Health Professions Council
Communications Committee 24th May 2007

Updated Communications Department Strategy and Workplan
Jacqueline Ladds

Executive Summary and Recommendations

Introduction

The Communications Strategy 2007 - 2011 and the Communications Workplan 2007 – 2008 were tabled for discussion at the Communications Committee held in February 2007.

Both documents were discussed fully and a number of suggestions to strengthen the messages and activities in the Strategy were noted. These have now been incorporated into the document. The communications workplan has also been updated to reflect the findings of the internal communications review.

Decision

This paper is for information only. No decision is required.

Background information

Not applicable

Resource implications

None

Financial implications

None

Appendices

Communications Strategy 2007 – 2011
Communications Workplan 2007 - 2008

Date of paper

24 May 2007

Health Professions Council

Communications Strategy 2007- 2011

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# 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 healthcare professionals, it is important that we tell the public about our role in protecting their health, 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. The research undertaken by MORI in 2005 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 2007 - 2011 communications strategy aims to build on this work, actively seeking to promote the core work of the Council and its Committees. It covers the period from now until the next Department of Health review of regulation in 2011 (as indicated in the Foster Report) and is intended to provide focus and support for the objectives and priorities set out in the HPC's Strategy.

2   Strategic and operational activities

The HPC's strategy, set out in the Strategic Intent is "to continually improve the organisation, influence the regulatory agenda and promote best practices."

In addition to this, there are a number of strategic and operational activities highlighted in the Strategic Intent. These include developing our home country engagement, agreeing operational procedures for continuing professional development, proactive regulation of aspirant groups, embedding patient and public involvement in all HPC's processes, developing and revising rules, standards and guidance and monitoring trends in Fitness to Practise.

The White Paper, issued in February 2007, sets out the Government's vision for the future of healthcare regulation and impacts on the working of the organisation in a number of ways, in particular its corporate governance arrangements and the intention to regulate new professions, for example applied psychologists, counsellors and psychotherapists.

The communications strategy will seek to drive and deliver these activities and the work of the Council and its committees through the actions set out in the annual workplan.

3   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 five objectives:

1. To raise awareness and understanding of the HPC's role in regulation across all our audiences

2. To extend our reach to the public enabling them to access easily information about the HPC

3. To influence the regulatory agenda through ongoing dialogue and engagement with key stakeholders

4. To engage with our registrants to ensure they understand the benefits of regulation, the work of the Council and what is required of them

5. To further strengthen and ensure effective internal communications within the organisation

4   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 175,000 health professionals from radiographers to physiotherapists, paramedics to biomedical scientists, dietitians to podiatrists

- We protect the public by setting standards of education, conduct and performance for the health 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.

5   Key audiences

It is important that we communicate our messages efficiently and effectively with all our audiences and the table below sets out the different people with whom we need to communicate.

These key audiences have been drawn from the full list of stakeholders set out in the HPC's Strategic Intent.

Public	• Members of the public • Patient groups • Consumer associations • Referrers • Clients and service users
Registrants	• Existing registrants • New registrants • Prospective registrants
Stakeholders	• Parliamentarians from the four home countries • Professional bodies • Employers • Other regulators • Trade Unions • Higher Education Institutions • Other education providers and education organisations • Other health organisations
Internal	• Employees • Partners • Council

6   Guiding principles and communication values

The HPC uses six guiding principles which are set out in the Strategic Intent:

- protect the public
- communicate and respond
- work collaboratively
- be transparent
- provide value for money and audit
- and deliver a 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

7 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 for the HPC, 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.

8   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
- Bi-annual 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.

Communications Workplan 2007 – 2008

Contents

Introduction

The communication workplan for 2007 - 2008 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, for example the operational impact of the Government's White Paper, issued in February 2007, which outlines the future of healthcare regulation. 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, the communications tools we will use and how our activities link to the communication objectives set out in the communication strategy.

Resources

The communications department consists of seven employees as follows:

Jacqueline Ladds   Director of Communications
Sarah Giles   Team Administrator
Thomas Heiser   Events Manager
Victoria Nash   Communications Manager
Tony Glazier   Web Manager
Philippa Richardson   Publications Manager
Vacancy   Public Affairs 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 of new projects.

The Team Administrator provides support to the department across all its activities, particularly press, events and publications and responding to requests for information and the co-ordination of the student talks programme.

The Events Manager organises all the HPC's internal and external events, particularly the Listening Events and Annual Meeting as well as our attendance at exhibitions and co-ordination of the external presentation and talks programme.

The Communication Manager leads on our public facing campaigns, press and media activity and the development of the internal communications function.

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 Publications 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 In Focus newsletter.

The Public Affairs Manager is responsible for developing communications with government and co-ordinating stakeholder communications.

Communication activities in 2007 - 2008

There are eight main areas of work undertaken within the Communications Department. The following paragraphs summarises the headline activity for the year.

We will continue our proactive approach when communicating with the public through **campaigns** with the main objective of raising awareness of the HPC and the importance of checking a health professional is registered. In 2007 – 2008 our headline activities will be to continue to promote HPcheck to the public through media and advertising campaigns and continued promotion of the "Be sure I'm registered" initiative to registrants, encouraging them to use the logo across all applications.

The **media** is an important tool and we will continue to promote our work through the national, regional and professional media, maximising opportunities to promote the HPC and our public protection role. In 2007 – 2008 our headline activities will be to appoint a media agency to work with us to increase coverage about the HPC in the press and develop a contacts programme to build relationships with key journalists, continued promotion of our public protection role through the regional media by issuing news releases based on the Fitness to Practise hearings and continued promotion of our role to the professional press.

The **web** is an important method of providing comprehensive information to all our audiences in a cost effective and efficient way. In 2007 – 2008 our main projects will be to further expand website content in line with departmental and organisational need, enhance the website and extranet in line with the refreshed visual identity, review and develop the intranet, and undertake market testing to identify improvements in line with user requirements.

The **publications** we produce provide an important source of information to all our audiences and in 2007 – 2008 our main activities will be to review and develop our public facing literature ensuring as wide a distribution as possible, develop an information pack for prospective registrants, continue to produce In Focus, provide detailed guidance on visual identity and house style, and provide support to departments across all publications.

Events will continue to be an opportunity for us to engage with all our audiences and provide opportunities to listen and seek their views. In 2007 – 2008 our focus will be to continue to host Listening Events across the UK, exhibit at a range of conferences and identify new opportunities, research and devise events for stakeholder audiences, including employers and parliamentarians, seek to increase speaking opportunities at key conferences, and organise all employee events.

Employees play an active role in getting messages to our audiences and should be considered as ambassadors for the HPC. Our key aim in 2007 – 2008 will be to review and develop the intranet, continue to organise all employee events and activities, develop strategic all employee briefings, and develop an **internal communications** programme based on the recommendations of the 2006 review.

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. We have already established good working relationships and in 2007 – 2008 the focus of our **public affairs** activities will be to research key parliamentary contacts and networks and

build relationships through face to face meetings and briefings, produce and disseminate information to all constituency MPs and their offices to ensure they are informed of our public protection role, and build a co-ordinated approach to stakeholder activities, focusing on employers and professional bodies through the development of issue specific events, targeted briefings and the development of a stakeholder newsletter.

We will continue to support organisation-wide **projects** by delivering effective communication plans and activities for projects which may be major areas of change or development for the organisation. Projects in 2007 – 2008 which will require communications input include Continuing Professional Development; the regulation of new professions and the recommendations arising from the review of non medical healthcare regulation.

A communications plan has been produced for the communication of CPD standards and guidance to registrants and employers which includes the delivery of UK wide presentations, the use of the newsletter, press and web activities. We anticipate a number of new professions to join the HPC Register this year, in particular Applied Psychologists (approx 14,000) and the Hearing Aid Council (approx 1,300). Communication with employers, professional bodies and members of the new profession will be key and activities will include proactive press to professional media, the use of the website and the production and dissemination of appropriate publications to the new professions.

Achieving the communication objectives in 2007 - 2008

We have identified five communication objectives in the strategy. In 2007 – 2008 we will undertake the following activities in support of these objectives.

Communication Objective 1:

To raise awareness and understanding of the HPC's role in regulation across all our audiences, we will

- maximise the opportunities to increase coverage about the HPC in the national, regional, professional and consumer press
- enhance and extend the house style and visual identity across all literature
- seek to increase opportunities for talks, presentations and exhibitions and
- continue the ongoing development and improvement of our web presence.

Communication Objective 2:

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

- organise public awareness campaigns
- develop public information literature and its dissemination
- showcase the work of the HPC to MPs, their researchers and constituency offices
- continue to develop our patient and public involvement activities
- and map consumer associations, patient groups and referrers and develop organisation wide channels of communication.

Communication Objective 3

To influence the regulatory agenda through ongoing dialogue and engagement with key stakeholders, we will

- identify key parliamentarians and build relationships
- undertake market research and opinion polling
- map stakeholder audiences and develop organisation wide channels of communications (articles, e-bulletin, events)
- and respond to recommendations resulting from the review of non-medical healthcare regulation.

Communication Objective 4

To engage with our registrants to ensure they understand the benefits of regulation, the work of the Council and what is required of them, we will

- develop the content and increase the distribution of *In Focus*
- encourage use of "Check I am registered" logo
- continue the student talks programme
- develop information packs for prospective registrants
- support the regulation of new professions to the HPC Register
- support the communication of CPD standards and guidance to registrants and employers
- continue to host Listening Events across the UK
- support the communication of revised standards and guidance
- and play a key role in the production of all registrant facing brochures and literature.

Communication Objective 5

To further strengthen and ensure effective internal communications within the organisation, we will

- develop mechanisms including strategic all employee briefings, Chief Executive led strategic briefings, ad hoc briefings on specific issues, consistent team briefing and all employee events
- and review and develop the intranet.

2008 – 2009

2007 – 2008 will primarily be a year where we continue to undertake some of our more established activities, particularly web, campaigns and publications, but it will also be an opportunity to undertake some groundwork, developing and establishing organisation-wide channels of communication, particularly in public affairs and stakeholder communications as well as developing an internal communications function and building our media presence.

In 2008 – 2009 we will build on this work and our activities will be informed by the opinion polling we will have undertaken in the autumn of 2007 and the evaluation of the 2007 – 2008 workplan. A key area of activity will be the Partners and the establishment of other channels we may have developed through 2007 – 2008.

Appendix 1:
Communications Department Activities Table 2007- 2008

The table below sets out the communications department's day to day activities in the delivery of the communication strategy and its objectives.

1   Campaigns

Activities	Key deliverables	Milestones	Communication objective	Audience	Timescale	Lead
To appoint an agency to work with us on visuals, messaging and channels for the public campaigns	Development of strong identity and visuals which promote positive image of the HPC	Write brief, organise selection process, hold interviews/presentations, appoint and manage agency(s)	2	Public	April 2007	VN
To run public campaigns which promote the importance of checking a health professional is registered	Promotion of public protection role Reinforce "check" message, focused, cost effective way of reaching the public	Research, write briefs, set objectives, identify and secure partner(s), agree visuals and methods, project manage, evaluation	2	Public	August 2007 December 2007	VN
To ensure registrants have continued access to the "Check I am registered" logo through all media	Engaging with registrants and working with them to promote public awareness	Maintain access through website, at events, in newsletter, through renewals	4	Registrants	Ongoing	VN/SG
To continue advertising through ongoing channels, eg Yell.com	Continued reinforcement of public protection role		2	Public	Ongoing	VN
To ensure all campaigns are researched, targeted, measurable and cost effective	Transparency and accountability	Set objectives, appoint agency, agree methodology	2/4	Public/Registrants	Ongoing	VN

2   Media

Activities	Key deliverables	Milestones	Communication objective(s)	Audience	Timescale	Lead
To promote the HPC to the national media, consumer and professional press and provide support for public campaigns	Increased level of coverage across these media channels Promotion of public protection role	Appoint agency(s) Identify programme of work	1, 2 and 3	Public Stakeholder	April 2007	VN
To continue to promote the Fitness to Practise hearings to the regional media	Increased level of coverage in regional media and increased promotion of public protection role	Weekly alerts Issue releases Number of articles	2	Public	Ongoing	VN/SG
To ensure senior management and Council members are equipped to deal with media interviews through adequate training and briefing	Provide relevant media training as appropriate	Identify need Source training Provide briefing materials for interviews	1 and 2	All	Annually	VN
To take a proactive approach to media relations by working with departments and developing relations with key journalists	Coverage reflects better understanding of issues by journalists and supports our leading regulator role	Identify key journalists, organise press events and 1to1 meetings, identify news/stories, write articles, issue releases	1	All	Ongoing	VN
To continue to communicate HPC's work and activities to the professional press	Improved understanding of what we require of registrants and increased level of coverage	With depts identify news/stories Issue releases, write articles	3 and 4	Stakeholders Registrants	Ongoing	VN
To continue to provide the infrastructure to manage the media ensuring an accurate and consistent approach, promoting the HPC whilst satisfying the information requirements of the audience.	Consistency of messages Strong infrastructure to support all our media work	Subscribe to press cuttings, media disk Log press calls Maintain accurate contacts database		All	Ongoing	VN/SG

3   Web

Activities	Key deliverables	Milestones	Communication objective	Audience	Timescale	Lead
To develop the intranet (in line with the internal communications workplan) ensuring it is up to date and an accessible information tool for all staff	Improved internal communication Provide information which enables employees to deal efficiently and effectively with enquiries	Research audience needs Write technical brief Appoint agency Project manage Pilot/test/evaluate	5	Employees	December 2007	TG
To enhance the website and extranet in line with the refreshed visual identity	Increased accessibility Promote a professional and positive image of the HPC	Write technical brief Appoint agency Project manage Pilot/test any changes Implement/launch	1	All	July 2007	TG
To market research the website to ensure it is accessible and relevant to all our audiences and make recommendations for further expansion and development	Provide opportunity for feedback and improvement to the site Increased understanding of the HPC and transparency	Agree objectives, appoint agency, agree methodology and timeframe, undertake testing and identify actions from recommendations to take forward, develop ideas and prioritise	1	All	From October 2007	TG
To take a proactive approach to developing the website content by working with departments to support their requirements and identify opportunities for development, for example departmental sections, CPD pages, media and events section, new professions	Increased understanding of the HPC and transparency	Meet with departments Ascertain requirements Develop ideas, proposals Write guidance/process for content management Cost and prioritise	1	All	Ongoing	TG
To provide statistics and reports which will inform activities and strategies for development	Value for money	Agree requirements Produce regular reports for planning and reporting	1	All	Ongoing	TG

4   Publications

Activities	Key Deliverables	Milestones	Communication objective	Audience	Timescale	Lead
To ensure the consistent application of the house style and visual identity across all publications and literature	Promote a professional and positive image of the HPC	Promote across organisation, process on intranet Phased implementation	1	All	Ongoing	PR
To manage the publications process and support departments in the production of publications and literature which satisfy the aims and objectives of the HPC eg Complaints Leaflet, Standards of Proficiency, Disabled Guide	Present a positive image of the HPC and understanding of its role	Liaise with departments Manage process, advise on content, edit, proof, gain feedback from public/patients where relevant	3 and 4	Registrants Stakeholders	Ongoing	PR/depts
To produce the HPC's annual reports ensuring they are relevant and widely disseminated, including corporate annual report, FTP and Education annual reports	Increased transparency and accountability and improved profile with stakeholders	Work with relevant departments Manage processes Agree distribution	1	All	Annually	PR/depts
To communicate with registrants through the newsletter *In focus*, developing its content and increasing its circulation	Increased distribution Better informed registrants	Obtain feedback, review design and content Identify opportunities to increase distribution	4	Registrants	Six times a year	PR/SG
To produce and disseminate public information leaflet which communicates HPC's role in protecting the public	Easier access to HPC information Increased awareness and understanding of HPC and its role	Review literature Identify new channels of distribution, gain feedback from public/patients	2	Public	From April	PR/SG
To ensure conformance with Welsh Language scheme and availability of publications in large print, Braille etc	Increased accessibility	Identify requirements	1	All	Ongoing	PR
To research and plan new publications and literature including a pack for prospective registrants and information for new registrants	Improved understanding of HPC requirements of registrants	Work with registrations Identify needs of audience Develop ideas	4	Registrants	Research and develop ideas	PR/SG
To research and plan a stakeholder bulletin to keep relevant stakeholder audiences informed on the HPC and its activities (in line with public affairs workplan)	Improved understanding of HPC's role	Work with PAM	3	Stakeholder	Research and develop ideas	PAM/PR

5   Events

Activities	Key deliverables	Milestones	Communication objective	Audiences	Timescale	Lead
To continue to take part in trade and professional exhibitions by taking stands, research new opportunities and ways of encouraging visitors	Communication of messages Opportunity to listen to feedback and raise HPC profile and present positive image	Evaluate current activity Research new opportunities Make recommendations Source and implement	3 and 4	Stakeholders Registrants	6 per year	TH
To organise Listening Events across the country giving registrants the opportunity to hear about the HPC's activities and provide feedback	Opportunity to listen to feedback Improved understanding of the HPC's role and activities	Review presentation Source panel, venues, issue invitations, produce evaluation reports	4	Registrants	8 per year	TH/SG
To co-ordinate HPC's external talks programme, research and increase opportunities and ensure key messages are communicated appropriately and provide support and materials to presenters	Increased profile Improved understanding of the HPC's role and activities	Map current activity Research new opportunities Source and implement Devise tracking and feedback mechanism	1	All	Ongoing	TH/SG/depts
To research and plan for appropriate events (in line with the public affairs workplan) which provide opportunities to engage with stakeholders, eg employers/professional bodies on specific issues	Opportunity to communicate key issues to stakeholder audiences beyond key messages, eg learning from Fitness to Practise, Policy issues	Discuss wth FTP, Policy Research and develop ideas Make recommendations	3	Stakeholders	January 2008	TH/PAM
To continue to organise the HPC's annual meeting and provide support to departments on other corporate events where appropriate (eg launch of disabled person's guide, education roadshows)	Increased accountability and transparency	Set date for annual meeting, organise invites, speakers, format etc Meet departments to determine requirements	1	All	September 2007 Ongoing	TH/depts
To organise all employee events (in line with the internal communications workplan)	Improved internal communications and understanding of the HPC's strategic aims and direction	Set dates, book venues Agree format, speakers, issue invitations Evaluate	5	Employees	4-6 All Staff Summer bbq Christmas dinner All employee (in May 2007)	TH/SG

6   Internal Communications

Activities	Key deliverables	Milestones	Communication objective	Audiences	Timescale	Lead
To continue to organise and develop all employee briefings, CEO led strategic briefings and ad hoc briefings on specific issues	Improved understanding of HPC's ongoing work and activities and the direction the Council is taking	Agree purpose/format Set dates Evaluate	5	Employees	4-6 All Staff Ad hoc briefings as required	TH/VN/ Jane T
To develop the intranet (in line with the web workplan) ensuring it is up to date, business led and an accessible information tool for all staff	Improved internal communication Provide information which enables employees to deal efficiently and effectively with enquiries	Research audience needs Write technical brief Appoint agency Project manage Pilot/test/evaluate	5	Employees	By December 2007	TG
To plan and develop employee events (in line with the events workplan) including social events	Improved internal communications Improved understanding of the HPC's strategic aims and direction	Set dates, book venues Agree format, speakers, issues invitations Evaluate	5	Employees	Summer bbq Christmas dinner	TH/SG
To plan and develop the annual all employee awayday	Improved internal communications Improved understanding of the HPC's strategic aims and direction	Set dates, book venue Agree format, speakers, issues invitations Evaluate	5	Employees	May 2007	TH
To develop additional mechanisms which ensure that every employee has an understanding of the HPC's aims and direction and that information about the HPC and departments can be best shared	Improved internal communications and enhanced understanding of HPC's aims and objectives	Comms training for managers Develop minis Induction process Consistent tam briefing	5	Employees	From April	VN/JAL

7   Public Affairs

Activities	Key deliverables	Milestones	Communication objective	Audience	Timescale	Lead
To identify key parliamentary contacts (eg Health Select Committee, opposition ministers, key think tanks) across the home countries and research and develop channels of communication to ensure this group is fully aware of our work and role in healthcare regulation.	Improved understanding of the HPC's role in healthcare regulation	Work with Policy Research contacts and ideas Develop contact programme	3	Stakeholder	From May 2007	PAM
To showcase to constituency MPs and their offices HPC's role in protecting the public through literature/roadshow	Raised awareness and improved signposting of our public protection role	Research ideas/plans Set date Develop literature Organise roadshow	2 and 3	Public Stakeholder	From September 2007	PAM/TH
To undertake an audit of key stakeholder audiences and develop a database of key contacts	Improved understanding of HPC's role	Mapping exercise	2 and 3	Public Stakeholder		PAM
Research opportunities and devise tools (articles, events, newsletter) designed to keep key stakeholder audiences informed and engaged with the HPC across all activities and on specific issues	Promote the HPC's key messages to defined audiences Improved understanding of HPC's role eg learning from Fitness to Practise	Research ideas, discuss with FTP/Policy Develop outline and content for newsletter Develop ideas for events	3	Stakeholder	Research and develop ideas	PAM/TH/PR
To continue to develop patient and public involvement activities through involvement in the joint health regulator's group and by researching new projects and activities	Improved access to the public Accessibility and accountability	Undertake audit Make recommendations for future activities Attend Group Meetings, participate in action plan	2	Public	Ongoing	JAL
To undertake opinion polling into the perceptions, knowledge and understanding of the HPC with key audiences (public, registrants, stakeholders)	Opportunity to gain understanding of how the HPC is perceived and inform direction of communication strategies	Organise process, appoint agency and develop key questions Disseminate information	1	All	September 2007	JAL

8 Projects

Activities	Key deliverables	Milestones	Communication objective	Audience	Timescale	Lead
Continuing Professional Development	Communication of CPD standards and guidance to registrant and employers	Write communication plan, timetable, use of media, newsletter, presentations, evaluate	3 and 4	Employees Registrant Employers Stakeholders	Ongoing	JAL
New Professions	Communication of registration requirements	Write plan, timetable, production of publications, use of web, newsletters, events	3 and 4	Employers Registrants Stakeholders	Dependant on White Paper timetable	JAL