

COMMUNICATIONS SERVICE ANNUAL REPORT 2023/24

‘ENABLING RESILIENCE AND GROWTH’

1. CORE PURPOSE

Communication is at the heart of everything we do. Within the State Hospital, the core purpose relates to all aspects of communications both internally and externally – from consultancy / advice and guidance to the provision of electronic communications, audio-visual production including video, dealing with the media, social media, the production of corporate publications, and stakeholder engagement. Specifically, the Head of Communications acts as a communications link between the Hospital and stakeholders including staff, the local community, general public, professional bodies, and local and national government, and drives forward improvements in communication. This enables the influencing and shaping of communication planning and strategy at all levels, ensuring good communications practice is firmly embedded in everyday service development, delivery, and change.

Given the nature and organisational arrangements of the Board, patients are uniquely viewed as internal communication stakeholders in addition to Non-Executive Directors, Volunteers, the Chaplaincy Team, Patients’ Advocacy Service, and staff. Carers, the public and the media are included within external communication arrangements, which differs from the Communications function of other Boards. The State Hospital's public (patients) are with us for an average of 6.5 years, and some very much longer, and therefore are classed as internal stakeholders. The public are potential patients of territorial Boards and are viewed by them as external stakeholders. These Boards will therefore undertake direct engagement with their public in relation to health, wellbeing and services provided.

The two services predominately delivering internal and external communications within the State Hospital are the Communications Service and the Person Centred Improvement Service (PCIS). These two services work very closely together with the PCIS having specific responsibility for patient, carer, and volunteer communication. Combined key results areas include Stakeholder Communications (Internal and External including staff, patients, carers, and volunteers), Public Relations (Relationship Management), Crisis Management, Public Affairs (Media and Political) and Marketing Communications.

This annual report covers the work of the Communications Service from 1 April 2023 to 31 March 2024. Communication activity with patients, carers, and volunteers during 2023/24 is captured in the PCIS 12-month update reports. Additionally, stakeholder stories presenting feedback from patients, carers, and volunteers directly to the Board continues bi-monthly.

Trust and confidence of our stakeholders can only be achieved through maintaining the highest levels of transparency. The work of the Communications Service and PCIS help drive our reputation locally, nationally, and globally through different channels by communicating with all stakeholders in a timely, accurate and consistent fashion. This in turn generates confidence, which ultimately supports the Board’s vision and corporate objectives.

Within Communications, we believe that our values are the bedrock of our culture, guiding how we work with one another and our stakeholders.

2. LOCAL AND NATIONAL DRIVERS

Communications is delivered in line with the State Hospital's Communications Strategy 2020/25, which meets the legal obligations contained within:

- State Hospital Annual Operating Plan (AOP) 2023/24.
- National Staff Governance Standard (4th edition), June 2012.
- NHSScotland Healthcare Quality Strategy, May 2010.
- NHSScotland 2020 Workforce Vision (*Everyone Matters*), June 2013.
- Healthcare Improvement Scotland (HIS) – 'What Matters To You?' August 2016.
- Human Rights Act 1998.
- Public Interest Disclosure Act 1998.
- Freedom of Information (Scotland) Act 2002.
- Equality Act 2010.
- Public Services Reform (Scotland) Act 2010.
- Patient Rights (Scotland) Act 2011.
- Mental Health (Care and Treatment) (Scotland) Act 2003 / 2015.
- Carers (Scotland) Act 2016.
- Health (Tobacco, Nicotine etc. and Care) (Scotland) Act 2016.
- General Data Protection Regulations (GDPR) 2018.
- Duty of Candour Procedure (Scotland) Regulations 2018.
- Fairer Scotland Duty 2018.

3. COLLABORATIVE WORKING

A key aspect of the Communications Service is the requirement for effective and regular collaborative working across all directorate structures and teams. Being independent from other functions, services, or directorates, ensures effective broader organisational confidence, dialogue and connection is maintained. This is something that has been achieved over many years. Within the State Hospital environment, it is important for staff to be able to see a function that not only serves all staff and disciplines equally but is positioned correctly to do this through a joined up internal network of strong lines and links in all directions with communications in the centre.

Collaborative working with the Scottish Government Mental Health Team, Scottish Government Communications colleagues, Health Board Communications peers, the Mental Welfare Commission, and other partners is well established.

4. STAFFING / RESOURCES AND INVESTMENT FOR THE FUTURE

The Communications Service has an establishment of three posts:

- Head of Communications
- PR & Digital Communications Officer
- PR & Media Communications Officer

The PR & Media Communications Officer moved onto pastures new in November 2023 having been in post for a year. In December 2023, the post was re-advertised, and interviews were undertaken, but no appointment was made.

Due to the current financial climate there is now a need to be more cautious about spend and an increased requirement to make savings. A Communications Assistant post is being explored in place of the higher banded PR & Media Communications Officer post. This would achieve the necessary savings and would also meet service requirements.

5. KEY PERFORMANCE INDICATORS (KPIs)

Established KPIs relate to the core Communications Service as detailed below:

No	KPI	Source	Timescale	Status / Outcome
01	To produce a Communications Annual Report for presenting to the Board.	Board	Annually	Continues to be met
02	To produce the Board's Annual Report.	Board	By 31 October each year	Continues to be met
03	To produce at least 44 weekly bulletins for staff.	CEO	Annually	Complete Fifty-one were produced.
04	To produce at least 40 special bulletins as a support to staff.	CEO	Annually	Complete Forty-nine were produced.
05	To produce Staff Newsletter 'Vision' twice a year as a minimum.	CEO	Annually	Complete Six editions were produced: three regular editions and three Wellbeing special editions.
06	To deliver on 100% of all appropriate requests for Talks to the Community.	General Public	Annually	Complete No talks were delivered.
07	To respond promptly to all Media Enquiries.	Media	Annually	Complete This was achieved for the 11 enquiries received.
08	Complete the 'Well Informed' section of the Staff Governance Self-Assessment Monitoring Tool.	Staff Governance Standard	Annually	Complete Achieved and evidenced by way of the 'Well Informed' section of the State Hospital's Staff Governance Standard Monitoring Return.
09	To ensure attendance at four of the six State Hospital Board Meetings.	Board	Annually	Continues to be met

No	KPI	Source	Timescale	Status / Outcome
10	Ensure Board business is published on the Website including Board Schedule of Meetings, Public Notices, Agendas, Minutes, and Papers.	Board	Ongoing	Continues to be met Additionally, after each Board Meeting a review of all Board papers takes place to identify information / communication for the staff bulletin, staff newsletter 'Vision,' Intranet, Website, Media, and Social Media as appropriate.
11	To attend 90% of NHSScotland Strategic Communications Network Meetings.	NHSScotland	Annually	Continues to be met These meeting were all held via Teams.
12	To ensure representation at the annual NHSScotland Event.	NHSScotland	Annually in June	Continues to be met as appropriate The event in June 2023 was a virtual event which we did not attend.
13	Annual re-design of Weekly Staff Bulletin and Special Bulletin.	Chair	By end March annually	Continues to be met

The table below details activity in 2023/24 not covered by KPIs:

No	Workstream	Lead	Outcome	Key Result Area
01	Media Releases / Statements	Head of Comms	Three Media Releases and two Media Statements were produced.	Media Relations
02	Media Features	Head of Comms	One Media Feature (radio) was undertaken for World Mental Health Day with Good Morning Scotland.	Media Relations
03	Media Leaks	Head of Comms	Previously we only submitted a Datix for Media Leaks. In 2023/24 a Datix was raised for all Media Enquiries and coverage whether this was related to the Media Enquiry or not.	Media Relations
04	FOI Enquiries	FOI Lead	The number of FOI Enquiries is captured within the Information Governance Annual Report.	Public Relations
05	Academic Published Articles	Research & Development Manager	The Research Committee Annual Report 2023/24 notes all published journal articles and the delivery of presentations.	Public Relations
06	Leadership Walkrounds	-	These were paused during the year. A "Once for Scotland" approach to Leadership Walkrounds is being explored.	Staff Relations

6. QUALITY ASSURANCE (QA) OBJECTIVES

The table below details progress against QA objectives set for 2023/24:

Internal Communications

No	QA Objective	Source	Lead	Timescale	Status / New Timescale
01	Provide professional advice and direction to the Board, line managers and all teams.	Comms Strategy	Head of Comms	Ongoing	Continues to be met This enables the influencing and shaping of communication planning and strategy at all levels, ensuring good communications practice is firmly embedded in everyday service development, delivery, and change.
02	Review Communications Risk Register.	Risk Management	Head of Comms	Every three months	Complete The Register focused on resilience. Now obsolete with the appointment of staffing.
03	Ensure effective communication with relevant stakeholders to share updates relating to strategic priorities including sickness absence and nursing resource utilisation.	Chief Executive / Service Strategy / Directors' Objectives	All Directors	Ongoing	Continues to be met
04	Review the State Hospital's Corporate Document Standards in support of good corporate governance.	Comms Strategy	Head of Comms	-	New for 2023/24 Complete Standards reviewed, updated and relaunched on 11 September 2023.
05	Review and update of State Hospital publications / information sheets.	Comms Strategy	Comms	-	New for 2023/24 Complete The Publications Database was redeveloped in year and all publications / banner stands were reviewed.
06	Review and update of State Hospital Banner Stands following rebrand.	Head of Comms	Comms	-	Awaiting rebranding

No	QA Objective	Source	Lead	Timescale	Status / New Timescale
07	Produce bulletins, newsletters, publications, and other communications to advise staff of what is happening in the Hospital and the wider NHS.	Comms Strategy	Comms	Ongoing	Continues to be met

External Communications

No	QA Objective	Source	Lead	Timescale	Status / New Timescale
08	Through effective communications, foster public and political confidence in the care and services provided to protect and enhance understanding of the Hospital.	Comms Strategy	Comms	Ongoing	Continues to be met
09	Report Communication incidents / leaks to the Media via Datix.	Comms Strategy	Comms	Ongoing	Continues to be met During the year it was agreed a Datix be submitted for every Media Enquiry, and all mentions of the State Hospital in the press / online.
10	Board meetings, dates, public notices, agendas, minutes, and papers to be advertised / published on the website.	Board	Comms	Ongoing	Continues to be met
11	Inform Non-Executives and other identified staff of major events which are likely to attract Media interest.	Board	Head of Comms	Ongoing	Continues to be met
12	Keep the Scottish Government up to date on all matters relating to media activity and any correspondence with patients and families and / or carers which may require government officials and / or Ministers to become involved.	Annual Review	Head of Comms	Ongoing	Continues to be met
13	Ensure information is provided in an accessible format as required.	Comms Strategy	Comms	Ongoing	Continues to be met

No	QA Objective	Source	Lead	Timescale	Status / New Timescale
14	Undertake first annual review and update of the content on the redeveloped Website and produce statistical report via Google Analytics.	Comms Strategy	PR & Digital Comms Officer	Annually	New for 2023/24 Complete and will continue quarterly Content was reviewed quarterly during the year Google Analytics report for 2023/24 has been produced. A Website Maintenance & Development Plan has been produced to aid review.
15	Undertake an annual review and update of the content on the ONELAN screens.	Comms Strategy	PR & Digital Comms Officer	Annually	Continues to be met Content is accurate and up to date.
16	Undertake annual reviews and updates of the State Hospital's Speakers' Directory and general presentation slides.	Comms Strategy	Head of Comms	Annually	Complete This update includes feedback from community talks.
17	Review and update the State Hospital Wikipedia page.	Head of Comms	PR & Media Comms Officer	-	New for 2023/24 Complete Wikipedia did not allow us to update this despite trying on several occasions.
18	Bi-annual review of Media Training requirements for Directors and other identified staff.	Comms Strategy	Chief Executive / Head of Comms	December 2024	On track Requirement being explored with a view to delivering in house at the end of 2024.
19	Familiarisation with 'Dealing with the Media' Guidance for State Hospital Spokespeople.	Comms Strategy	On-Call Directors / CEO	Ongoing	Continues to be met Note - This should be read in conjunction with the State Hospital's approved 'Media Lines for On-Call Directors' which have been prepared to assist Directors in responding to media enquiries.

No	QA Objective	Source	Lead	Timescale	Status / New Timescale
20	Review role of Communications in an Incident.	Head of Comms	Head of Risk & Resilience / Comms	Feb 2023	Complete Communications role and all pre-prepared Contingency Planning Media Statements were reviewed.
21	Maximise key messages about the Hospital's work, role and the services provided thus raising awareness of the Hospital's image, profile, and potential with external audiences locally, nationally, and internationally.	Comms Strategy	Comms	Ongoing	Continues to be met During the year, we drove this through our social media channels as a means of educating stakeholders.

Strategy / Policy

No	QA Objective	Source	Lead	Timescale	Status / New Timescale
22	Conduct an interim review and update (if required) of the Communications Strategy, policies, and procedures.	Comms Strategy	Head of Comms	Annually	Continues to be met Media Policy updated February 2023 to reflect first staffing appointment in October 2023.
23	Regular review and update of the Pandemic Influenza Communications Strategy.	Infection Control Committee	Senior Nurse for Infection Control / Head of Comms	April 2025	Continues to be met Interim review took place in May 2023 signed off by the Infection Control Committee (ICC). Next review is due April 2025.
24	Undertake Equality Impact Assessments for Communications.	Equality Act	Head of Comms	As required	Continues to be met All communication strategies and policies are supported by an Equality Impact Assessment which is reviewed at the time of policy review. Communications Strategy (EQIA approved January 2022), Pandemic Influenza Communications Strategy (EQIA approved July 2018 and will be reviewed in April 2025 with the strategy), Media Policy (EQIA approved March 2022), and External Website Maintenance & Development Policy (EQIA approved March 2022).

No	QI Objective	Source	Lead	Timescale	Status / New Timescale
25	Following handover of Intranet from eHealth to Comms, review and update Intranet Maintenance & Development Policy and associated Equality Impact Assessment (EQIA) to reflect changeover.	Comms Strategy / Equality Act	Head of Comms	-	New for 2024/25 This will be undertaken when Sharepoint Online gets the national green light to proceed.
26	Undertake Data Protection Impact Assessments (DPIAs) for Communications.	GDPR	Head of Comms	-	Continues to be met Four DPIAs have been developed: Communications Strategy (DPIA approved March 2019), Media Policy (DPIA approved March 2022), the Use of Social Media (DPIA updated November 2021), and Website Maintenance & Development Policy (DPIA approved March 2022).

7. QUALITY IMPROVEMENT (QI) OBJECTIVES

The following table shows performance against QI objectives set for 2023/24:

Internal Communications

No	QI Objective	Source	Lead	Timescale	Status / New Timescale
01	Build capacity for workload ensuring full complement of staff is in place.	Board	Head of Comms	-	New for 2024/25 Explore appointment of Communications Assistant in lieu of PR & Media Communications Officer moving on. This lower banded post enables the required savings for 2024/25 and future years to be met.
02	Redevelop the Intranet. The current Sharepoint site (now at end of life) will be replaced with the new 'Sharepoint Online' version which is being led nationally for all Boards by National Services Scotland (NSS).	National	Comms / eHealth	Ongoing	New for 2023/24 The project is at an early stage nationally pending resources, governance approvals and other necessary requirements ensure successful implementation across NHSScotland. A State Hospital Intranet Upgrade Action Plan was produced to support the transition locally, and a staff engagement exercise commenced.
03	Redevelop the State Hospital Photo Library.	Head of Comms	PR & Digital Comms Officer	-	New for 2023/24 Complete
04	Continue to undertake staff engagement exercises to support corporate objectives.	Comms Strategy	Project Lead / Designated Individual	Ongoing	Continues to be met Latest engagement exercise during the year related to the Intranet – move from old to new site.
05	Continued support for the new Clinical Model post implementation.	Clinical Model Oversight Board	Project Lead / Comms	-	New for 2023/24 Continues to be met as appropriate

No	QI Objective	Source	Lead	Timescale	Status / New Timescale
06	Support the Hospital's implementation of e-Rostering (now Allocate Optima)	Director of Workforce	Head of Comms	-	New for 2023/24 Complete Communications in partnership with Learning & Development developed a rostering user guide for staff. Staff bulletins were also produced to support the project.
07	Support / promote iMatter.	National	OD Manager / OD & Learning Advisor / Head of Comms	Annually	Continues to be met
08	Promote the work of Healthy Working Lives (HWL).	Values & Behaviours Group	OD Manager / PR & Media Comms Officer	Ongoing	Continues to be met Achieved through the staff bulletin and the production of resources.
09	Support the 'Excellence Awards' and staff 'Long Service Awards.'	Values & Behaviours Group	OD / Comms	Annually	Continues to be met Communications is a member of the working group responsible for organising and managing these events.
10	Support the What Matters To You (WMTY) Day.	PCIS	PCIL / Comms	Annually in June	Continues to be met
11	Support ad-hoc key events via dedicated staff bulletins / Vision / campaigns as appropriate.	Project Lead	Project Lead / Comms	Ongoing	Continues to be met For example, visits and recruitment fayres.
12	Review and further develop Communications Guides.	Head of Comms	Comms	-	Continues to be met During the year, 15 new guides were developed, and a formal Guides Database was developed to support the review process.

No	QI Objective	Source	Lead	Timescale	Status / New Timescale
13	Review and further develop Standard Operating Procedures (SOPs)	Head of Comms	Comms	-	New for 2023/24 Complete During the year, four new SOPs were developed, and a formal SOPs Database was developed to support the review process.
14	Develop a Departmental Induction Pack for new staff to Communications.	Head of Comms	Head of Comms	-	New for 2023/24 Complete
15	Annual redesign of the Weekly Staff Bulletin and Special Bulletin.	Board	Comms	Annually	Continues to be met New design launched 1 April each year.
16	Explore Microsoft Sway for staff communications.	Head of Comms	PR & Digital Comms Officer	-	New for 2023/24 Ongoing Initial exploration undertaken in 2023/24 however Microsoft 365 new applications may take preference. These need to be explored when Sharepoint Online is implemented, so paused for now.
17	Develop Asset Registers for Communications.	GDPR	Head of Comms	Dec 2024	New for 2024/25 On track.

External Communications

No	QI Objective	Source	Lead	Timescale	Status / New Timescale
18	Ensure research is shared through the Website.	Medical Director	Research & Development Manager / Head of Comms	March 2023	Continues to be met The website has a dedicated page for sharing Journal articles.
19	Explore opportunity for the State Hospital to put a case forward for a State Hospital variant of the NHSScotland logo that more clearly identifies the State Hospital as an NHSScotland organisation	Corporate Management Team (CMT)	Head of Comms	-	New for 2022/23 and still ongoing Business case submitted January 2023. In December 2023 Business Case was updated at Scottish Government request and resubmitted. We continue to be patient.

No	QI Objective	Source	Lead	Timescale	Status / New Timescale
20	Produce suitable content for the Hospital's Social Media channels to maintain an effective presence.	Directors / HODs / Project Leads / Comms	Comms	Ongoing	Continues to be met A Social Media Planner was developed in 2023/24 to ensure a mix of current news and educational posts.
21	Ensure recruitment advertising promotes a positive image of the Hospital as a great place to work.	HR Directorate	Comms	Ongoing	Continues to be met Each post is advertised numerous times on Social Media prior to the closing date.
22	Raising the profile of the Hospital by promoting it as a great place to receive care, and important for all who live in, work in, and visit as well as a major employer for the local community.	Comms Strategy	Comms	Ongoing	Continues to be met In the main, this is achieved through the media, social media, the website, and recruitment initiatives.
23	Explore social media for businesses and ensure two-factor authentication is enabled.	eHealth	Infrastructure Operations & IT Security Manager	-	New for 2023/24 Partly complete Two-factor authentication was enabled for Twitter in 2023/24. A solution for Facebook is still being explored.
24	Explore Twitter Blue Tick / Verified for Businesses.	eHealth	PR & Media Comms Officer	-	New for 2023/24 Complete Alongside other Boards we were not granted the Blue Tick status as we do not meet the requirements.
25	Explore Linktree as a means of driving traffic between social media platforms and increasing engagement.	Comms Strategy	PR & Media Comms Officer	-	New for 2023/24 Complete A Linktree Account was created in August 2023.

No	QI Objective	Source	Lead	Timescale	Status / New Timescale
26	Update of State Hospital Nursing video on YouTube.	Comms Strategy	PR & Media Comms Officer / Comms	By July 2023	New for 2023/24 Complete Nursing video identified as a priority for update. This was done in November 2023.
27	Review of all State Hospital videos on the State Hospital YouTube channel with a new to updating or removing.	Comms Strategy	Comms	By March 2025	New for 2024/25 On track
28	Undertake Video Training and practice sessions to enhance familiarisation.	Comms Strategy	PR & Media Comms Officer and Head of Comms	-	New for 2023/24 Complete Training was undertaken in February 2024. In 2024/25 familiarisation training will continue until individuals are proficient.
29	Produce a series of short educational videos that can be placed on the State Hospital website, YouTube, and other social media channels.	Comms Strategy	Comms	By March 2025	New for 2024/25 On track
30	Produce key messages / facts including information on items that can be easily misunderstood or can cause concern, e.g., patient outings, patients with autism, misinformation etc.	Comms Strategy	Comms	By March 2025	New for 2024/25 On track This will be done collaboratively with the Intellectual Disability (ID) Service.
31	Issue Media Releases surrounding good news stories, ensuring the safety and security of patients, staff and visitors is not compromised.	Comms Strategy	Comms	-	Continues to be met
32	Invite the Media into the Hospital as and when appropriate to help promote positive Media coverage and reduce historic sensationalised, controversial coverage often featured around our patients.	Comms Strategy	PR & Digital Comms Officer / Comms	-	Consideration continues to be given No requirement for 2023/24.

No	QI Objective	Source	Lead	Timescale	Status / New Timescale
33	Continue to invite visitors to the Hospital to learn about our work. Visitors include MSPs, Health Board Chairs and senior officials as well as other stakeholders.	Board	CEO / Directors	Ongoing	Continues to be met Visits are captured in the Chief Executive's Report to the Board and are covered in the staff newsletter 'Vision' as appropriate.
34	Host visit from NHS Lanarkshire Comms staffing as part of their development.	Jackie McColl, Deputy Director of Comms	Head of Comms / Comms	-	New for 2023/24 Complete Visit by Communications staff from NHS Lanarkshire took place in May 2023.
35	Strengthen relationships with the local media.	Comms Strategy	PR & Digital Comms Officer	-	New for 2023/24 Complete Relationships were strengthened with local papers and radio.
36	Develop Intellectual Disability Q&A that could be attached to media responses and utilised via Social Media platforms.	Comms Strategy	PR & Digital Comms Officer	-	New for 2023/24 Complete Q&A developed for BBC documentary in August 2022 continues to be utilised as appropriate on social media.
37	Produce narrative that covers process from admission to discharge, making reference to reason for admission to the State Hospital.	Comms Strategy	PR & Digital Comms Officer + ID Service RMO	By March 2025	New for 2024/25 On track
38	Create narrative around detention / restriction orders and review process / rights to appeal.	Comms Strategy	PR & Digital Comms Officer + ID Service RMO	By March 2025	New for 2024/25 On track
39	Consider approaching print media and agree a series of features with them – if trust can be established.	Comms Strategy	PR & Digital Comms Officer	By March 2025	New for 2024/25 On track

No	QI Objective	Source	Lead	Timescale	Status / New Timescale
40	Actively place features in psychiatric and nursing healthcare journals.	Comms Strategy	PR & Digital Comms Officer	Ongoing	New for 2023/24 Continues to be met Attempts were made during the year however content was not accepted unless it was paid for.
41	Further strengthen relationships with the local media through media releases.	Comms Strategy	PR & Digital Comms Officer	Ongoing	New for 2023/24 Continues to be met A number of good news stories were covered in local media during the year and relationships were strengthened.
42	Explore a media monitoring service with an external company.	Chief Executive	PR & Media Comms Officer	-	New for 2023/24 Complete This was explored and proved costly. We have gone with the free PressReader service which we check daily.
43	Redesign of Board Meeting Public Notice so it is more eye-catching / engaging.	Head of Comms	PR & Media Comms Officer	-	New for 2023/24 Complete
44	Review Memorandum of Understanding (MoU) with another National Board as a means of strengthening resilience within both Boards.	National Boards Collaborative	Head of Comms / Chief Executive	Ongoing	Continues to be met MoU with the NHS Golden Jubilee reviewed and updated in February 2024. Next review 2026.
45	Maintain links with other agencies and forensic services through the Forensic Network.	Comms Strategy	CEO / Medical Director / Other Professions	Ongoing	Continues to be met
46	Improve communications with partners about the Hospital's work, aims and successes and look for opportunities to work collaboratively.	Comms Strategy	Head of Comms	Ongoing	Continues to be met Good relationships maintained with Scottish Government, Mental Welfare Commission and NHS Boards.

No	QI Objective	Source	Lead	Timescale	Status / New Timescale
47	Be actively involved in the National Board Review Groups and work supporting the National Collaborative.	National Boards Collaborative	Head of Comms for Comms strand	As required	Continues to be met This was paused in 2023/24.
48	Support the NHSScotland Event.	Scottish Government	Head of Comms	Annually	Continues to be met Support is provided via promotion and role of Poster Co-ordinator / management of abstract submissions.
49	Develop the leadership needs of NHSScotland Communications professionals: Directors of Comms and Comms Heads of Service.	Strategic Comms Group	Strategic Comms Leadership Sub Group	Ongoing	Paused This work has been paused since the beginning of the Covid-19 pandemic.

8. EVALUATION OF EFFECTIVENESS

All core Communications objectives, corporate objectives, and legislative requirements were met in 2023/24. The following are examples of positive outcomes evidencing effectiveness achieved during the year.

8.1 Internal Communications

- The appointment of the PR & Digital Communications Officer in May 2023 quickly made a valuable contribution to the team.
- The extensive development of Communications Guides, Standard Operating Procedures (SOPs) and the Communications Induction Handbook in year has strengthened governance and effectiveness in terms of service delivery.
- The 2023 iMatter Survey saw a response rate of 72%. The Board's Employee Engagement Index (EEI) was 75 (both scores were the same as last year, 2022).
- Workshops / events / training promoted via the Staff Bulletin were well attended evidencing that staff read the bulletin, and the bulletin remains an effective means of promoting these activities.
- The staff bulletin and staff newsletter 'Vision' continue to keep staff and volunteers updated on all the latest news internally and externally. Staff requests for dedicated staff bulletins continued to be high, as were staff contributions to weekly staff bulletins and Vision. We explored SWAY as a new method of communication.

- Despite the need for redevelopment, the Intranet continued to play a vital role, creating a virtual environment where staff could stay informed, connect, communicate, and share. The Communications Service page on the Intranet was reviewed and updated in year.
- Communications launched an Intranet Staff Engagement Exercise in respect of migration from the current, to the developing, Sharepoint Online Intranet site. An Intranet Upgrade Action Plan was developed to ensure smooth transition when we get the go ahead.
- Email system remained effective for issuing urgent communications or those that are not included in the staff bulletin, e.g. weather warnings, grounds access time changes, and items sought or no longer required, works on site, programme downtimes, public holiday staffing, lost property etc. The 'All User Email Request' icon on the Intranet continues to be effective.
- Feedback arising from the policy consultation process (housed on the Intranet and advertised through the staff bulletin and email system) evidenced that staff took the time to read formal communications, respond and contribute to policy improvement.
- Requests for printed materials continued, evidencing fit for purpose and in demand. The new Publications Databases captures circa 80 information sheets, 19 banner stands, and circa 35 departmental initiatives. These were all reviewed and updated in year.
- Communications support was given to various projects and disciplines throughout the year including the Seminar Series, staff wellbeing initiatives, Allied Health Professions (AHP) promotional campaign, iMatter, Speak Up, Clinical Model, Allocate Optima (eRostering), Health and Care (Staffing) (Scotland) Act 2019 (HCSA), new Personal Attack Alarm (PAA) roll out, implementation of CCTV, Attendance Management, Sharepoint Online, Daytime Confinement (DTC) and Recruitment.
- Communications staff are key members of numerous groups including the Freedom of Information Committee, Climate Change & Sustainability Group, HR & Wellbeing Group (which was paused during the year), Healthy Working Lives Group, Staff Recognition Steering Group (Excellence Awards and Long Service Awards), eHealth Sub Group, Business Classification Scheme (BCS) Project Team, HCSA Project Team, eRostering Project Team (now changed to Allocate Optima), Daytime Confinement (DTC) workstream, and the Task & Finish Group. Communications also attended all meetings of the Organisational Management Team (OMT), Corporate Management Team (CMT), and the Board.

8.2 External Communications

- The website continues to meet the needs of our stakeholders. Quarterly checks were undertaken during the year to ensure content on main pages was reflected in the FOI section. This cross-referencing will continue as good practice going forward. Our Website Maintenance & Development Action Plan ensures content is relevant and up-to-date.
- We are delighted to report that two positive stories were published in local newspapers: State Hospital Shortlisted for National Award and the retirement of our long serving Housekeeping Supervisor. Additionally, two positive features were placed in national media: State Hospital Shortlisted for National Award (Daily Record – September 2023), and World Mental Health Day (Sunday Post – 6 October 2023) with associated slot on BBC Radio Scotland (Medical Director – 10 October 2023).

- Through the effective management of media enquiries, we were able to protect the Hospital's reputation by either (1) preventing what could have been a potential news story or (2) by lessening the impact of a negative story through rebutting inaccuracies and providing information to ensure fair and balanced coverage. All media enquiries were shared with the Board, Scottish Government colleagues, and the Mental Welfare Commission (MWC) in support of knowledge exchange, collaborative working, and consistent messaging.
- Media Lines for On-Call Directors were reviewed and further developed during the year.
- Social Media posts were redesigned during the year and content revamped to educate stakeholders about the Hospital and the service it provides. Around three to four posts were placed each week.
- General enquiries continue to be received through the general State Hospital mailbox (tsh.info@nhs.scot) evidencing that this is not only effective but is a popular resource. Enquiries are daily and can relate to vacancies and placements, requests for psychiatric reports, media enquiries, requests for information, and mental health support.
- Provision of State Hospital promotional items were sought after during the year as these continue to be popular for recruitment events / fayres and in support of infection control awareness.
- Talks to the local community took place evidencing continued interest in the State Hospital.
- Hosting of visits to the Hospital ensures a wider audience learns about our work and enables the opportunity of sharing best practice and networking. Details of these visits are included in the Chief Executive's Report to each Board meeting.
- At each Board Meeting, the Chair provides feedback from the NHSScotland Chairs' Meeting. This ensures the Board is aware of what is happening nationally and includes updates on targets and priorities. The Chief Executive reciprocates this in terms of national Chief Executive Officer (CEO) meetings.

9. SUMMARY / CONCLUSION

Staffing

The challenges of staff recruitment, development and training at the same time as progressing paused tasks and meeting organisational objectives both strategically and operationally, has been significant. Despite this, the Communications Service was integral all year in amplifying and / or localising national messaging, and State Hospital business as usual.

There is no doubt that the ongoing functioning and future proofing of the Communications Service has benefitted from investment of a PR & Digital Communications Officer in year. The PR & Media Communications Officer moved onto pastures new. The possibility of this post being replaced by a Communications Assistant is being explored.

Additionally, in year, all mandatory training was up to date, staff objectives were developed and reviewed, staff appraisals were undertaken at the correct time, and Personal Development Plans (PDP) were in place.

Key Achievements

Achievements worthy of a special mention include coverage of good news stories in local and national newspapers as well as on radio, progressing all outstanding tasks such as review and update of circa 135 publications, communications campaigns internally and on social media to raise the profile of AHPs, and the communications poster campaign that helped reduce sickness absence as part of the Task & Finish group, and the revamp of social media content to ensure it was State Hospital related and educational.

Performance – Target and Objectives

The Communications Service consistently performs to a high standard, delivering a wide ranging and comprehensive communications service to stakeholders. Additionally, others responsible for delivering effective communications continued to achieve agreed objectives.

All core Communications tasks including key performance indicators, quality assurance objectives and quality improvement objectives were delivered. All legislative requirements were met, and all financial targets / savings were achieved.

These achievements were made while adhering to the core values and ways of working that the Board sponsors and are promoted across NHSScotland.

Service Delivery

During the year, the backlog of outstanding tasks was addressed. Furthermore, the advancement of service delivery in terms of exploring more modern methods of communication was explored to add variety and ensure existing methods do not become dated.

During the year, all Communications strategies and policies were up to date, and effective, as was all supporting documentation with planned reviews in place for those documents nearing end of life.

Focus continues on developing the service and enabling the best and most effective use of resources. Embedded within this is building capacity for the future with an emphasis on appropriate resilience, succession planning and growth.

10. LOOK BACK

Areas of focus for 2023/24 and 2024/25 as identified in last year's annual report are shown below together with an update:

- Produce a Communications Service Induction Handbook for new Communications staff and develop the two new roles within the Communications Service to ensure cohesion and effectiveness – Complete.
- Implement Sharepoint online (new Intranet) – In progress.
- Establish an effective media monitoring service – Complete.
- Raise the profile of the State Hospital by strengthening and further developing media / social media activity, electronic communications, educational materials, and the production of audio-visual materials – Complete and ongoing.
- Review all Hospital-wide Publications and Banner Stands – Complete.

- Redevelop the Publications Database, Media Database and Photo Library - Complete.
- Develop a Communications Information Asset Register – On track for 2024/25.
- Review the State Hospital's Corporate Document Standards – Complete.
- Review DPIAs – On track for 2024/25.
- Review the Communications Risk Register every three months – Complete and now obsolete.
- Support new Hospital priorities such as the implementation of eRostering (i.e. Allocate Optima) and Clinical Model pre and post implementation – Complete.
- Complete State Hospital Rebranding – In progress.

11. LOOK FORWARD

Areas of focus in 2024/25 include:

- Implement Sharepoint online (new Intranet).
- Develop audio-visual materials – in particular, video.
- Develop a Communications Information Asset Register.
- Review DPIAs.
- Complete the State Hospital Rebranding.
- Recruit to ensure staffing establishment of three is maintained.

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12 April 2024