Department will work across the organisation, providing communications support and expertise to departments
  - Section 7 outlines ongoing communications work
  - Section 8 looks to possible work in 2016-17
  - Section 9 looks at the risks owned by the Department

## 4 Summary of priorities, issues and messages for 2015-16

- 4.1 This section outlines some of the general communication themes and issues for the HCPC over the year.
- **Registrants** - as in previous years, it will be particularly important to continue to communicate to registrants our CPD standards and audit requirements as well as registration renewals for all professional groups. However, we will focus some of our work on UK and international application processes as well as reviewing our information provision for recurring issues and questions asked by registrants. We will also look to disseminate the findings of the disengagement research and communicate policy related work including the consultation for the proposed draft Standards of conduct, performance and ethics (SCPE), the implementation of the professional indemnity rules, the introduction of standards for podiatric surgery and the dissemination of the revised disabled persons' guidance. In addition to this, we will undertake a specific piece of work on promoting HCPC registration and continue the tax relief awareness campaign.

- **Key stakeholders** – we have a broad range of stakeholder groups and messages for each will vary. However, in the main our communications work will focus on raising awareness and understanding of our regulatory processes and standards as well as our role in regulation and our core purpose of public protection. A particular emphasis this year will be developing a renewed programme of work to engage employers across all professions, disseminating the findings of the disengagement research, developing an organisation-wide stakeholder contacts database and putting in place stakeholder engagement strategies based on the mapping and polling undertaken.
- **Members of the public, service users and carers** – there continues to be a need to raise awareness with this group. However, our work will continue to be targeted to make the most effective use of our available resource. This includes extending our waiting room distribution campaign across the year and continuing our google adword programme. As with previous years, our focus will be to raise awareness of the Register, in particular emphasising the importance of checking that a professional is registered and, on the rare occasion when things do go wrong, how people can raise a concern. A particular focus this year includes specific work on signposting, extending the Be Sure campaign and developing a programme of engagement and information provision for service user organisations.
- **Employees** – as with previous years, we will continue to ensure that employees are up to date and aware of the work of the Council as well as informed of organisational and departmental activities. With the appointment of an Internal Communications Manager in 2014, we will implement a new internal communications strategy, develop plans for specific organisational projects and continue to develop channels, for example team brief, newsletter and employee meetings.

## 5 Delivering communications projects and activities

5.1 This section outlines the Department's main activities in 2015-16 which are focused on delivering communications activities. Some of these activities are additional to the work set out in sections six and seven.

- **Web and digital** will continue to ensure that the day to day accessibility and content of our digital channels (web, film, apps and intranet) is relevant and up to date. Any larger scale web developments will be agreed with departments and managed through one deployment in the year. We will also undertake two departmental projects: the first is the web review project which will include user experience analysis and research; and the second is the transfer of the intranet from Lotus to Sharepoint.
- **Media and pr** will continue to manage media and pr activities across the organisation. The team will also implement specific pieces of work designed to raise awareness of our public protection role and regulatory processes with public and professional audiences. These include: signposting; extending the Be Sure campaign; continuing the tax relief campaign; promoting hcpc registration; online advertising through google adwords; dissemination of public information materials through four waiting room and independent pharmacy distributions; and extending our reach through social media and articles in professional and consumer media.

- **Events** will organise eight meet the hcpc events in four locations. There will be five employer events with refreshed content and format and up to six education seminars. In addition to this, the team will seek to develop new events including a regional CPD conference for registrants as well as providing support for stakeholder events, service user events for the consultation on the proposed draft SCPE and an international research conference in Amsterdam.
- **Stakeholders** will continue to lead the project to develop an organisation-wide stakeholder contacts database and implement the action plan for the 2014 stakeholder polling, using this information to begin to develop appropriate engagement strategies. Specific emphasis will be placed on employer engagement as well as a programme of engagement and information provision to service user organisations and strategies for policy related work including professional indemnity, disengagement research and the launch of the disabled persons' guide.
- **Publishing** will continue to work across the organisation to support the publication of a range of documents many of which are outlined in section 6 as well as on-going work highlighted in section 7. In addition to this, the team will publish six editions of HCPC In Focus, continuing to develop its content and format and undertake a review of the organisation's visual identity, use of logos and house style.
- **Internal communications** will focus on the implementation of the new internal communications strategy as well as the development of plans for organisational projects that require internal communications expertise, the development of channels (eg employee events, newsletter and team brief) and the delivery of specific pieces of work in partnership with HR including recognition and managers' briefing. In addition to this, we will publish monthly editions of HCPC Update, organise six all employee meetings, the all employee training awayday and four 'lunch and learn' events.

## 6 Providing expertise to HCPC departments

6.1 This section sets out our work with other departments providing specialist expertise and adding value to the work they are undertaking. This is not an exhaustive list, but it is intended to provide an overview of our main areas of collaboration.

- **Education** – includes ongoing work to raise awareness and understanding of education processes through our media and pr channels as well as the publication of the Annual Report, three editions of HCPC Education Update and six education provider seminars. We will also support the refresh of major change/annual monitoring guidance across our publishing and digital platforms, the SETs review and the production of the report following the completion of visits to social work education programmes.
- **Fitness to Practise** – includes on-going work to publicise hearings, the production of the FtP annual report and the Department's 'tone of voice' review of correspondence. It also includes the development of a new report on health and character cases, a programme of work to support the publication of the guidance for employers, the dissemination of the competency and disengagement research published in February 2015 and online developments including web page refresh, case studies and scoping for online complaints form.

- **Registration** – a continued focus this year will be preparing professions for registration renewal and cpd audits ensuring they understand our requirements. We will also work with the Registrations Department on a project to identify the main reasons why registrants contact the team, developing information provision through web and digital content, as well as specific pieces of work on UK and international application processes. This could include changes to web pages, the development of more film content or articles in professional journals.
- **Policy** – there will be a number of areas of collaboration this year. This will include communicating the new professional indemnity rules, publishing the new standards for podiatric surgery and the publication of the disabled persons' guide. We will also provide supporting communications for policy related work including the review of the SCPE and SETs, the Professional Qualification Directive, the potential regulation of Public Health Specialists and the publication of the professionalism toolkit.
- **Partners** – we will work with the Partner team to raise awareness of the recruitment campaigns they will be running. This includes developing a tailored media and pr plan as well as providing advice on adverts and publishing articles in HCPC In Focus.
- **HR** – we will continue to work with HR on communicating to employees relevant HR policy issues. We will also work with the team to develop proposals for recognition, supporting managers' communications and some of the main issues and themes that emerged from the all employee survey results.

## 7 Ongoing communications work

7.1 This section records regular work which is on-going from year to year including:

- Monitoring the web inbox and responding to requests for updates to the HCPC's website and intranet
- Writing news stories for HCPC channels, including the web and intranet, publishing blog pieces and updating social media platforms
- Professional body engagement through annual meetings and attendance at profession-specific conferences
- Four country stakeholder engagement through face to face meetings, talks and presentations and having a presence at relevant conferences.
- Monitoring parliamentary, media and social media platforms and flagging issues for continued monitoring or response
- Liaising with the media on a day to day basis, particularly in relation to Fitness to Practise hearings
- Publishing press releases and writing articles for professional and consumer media

- Monitoring and responding to publication requests including public information packs, standards and guidance (eg cpd brochures)
- Attending a range of profession-specific conferences and undertaking a programme of talks, presentations and visits
- Monitoring stock levels for publications and managing reprints
- Monitoring uptake of the registration logo and reporting misuse to the Fitness to Practise Department
- Providing advice on house style and visual identity guidelines
- Undertaking surveys, capturing statistics and providing reports on activities to Council and the Executive Management Team

## 8 Looking to 2016 - 2017

8.1 This section highlights some further objectives beyond the financial year 2015 – 2016:

- Further communications work with service users will continue to be crucial, particularly building on the public information communication work we have done.
- Raising the HCPC's profile in the four nations will continue to be an important focus.
- 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.

## 9 Risk

9.1 The key risks for the HCPC which relate to the Communications Department are set out in the Risk Register. They are: failure to inform public; loss of support from key stakeholders including professional bodies, employers and government; inability to inform stakeholders following crisis; failure to inform registrants; and publication of material not approved for release.

9.2 The Register sets out the mitigation of these risks and is regularly reviewed by the Executive Management Team and the Audit Committee. Specifically:

- **Public information campaigns, media work and the website:** These all help to inform the public and raise our profile with the professional bodies. Likewise, the 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 is important in indirectly raising our profile with the public, but particularly important in developing our relationships with key stakeholders. The annual meetings with professional bodies are crucial in understanding their issues and our ability to respond. Joint working with professional bodies on key organisational issues 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 these stakeholders understand our requirements of their employees.

- **Registrant communications:** This is vital to enable registrants to 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:** The HCPC's approach to disaster recovery is an on-going 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 on-going development, and this provides an important safeguard against the risks posed to the organisation by any disaster occurring.

DRAFT



THE HEALTH AND CARE PROFESSIONS COUNCIL

RISK ASSESSMENT Jan 2015

Communications

Ref	Category	Ref #	Description	Risk owner (primary person responsible for assessing and managing the ongoing risk)	Impact before mitigations Jan 2015	Likelihood before mitigations Jan 2015	Risk Score = Impact x Likelihood	Mitigation I	Mitigation II	Mitigation III	RISK score after Mitigation Jan 2015	RISK score after Mitigation Jul 2014
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
	Communications	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 HCPC strategy	Delivery of aspects of communications work plan, specifically stakeholder activities	Quality of Operational procedures	Low	Low
	Communications	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
	Communications	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 HCPC events, campaigns, Registrant Newsletter, Professional media and conference attendance. Publications and web.	Quality of Operational procedures	Low	Low
	Communications	3.5	Publication of material not approved for release	Director of Comms	4	2	8	Delivery of communications plan	Adherence to operational plans (Social Media planner)	-	Low	Low

**Health and Care Professions Council**

**Communications Strategy  
(updated March 2015)**

**Contents**

1 Introduction ..... 12

2 This document ..... 12

3 Communication principles ..... 12

4 Communications and Strategic Intent..... 12

5 Communications – a statutory responsibility..... 12

6 Core messages ..... 13

7 Stakeholder audiences ..... 14

8 Communication channels and resources ..... 14

9 Implementing communications ..... 14

10 Measurement and evaluation..... 14

## **1 Introduction**

- 1.1 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.

## **2 This document**

- 2.1 This document is divided into several sections. It sets out the principles and purpose of our communications and shows how the communications work supports Strategic Intent. It also provides a high level view of who we are communicating with, what our core messages are, the channels we will use and how we will measure the effectiveness of our communications activity.

## **3 Communications principles**

- 3.1 The HCPC's vision and values are set out in the Strategic Intent 2012-15. 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

## **4 Communications and Strategic Intent 2012-15**

- 4.1 The HCPC's Strategic Intent 2012-15 identifies key external and internal drivers and sets out six strategic objectives. These 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.
- 4.2 The communications strategy, which is underpinned by departmental annual workplans, seeks to support the core work of the Council as well as the objectives and priorities set out in the HCPC's Strategic Intent 2012-15.

## **5 Communications – a statutory responsibility**

- 5.1 The overarching purpose of the HCPC's communications work 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

- 5.2 The main purpose of our communications work is to fulfil this statutory obligation and, drawing directly from the objectives identified in Strategic Intent, we will do this by:
- Engaging with registrants to increase understanding of the benefits of regulation, the work of Council and what is required of them
  - Extending engagement with the public through improved access to information about the HCPC
  - Increase awareness of HCPC's role in regulation amongst all stakeholder audiences
  - Engage with employers, government, educators, professional bodies and other regulators
  - Continue to build relationships and increase understanding through meetings with stakeholders in England, Scotland, Wales and Northern Ireland
  - Continue to participate in UK and international regulatory forums
  - Ensure employees are informed and updated on all key organisational activities

## **6 Core messages**

- 6.1 In all our communication activities we will promote the following core messages:
- The HCPC's primary role is to protect the public.
  - We are a multi-professional regulator, regulating over 320,000 professionals including radiographers, physiotherapists, paramedics, biomedical scientists, dietitians, practitioner psychologists and podiatrists and 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.
- 6.2 These core messages are not fixed. They can be modified in line with changes in the organisation and its strategic intent as well as being refined for specific projects and activities.

## **7 Stakeholder audiences**

7.1 The HCPC has a complex stakeholder map, but it is important that we communicate efficiently and effectively with stakeholders. Set out below is a summary of the main groups we communicate with. It is not exhaustive and is designed to give an overview of the groups who have a vested interest in what we do.

- Public: including members of the public; patient groups; consumer associations; referrers; and service users and carers
- Registrants: existing registrants; new registrants; and prospective registrants
- Key stakeholders across the four nations: parliamentarians; professional bodies; employers; other regulators; trade unions; higher education institutions; other education providers and education organisations; and other health and social care organisations
- Internal: employees; partners; and council

## **8 Communication channels and resources**

8.1 The HCPC has a range of channels and tactics for communicating and engaging with stakeholders. These include face to face through meetings, HCPC events, talks and presentations as well as attendance at professional and consumer conferences. Media channels including social media as well as web and digital activities, publications and newsletters and stakeholder liaison. For internal communications, this includes team meetings, all employee meetings, employee newsletter and web channels.

## **9 Implementing communications**

9.1 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.

9.2 The Communications Department is responsible for the day to day management of the strategy and its related annual workplan. However, it is the responsibility of everyone in the organisation to communicate effectively and, therefore, the success of the strategy also rests with the Council and Executive.

## **10 Measurement and evaluation**

10.1 The effectiveness of our communications work will be gauged through continuous measurement and evaluation. Qualitative and quantitative methods used will include: feedback from HCPC events; participation and evaluation of exhibitions; attendance and feedback from talks, presentations and conferences; web statistics; surveys; and media coverage. We will also undertake market research and opinion polling to gain a better understanding of perceptions of the HCPC and our processes.

10.2 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.