

Communications Committee 6 November 2012

Communications department progress report: June to October 2012

Executive summary and recommendations

### **Introduction**

The attached document sets out the progress the department has made against the activities and objectives set out in the departmental workplan for 2012 - 13. During this period the department was involved in and delivered on two major organisational projects: the transfer of social workers in England and name change. This progress report should be read in conjunction with the two project specific papers presented at this meeting.

### **Decision**

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

### **Background information**

See introduction.

### **Resource implications**

Resources have been set out in the departmental workplan and are linked to the department's budget which has been approved by the Finance and Resources Committee.

### **Financial implications**

As above.

### **Appendices**

Communications department progress report: June to October 2012.

### **Date of paper**

28 October 2012

Communications department progress report: June to October 2012

| What will we do   | How will we do it   | Lead                      | By when  | Progress   |
|---|---|---------------------------|--|--|
| <p>1 Engage with registrants to increase understanding of the benefits of regulation, the work of HCPC and what is required of them</p> <p>a) support registration renewals and cpd audit process, including the promotion of online renewal and direct debit sign up</p> | <p>Liaise with registration department and professional bodies and agree plans of action per registration group</p> <p>Implement agreed communications plan</p> | <p>MP/LD</p> <p>MP/LD</p> | <p>According to renewal cycle</p> <p>To commence in advance of renewal cycle</p> | <p>News items published on renewal.</p> <p>Meetings with The Association for Perioperative Practice (17 July) and Unison (8 August) for ODP renewal.</p> <p>Renewal statistics:</p> <ul style="list-style-type: none"> <li>• Dietitians (30 June) 95.3%</li> <li>• Chiropodists (31 July) 94.3%</li> <li>• Hearing aid dispensers (31 July) 91.4%</li> </ul> <p>See update paper on the transfer of social workers for details of social work renewal.</p> |
| <p>b) provide access to HCPC standards, guidance and</p>  |   |                           |  |  |

## publications

|   |    |                                    |   |
|---|----|------------------------------------|---|
| Copies available at HCPC events and professional conferences  | SC | According to events schedule       | <p>HCPC standards and guidance available at all HCPC events and professional conferences. Registrant facing events and exhibitions attended:</p> <ul style="list-style-type: none"> <li>• British Association of Dramatherapists (8-10 September, Scarborough, publications only)</li> <li>• Royal College of Speech and Language Therapists (11-12 September, Manchester)</li> <li>• Naidex South and Naidex Care (17-18 October, London, two separate events)</li> <li>• Association for Perioperative Practice (18 October, Birmingham)</li> <li>• See also update paper on the transfer of social workers.</li> </ul>   |
| Staff available to answer questions at HCPC events and external conferences   | SC | According to events schedule       | Representatives from the HCPC available to answer questions at HCPC events and external exhibitions / conferences. See above for listings.  |
| Publish regular policy articles in In Focus   | JJ | At regular intervals               | <p>Articles published:</p> <ul style="list-style-type: none"> <li>• Annotation of the Register for qualifications in podiatric surgery</li> <li>• HCPC to regulate non-medical public health specialists</li> <li>• Service user involvement in HCPC-approved programmes</li> <li>• CHRE published review of performance</li> <li>• Focus on health and disability</li> <li>• Independent prescribing for chiropodists / podiatrists and physiotherapists</li> <li>• Focus on raising and escalating concerns</li> <li>• See also update paper on the transfer of social workers</li> </ul>   |
| Ensure copies of all standards, guidance and publications available on line and hard copies distributed to practitioners on request | DK | Response within three working days | <p>Published during this period:</p> <ul style="list-style-type: none"> <li>• Regulating ethics and conduct at the Council for Professions Supplementary to Medicine – 1960 – 2002</li> <li>• Continuing professional development audit report</li> <li>• Annual report 2012</li> <li>• Education annual report 2011</li> <li>• How to complete your CPD profile</li> <li>• See also update paper on transfer of social workers in England</li> </ul> <p>Publications distributed included:</p> <ul style="list-style-type: none"> <li>• Guidance on conduct and ethics for students (4,961 copies)</li> <li>• Standards of proficiency: Social worker in England (2,147 copies)</li> </ul> |

- Standards of conduct, performance and ethics (1,947 copies)
- Continuing professional development and your registration (1,177 copies)

**c) promote 'HCPC-registered' status**

|  |    |                             |   |
|--|----|-----------------------------|---|
| Work with professional bodies to promote to private sector/independent practitioners | MP | Ongoing                     | Promotion discussed at annual meetings with British Association of Prosthetists and Orthotists (12 June), Association for Perioperative Practice (17 July) and Chartered Society of Physiotherapists (19 July). |
| Distribute guidance leaflet through public information packs and on request          | DK | Ongoing                     | 415 promoting your HCPC registration leaflets distributed via public information pack requests.   |
| HCPC-registered guidance leaflet at all HCPC events and external exhibitions         | SC | According to event schedule | Promoting your HCPC registration leaflet available at events. See section 1b for events and exhibition listings.  |
| Undertake weekly registration logo checks  | DK | Weekly                      | 1,876 downloads of the HCPC registration logo. 3 unregistered professionals downloaded the logo in this period and these cases have been raised with FTP.   |
| Ensure information added to all presentations and talks                              | SC | Ongoing                     | Information included on promoting your HCPC registration in all HCPC presentations.   |

**d) promote 'why your HCPC registration matters'**

|  |    |                             |   |
|--|----|-----------------------------|---|
| Work with professional bodies to promote 'why your HCPC registration matters' guidance | MP | Ongoing                     | Promotion discussed at annual meetings with British Association of Prosthetists and Orthotists (12 June), Association for Perioperative Practice (17 July) and Chartered Society of Physiotherapists (19 July). |
| Guidance leaflet at all HCPC events and external exhibitions                           | SC | According to event schedule | Why your HCPC registration matters leaflet available at events and exhibitions. See section 1b for events and exhibition listings.  |
| Ensure information added to all presentations and talks                                | SC | Ongoing                     | Information included on promoting your HCPC registration in all HCPC presentations.   |

**e) promote HCPC consultations**

Write media releases and news stories for all consultations

EG

Media releases and news items issued for consultations on:

- standards for prescribing;
- service user involvement in education and training programmes approved by the HCPC; and
- proposed changes to the profession specific standards of proficiency for arts therapists, dietitians, orthoptists, occupational therapists, physiotherapists, radiographers.

Provide briefings for HCPC events and external conferences  
Publish articles in In Focus

SC

Included in briefing notes for HCPC events and external conferences.

JJ

Articles published for consultations on:

- standards for independent prescribing for chiropodists / podiatrists and physiotherapists;
- service user involvement in education and training programmes approved by the HCPC; and
- proposed changes to the profession specific standards of proficiency for arts therapists, dietitians, orthoptists, occupational therapists, physiotherapists, radiographers.

Use social media channels to highlight consultations (see also 3a)

EG/AM

During consultation process

Information published on all HCPC social media platforms including Twitter, Facebook and RSS. Channels used to promote all consultations noted above.

**f) ensure information relevant to registration available to all registrants**

Issue media releases and write articles for professional press

EG

Ongoing

Position statement published on independent prescribing for chiropodists / podiatrists and physiotherapists.

Media releases issued on:

- HCPC supports the NHS Employers speaking up charter
- See sections 1c and 3c for releases on consultations and strike off / suspensions.

Articles written for Complete Nutrition (June and October). See also update paper on the transfer of social workers.

Range of articles in professional press including renewals, CPD and name change.

|  |       |                              |   |
|--|-------|------------------------------|---|
| Information published in In Focus        | JJ    |                              | Issues of In Focus published in June, August and October. |
| Update all e-channels as required        | TG/AM | Ongoing                      | E-channels monitored and updated daily.                   |
| Organise at least 2 meet the HCPC events | SC    | According to events schedule | Planning underway for Meet the HCPC events in 2013.       |

| What will we do   | How will we do it   | Lead   | By when                      | Progress   |
|---|---|--------|------------------------------|--|
| <b>2 Extend engagement with the public through access to information about the HCPC</b>                                   |   |        |                              |  |
| <b>a) provide access to 'is your health professional registered' information materials</b>                                | Distribute 'is your health professional registered' leaflets through GP practices, independent pharmacies and other third party organisations | AM     | Q3/4                         | Completed in October: <ul style="list-style-type: none"> <li>• 22,000 leaflets sent to pharmacies</li> <li>• 172,650 leaflets sent to over 6,000 GP practices</li> <li>• 30,000 public information packs delivered to practice managers</li> </ul>   |
|   | Respond to requests for copies within three working days  | DK     | Ongoing                      | See section 1c.  |
|   | Leaflet at all HCPC events and external conferences   | SC/SH  | According to events schedule | Public information materials available at HCPC events and external conferences. See section 2d conference listings.  |
| <b>b) raise awareness through targeted advertising in directories and online</b>  | Adverts agreed and placed   | EG     | By end March                 | Schedule of Yellow pages advertising continues.  |
| <b>c) Maintain HCPC's online presence on relevant websites</b>  | Ensure information correct, continue to identify relevant websites  | AM     | By end March                 | Signposting on stakeholder websites continues.   |
| <b>d) Attend relevant public facing conferences</b>   | Research relevant conferences and ensure attendance (see also 3d)   | SC/all | By end March                 | <ul style="list-style-type: none"> <li>• Care Roadshow – inserts (19 June, Liverpool)</li> <li>• World Congress on Active Ageing – inserts (13-17 August, Glasgow)</li> <li>• Citizens Advice Bureau conference – inserts (11-13 September, Exeter)</li> <li>• Naidex South and Naidex Care (17-18 October, London, two separate events)</li> <li>• Care Roadshow – inserts (23 October, Derby)</li> </ul> |
| <b>e) Develop, extend and refresh campaigns including older people 'be healthwise', referrers and protection of title</b> | Develop and implement agree project plan  | EG/AM  | By end March                 | Research currently being undertaken and proposals developed for implementation before year end.  |

**broadcast campaigns**

**f) Develop service user engagement activities**

Attend CHRE PPE network meetings and implement associated joint working

EG

By March

No meetings in this period.

Explore development of toolkit

EG

By March

No activity in this period due to the social worker and name change projects

Develop joint policy/communications project to engage service users in review of SCPE

JAL

By March

Initial discussions have taken place between communications and policy departments. Outline plans for implementation in 2013 cover events, publishing, stakeholders and media and will be incorporated into the 2013-14 workplan.

**g) Improve access to the Register**

Develop android app

TG

By  
January

This development has been scoped with the supplier. Development is expected to commence in November when resources are available.

Increase visibility of Register and audience pages within [www.hcpc-uk.org](http://www.hcpc-uk.org)

TG

By May

Web deployment went live in July - integrating the Register within a redesigned home and audience pages, social media sharing buttons now included throughout the site.

| 3 | What we will do   | How we will do it   | Lead            | By when                     | Progress  |
|---|---|---|-----------------|-----------------------------|---|
|   | <b>Increase awareness of HCPC's role in regulation amongst all stakeholders</b>                   |   |                 |                             |   |
|   | <b>a) through consumer and professional media as well as online media channels</b>                | Produce media releases for all key organisational decisions                   | EG              | Within 48 hours of decision | Position statements published on: <ul style="list-style-type: none"> <li>• South Gloucestershire's Safeguarding Adults Board Winterbourne Hospital serious case review</li> </ul> News items published on: <ul style="list-style-type: none"> <li>• HCPC supports the NHS employers speaking up charter</li> <li>• CHRE performance review 2011-12</li> <li>• New publications (see section 1b)</li> <li>• Renewal deadlines</li> <li>• Blog pieces published</li> <li>• Council decisions</li> <li>• Service announcements</li> <li>• See also update paper on transfer of social workers and name change update report</li> </ul> |
|   | <b>b) by providing information about the HCPC to stakeholder audiences through all e-channels</b> | Develop contact programme with journalists as required<br>Monitor media daily | EG              | Weekly                      | Daily liaison with journalists; including FTP media enquiries, FTP processes, and Coronation Street physiotherapy line. See also update papers on the transfer of social workers and name change.<br>Media monitored daily and reflected in intranet media centre.  |
|   |   | Ensure content of web pages is relevant and up to date                        | EG/A<br>M<br>TG | Daily<br>As required        | 70 updates to web, including: <ul style="list-style-type: none"> <li>• adding information about visiting health and care professionals during the Olympics;</li> <li>• updating international language testing information; and</li> <li>• updating registration forms.</li> </ul>  |

**c) by ensuring FtP hearings and their outcomes are made public in accordance with the HCPC's statutory responsibilities**

|   |           |                     |   |
|---|-----------|---------------------|---|
| Maintain Facebook page  | EG/A<br>M | At least<br>weekly  | Updates in line with social media planner have included: all events, press releases, news items, organisational wide activity, new publications, stakeholder engagement and website updates.  |
| Maintain news releases on RSS and Twitter                               | EG/A<br>M | At least<br>weekly  | Updated in line with social media planner (as above) and via news items and media releases issued.  |
| Maintain HCPC information on LinkedIn                                   | EG/A<br>M | At least<br>weekly  | Updated in line with social media planner.  |
| Maintain HCPC blog  | EG        | At least<br>monthly | Blog pieces published on: <ul style="list-style-type: none"> <li>• Accountability and the adult social care workforce</li> <li>• See also update paper on the transfer of social workers</li> </ul>   |
| Monitor social media channels and respond as required                   | AM        | Daily               | Channels monitored daily. Responding to questions on Facebook on partner recruitment; and Twitter on events, renewals, Naidex, party conferences, Speaking up Charter, social media week and applications. See also update paper on the transfer of social workers. |
| Issue weekly media alerts   | AM        | Weekly              | Media alerts issued weekly via email, website and social media channels.  |
| Respond to journalist's queries and liaise with journalists at hearings | EG/A<br>M | Ongoing             | Liaison with journalists as required on FTP cases, hearings and processes.  |
| Issue media releases where the outcome is strike off or suspension      | AM        | Ongoing             | 22 media releases issued.   |
| Manage media handling for high profile cases                            | EG/A<br>M | As<br>required      | No high profile cases in this period. Liaison and catch-up meetings in place with the FTP department.   |

|   |  |           |                         |   |
|---|--|-----------|-------------------------|---|
| <b>d) by ensuring attendance at a range of stakeholder conferences across the UK</b>  | Identify relevant conferences and co-ordinate attendance by HCPC representatives | SC        | Ongoing                 | No stakeholder conferences in this period.  |
|   | Write and issue news story or press release where required                       | EG        | As required             | Summary and key decisions published.  |
|   | Council update included in HCPC Update   | DK        | Six issues              | Council updates included: <ul style="list-style-type: none"> <li>• New Council members appointed (June)</li> <li>• Decisions and ETC vacancies (July)</li> <li>• Decisions (August)</li> </ul>  |
| <b>e) by communicating Council decisions to stakeholder audiences</b>   | Employers, professional bodies, government updated where relevant                | MP        | As required             | See separate report to Committee on communications activities in relation to the transfer of social workers in England.   |
|   | Information uploaded to Facebook, HCPC blog and Twitter                          | EG/A<br>M | At each Council meeting | Social media channels updated.  |
|   | Participate in internal project group  | JL        |                         | See separate report to Committee on communications activities in relation to the transfer of social workers in England.   |
|   |  |           |                         |   |
| <b>f) through communications work in preparation for the transfer of the social work register (England) from the GSCC</b>                   | Develop communications plan  | JL        |                         |   |
|   | Implement agreed communications plan   | JL/all    |                         |   |
|   | Monitor media and respond where appropriate                                      | EG/A<br>M |                         | Media coverage monitored daily. Relevant coverage disseminated to the wider organisation.<br><br>6 mentions in relation to herbalists; 3 on voluntary registers and 2 on the regulation of the adult social care workforce.   |
| <b>g) through communications work associated with 2011 Command Paper eg herbalists, voluntary registers and adult social care workforce</b> | Undertake parliamentary, stakeholder and media monitoring                        | AM/L<br>D |                         | Position statement published on student registration for all HCPC professions<br>Parliamentary, stakeholder and media monitored daily. Key monitoring undertaken on the Care and Support White Paper, which outlines proposals to establish codes of conduct for adult care workers, proposals for care worker training to improve quality of care. |

|   |   |           |                 |  |
|---|---|-----------|-----------------|--|
| <b>h) through communicating practitioner psychologist grandparenting process to relevant stakeholders</b> | Ensure liaison with relevant stakeholders as required | MP        |                 | Early discussion of Council proposals on negative licensing of adult social care workforce with LGA and ADASS workforce groups at meetings attended on 17 and 28 September.  |
|   | Implement agreed plan                                 | MP/E<br>G | By July<br>2012 | See update paper on the transfer of social workers for liaison with social work organisations.<br>Communications work completed in this period included advertisements in HSJ and The Psychologist and an employer mailing to 1,635 managers and stakeholders across NHs and local government. |

| What will we do   | How will we do it  | Lead  | By when        | Progress  |
|---|--|-------|----------------|---|
| <b>4 Engage with employers, government, professional bodies and other regulators</b><br><br><b>a) Strengthen relationships and increase understanding with government</b> | Monitor UK parliament and European Commission  | MP/LD | Ongoing        | Daily monitoring undertaken, of particular note in this period is the large volume of questions and debates on the revised professional qualifications Directive.   |
|   | Provide support for meetings with parliamentarians where relevant                              | MP/LD | Ongoing        | Briefings prepared for roundtable meetings across the annual party conferences.   |
|   | Provide written briefings for face to face meetings and for organisational issues as required  | MP/LD | Ongoing        | None required during this period.   |
|   | Monitor relevant Committee activities and arrange attendance where relevant                    | MP/LD | Ongoing        | Daily monitoring, attendance at NMC accountability hearing (16 October).  |
|   | Prepare for and participate in Health Hotel activities at the main political party conferences | MP/LD | By end October | As part of our continued membership of Health Hotel, roundtable meetings were organised in collaboration with GMC and MPS on the subject of professionalism. HCPC brought negative licensing of unregulated social care workers to the discussions.   |
|   |  |       |                | <p>Liberal Democrats – Norman Lamb MP, Minister for Care Services (Anna van der Gaag)</p> <p>Labour – Lord Hunt, Opposition Spokesperson for Health (Michael Guthrie)</p> <p>Conservatives – Dr Daniel Poulter, Parliamentary Under Secretary of State for Health (with responsibility for regulation) (Marc Seale)</p> |

Attendance at Health Hotel receptions and The Health Debate at each conference, provided excellent networking opportunities with attendees and organisations from across health and social care. HCPC representatives also attended and participated in discussions at several fringe events including topical issues such as 'The Francis Inquiry' and 'Integration of Health and Social Care'.

Follow-up meetings with new stakeholder contacts and have been arranged.

|  |   |       |                 |  |
|--|---|-------|-----------------|--|
| <b>b) Strengthen relationships and increase understanding with professional bodies</b> | Maintain presence on PoliticsHome   | LD    | Updated monthly | Updates published monthly.   |
|  | Arrange attendance at relevant political party conferences in Northern Ireland, Scotland and Wales<br>(see also 1a) | MP/LD | By year end     | SNP conference (18-21 October, Perth), meetings with Bob Dorris MSP, Deputy Conveyer of the Health and Sport Committee.  |
|  | Support annual CEO and Chair meetings   | MP    | Dates required  | <ul style="list-style-type: none"> <li>British Association of Prosthetists and Orthotists (12 June)</li> <li>Association for Perioperative Practise (17 July)</li> <li>Chartered Society of Physiotherapy (19 July)</li> </ul> |
|  | In collaboration with other departments liaise with professional bodies on current issues                           | MP    | By year end     | No update in this period.  |
| <b>c) Increase engagement with employers</b>   | Arrange at least 2 UK wide employer events  | MP/SC | By year end     | Planning underway for employer events to take place in Glasgow and York in 2013.   |
|  | Explore possibility and secure, if appropriate, publication of regular news in employer                             | MP/LD | By year end     | Contacts secured in AHP bulletin to promote future HCPC employer events.   |

journals

Update employer section  
of the website

LD

Ongoing

No updates in this period.

Ensure relevant HCPC  
representation at  
conferences

MP/SC

By year  
end

- NCAS (24-26 October, Eastbourne)

| 5 What we will do   | How we will do it  | Lead      | By when     | Progress  |
|---|--|-----------|-------------|---|
| <b>Continue to build relationships and increase understanding through meetings with stakeholders in England, Scotland, Wales and Northern Ireland</b> | Undertake at least two structured stakeholder visits to Wales, Northern Ireland and Scotland | MP        | By year end | Scotland stakeholder visit (20 August), met with Scottish Government, GMC, GPhC, GDC and NMC Scotland Officers.<br><br>Co-organising Annual Regulation Event with Scottish Government and other Health Regulators for 6 November. HCPC will deliver to parallel sessions on professionalism and social media. |
|   | Support annual meetings with Health Departments in Scotland, Northern Ireland and Wales      | MP/L<br>D | By year end | None in this period, planning underway for winter 2012/13.  |
|   | Participation in relevant stakeholder conferences (see also 3d)                              | MP/L<br>D | Ongoing     | None in this period   |
|   | Map stakeholder audiences and begin to develop stakeholder strategy                          | MP        | By year end | Scoping to begin during Jan 2013.   |

| 6 | <b>What we will do</b><br><b>Continue to participate in UK and international regulatory forums</b> | <b>How will we do it</b>  | <b>Lead</b> | <b>By when</b> | <b>Progress</b>  |
|---|--|---|-------------|----------------|--|
|   |  | Develop relationships with other Regulators and CHRE  | All         | Ongoing        | Participated in a social media debate alongside colleagues from NMC and others as part of social media week (27 September).  |
|   |  | Undertake at least two structured stakeholder visits to Europe                                  | MP          | By year end    | Worked with the PPI Learning Circle to update the leaflet Who regulates health and social care professionals? HCPC participating in first European Meeting for Psychological Competent Authorities (23-24 October). We explored the creation of an EU-wide network and the current EU proposals on establishing a common training framework. |
|   |  | Maintain membership and participate in AURE and BMA European meetings and others where relevant | MP          | By year end    | AURE (8 August)<br>BMA EU forum (HCPC hosted, 10 October)  |
|   |  | Support Executive as a members of CLEAR and INPTRA  | MP          | By year end    | None in this period  |

| What will we do   | How will we do it                             | Lead | By when                   | Progress   |
|---|---|------|---------------------------|--|
| <b>7 Ensure employees informed and updated on all key organisational activities</b> | Organise six all employee briefings           | SH   | As events schedule        | All employee meetings held in revised format on 17 July and 26 September.  |
|   | Organise annual all employee training awayday | SC   | May 2012                  | Planning underway for 2013 all employee awayday.   |
|   | Produce 12 editions of HCPC Update            | DK   | Monthly                   | HCPC Update published monthly and sent via email to all employees.   |
|   | Produce weekly Issues Brief                   | LD   | Weekly                    | Issues Brief published weekly in revised format.   |
|   | Maintain intranet                             | TG   | At least monthly          | 29 intranet updates including: <ul style="list-style-type: none"> <li>• information on the employee directory scheme;</li> <li>• adding information on FTP temporary workers; and</li> <li>• updating the projects section of the intranet.</li> </ul> |
|   | Plan and deploy upgrades to intranet          | TG   | According to web schedule | The next web deployments project has been initiated and requirements are being finalised.  |
|   | Increase news stories and posts for intranet  | All  | At least weekly           | News items and posts actively encouraged from other departments by members of the Communications team.<br><br>41 news items and 227 posts in this period.  |
|   | Arrange two 'meeting colleagues' events       | SH   | July and December         | Summer lunch held at the Kennington Park Café (22 June). Planning underway for Christmas lunch (14 December).  |

| What will we do   | How will we do it   | Lead  | By when                       | Progress   |
|---|---|-------|-------------------------------|--|
| <b>8 Provide communications expertise to other HCPC departments</b> | Develop communication plans for organisation-wide projects                | JAL   | Per project                   | See separate papers to Committee on communications activities in relation to the transfer of social workers in England and name change.  |
|   | Manage media requests for interviews, quotes and information              | EG    |                               | Liaison with FTP on hearings and associated media coverage.  |
|   | Respond to requests for advice on content and format of HCPC publications | JJ    |                               | Advice was given to the Education and FTP departments in the publication of their annual reports.  |
|   | Plan and implement publications process                                   | JJ    |                               | In this period we have published the Education and Fitness to Practise annual reports.   |
|   | Respond to requests for event organisation                                | SC/SH |                               | Student fitness to practice education seminar: <ul style="list-style-type: none"> <li>London (4 October)</li> </ul> See also update paper on the transfer of social workers.   |
|   | Provide advice on web page development for departments                    | TG    |                               | 19 external talks given (25 requested)<br>Advice is given to departments on request via the web inbox. See section 7 for examples.   |
|   | Plan and deploy upgrades to the website                                   | TG    | October 2012 and January 2013 | Web deployment went live in July. Developments included: <ul style="list-style-type: none"> <li>integrating the Register within redesigned home and audience pages</li> <li>including social media sharing buttons throughout the site</li> </ul> The next web deployments project has been initiated and requirements are being finalised.<br><br>Online stakeholder development research undertaken in conjunction with Bryter market research, to inform future web developments. |

