



## HPC Stakeholder Management Proposal to Communications Committee 2006-07

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### **Background**

#### **What are Stakeholders?**

“A broad grouping being an individual, group or organisation with an interest in, or influence over, the programme or project. Interests are often expressed in a stakeholder map.”

*Office of Government Commerce*

“An individual or group with an interest in the success of an organisation in delivering intended results and maintaining the viability of the organisation's products and services. Stakeholders influence programmes, products, and services.”

*Marketing Glossary of Terms*

Stakeholders should be able to participate meaningfully in decision making.

#### **The Health Professions Council Aims and Vision and Stakeholders**

The Stakeholder Manager role is a relatively new role for the Health Professions Council (HPC). The role can support the aims and vision of HPC by identifying, building, developing and maintaining relationships with key stakeholders.

The Stakeholder Manager role can help deliver on the following HPC Aims and Vision:

The HPC will operate by meeting the following aims:

- **working in partnership with the public, and a range of other groups including professional bodies; and**
- **promoting awareness and understanding of the aims of the Council.**

The Stakeholder Manager can also play a vital role in ensuring HPC is working to its six guiding principles, in particular to ensure **communication & responsiveness** and **collaboration** and provision of a quality service.  
(taken from HPC Strategic Intent 2004)

With these in mind, the focus and the main purpose of Stakeholder Manager role is:

- to help implement the organisation's communications strategy, working closely with the Communications Director and other professional officers and Council members across the organisation
- to help raise the profile of the HPC across all stakeholders
- to capture, administrate and maintain relevant stakeholder list for HPC

(taken from the current Stakeholder Manager job description)

## Research

The findings of the recent MORI research have provided valuable information about the public and HPC registrants. The findings and recommendations will inform the Stakeholder Manager strategy and plans.

HPC are also awaiting the Joint Regulatory Research into the accessibility of registration details for members of the public which, when published, will be analysed and inform any future stakeholder activity.

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## Proposed objectives

In order for a strategy to be effective, objectives needed to be clearly set – be SMART (Specific, Measurable, Achievable, Relevant and Timely). For a short term plan, the objectives need to be focused on achievability – and be clear that much of the work will be reactive to the business.

Proposed objectives of the Stakeholder Manager:

- Raise the profile of the HPC across all stakeholders
- To build an effective and efficient stakeholder management infrastructure across HPC
- To work to HPC's strategic intent, and support the implementation of the HPC departmental strategies and work plans, including the Communications Strategy

The Stakeholder Manager can support HPC departments in working with their key target stakeholders and proactively putting forward ideas and initiatives for engagement of new stakeholders.

It is the intention that the role be proactive rather than reactive – though as we await the report of the findings of the Foster report, reactive work to this report will need to take a priority.

## Proposed next steps 06-07

### **1. Build an effective stakeholder management infrastructure**

It is proposed that the Stakeholder Manager focus on developing stakeholder management best practice tools, templates & databases to include:

- A full stakeholder audit and map
- Database of HPC activities and events
- List of talks and presentations to be undertaken by HPC staff which will be monitored and developed
- Explore the development of the HPC I-extensions database as a key Customer Relationship Management (CRM) tool.

### **Quality Management**

The Stakeholder Manager will adhere to the eight Principles of Quality Management to support the HPC to achieve a Quality service; that of Leadership, Customer Focus, Continual Improvement, Process Approach, Systems Approach, Factual Approach, Involvement of People, Mutually Beneficial Supplier Relationships

The Stakeholder Manager will also follow, where appropriate, the six processes that ISO state all Management systems should have documented.

### **2. Agree target stakeholders**

The following are currently considered the key target stakeholder groups for HPC.

#### **Public**

The Communications Strategy proposes focusing activity on two target public groups:

- **Elderly**
- **Women**
- **Physically active**

*Channels & media:* It is proposed that the Stakeholder activity supports work to promote the HPC to these target groups by working with other stakeholders who either represent, support or have direct access to these groups eg. Consumer associations, Citizen Advice Bureaux, relevant charities and GPs.

To work with Communications Manager to support the **regional campaigns** detailed in the Communications Marketing Strategy, by working together with the relevant local Stakeholder/support groups in those areas. It is expected this may involve a targeted direct mail campaign.

A paper on the topic of **Patient Public Involvement** (PPI) in HPC is being put forward for discussion to the Communications Committee. As the public is one of our key stakeholders, the author of this proposal sees the PPI strategy is a key part of stakeholder management. It is proposed that, depending on the outcome of Committee discussions, the Stakeholder Manager take the lead in the research and monitoring of

the effectiveness of our involvement with the public/patients. The Stakeholder Manager will also support the development of any further work to engage with the public and the implementation of the PPI strategy.

### **Professional Bodies**

It is proposed that the current Stakeholder Manager build on the work undertaken by the previous Stakeholder Manager, to develop our relationships with the professional bodies.

*Channels & media:* With a combination of face to face meetings, attending or having a presence at their AGMs and/or Conferences, the Stakeholder Manager will organise the compilation of a diary to cover all the relevant professional body AGM and Conferences. The Stakeholder Manager will decide the appropriate representation at the forum – be it identifying a relevant speaker, taking a stand or ensuring our promotional material (eg. New CPD guidelines) are available.

Work will continue to ensure we have links to our website on Professional body websites and working with the HPC Communications Officer (Press), compile and submit articles and relevant news releases to the Professional Bodies' communications teams.

### **HEIs and Students**

The previous Stakeholder Manager developed a successful programme of student talks in 05-06.

*Channels & Media:* It is proposed this programme be continued. As this programme is relatively resource heavy, this will be closely monitored, with feedback requested and monitored for review, to ensure this is the most effective way of reaching this audience.

### **Employers**

The majority of the stakeholder audit and mapping will involve identifying the key employer stakeholders and finding the most appropriate channels and media to target these groups.

### **Registrants**

The Stakeholder Manager will work with the HPC Registration department, FTP, Policy and Education and Training department with Communications Officer (Press) to target this audience effectively.

*Channels & media:* it is proposed that the Stakeholder Manager work with the relevant HPC department heads to ensure communication messages are sent out at the relevant times to relevant target media to support their work – for example drafting and submitting articles for professional body newsletters and websites to highlight to registrants their registration renewal cycles.

## **Government/Public Affairs**

HPC has a Stakeholder subscription to Epolitix – a service that provides policymakers with the relevant information at the right time. This service includes a website portal for HPC that has recently been revamped with the key information about HPC, in readiness for the release of the Foster report.

The Communications Team also receive parliamentary monitoring reports which is a bespoke service, bringing to our attention specific items of interest to HPC that are taking place in the UK Parliament, Scottish Executive and Welsh Assembly (and Northern Ireland Assembly – currently suspended).

We have also subscribed to Dod online which is the most authoritative online political intelligence resource covering the people, institutions and constituencies that make up the political arena in both the UK and European Union. A search on this database has highlighted 40 MPs with a particular interest in health issues.

*Channels and media:* It is intended that these key MPs are contacted with an invitation to a reception lunch for the new President. These relationships may be more appropriately managed by more senior members of HPC with the Stakeholder providing the relevant briefings and monitoring support in conjunction with the Communications Officer (Press).

Other: Scottish Executive – the Stakeholder Manager will support work to build a presence in Scotland.

### **General activity:**

- Further work will be done via the proposed Stakeholder audit and mapping to identify any further key audiences.
- The Stakeholder Manager will attend events and exhibitions organisation by the HPC Events Manager to facilitate face to face meetings with key stakeholders.

## **3. Corporate Social Responsibility (CSR)**

It is proposed that the Stakeholder Manager role will lead on developing a Corporate Social Responsibility strategy for HPC. CSR can help build trust with our stakeholders. It is proposed that the Stakeholder Manager takes forward the proposals in the project plan put forward to Council in January of this year.

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## **Review and monitoring**

It is essential with any plan that there are ways of measuring effectiveness. This will be possible through further desk research reports such as the MORI survey completed last year and bespoke research where appropriate.

Date	Ver.	Dept/Cmte	Doc Type	Title	Status	Int. Aud.
2006-05-12	a	COM	PPR	Stakeholder management proposal for Communications Committee 24 May 2006	Final DD: None	Internal RD: None

As the role of Stakeholder Manager at HPC is a relatively new role it is important to have systems for assessing criteria for measuring success of this role and its effectiveness.

Each activity will be monitored in the most appropriate way – eg a Direct Mail campaign will include a relevant coupon or a system to analysing the effectiveness of the campaign in reaching the target audience. Talks will involve feedback forms being circulated to the audience and analysed for the level of effectiveness in communicating the relevant information.

In line with the ISO standards, reviewing and monitoring will be an ongoing process and it is proposed this will involve regular reporting by the Stakeholder Manager to the HPC Communications Committee.

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### **Summary of proposal and suggested way forward**

The Stakeholder management proposal puts forward key objectives and suggested priority target audiences and next steps for the Stakeholder Manager. It proposes the progression of certain infrastructure developments, how to reach and communicate with the key target audiences, and includes how a PPI strategy and CSR strategy would be integrated into the role.

It is the intention of the author of this proposal that the contents be discussed with the Communications Committee and their feedback sought on the proposed next steps.

Following this discussion, if the Committee is in agreement, the Stakeholder Manager would complete a Stakeholder Management strategy with an Action Plan that will form the basis of the work of the Stakeholder Manager for the next year (06-07). A progress report, based on this Action Plan, would be submitted to Communications Committee meetings for their review and feedback.

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**12 May 2006**

Date	Ver.	Dept/Cmte	Doc Type	Title	Status	Int. Aud.
2006-05-12	a	COM	PPR	Stakeholder management proposal for Communications Committee 24 May 2006	Final DD: None	Internal RD: None



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