# NHS Golden Jubilee

### **Meeting:** NHS Golden Jubilee Board

### **Meeting date:** 28 August 2025

### **Title: NHS Golden Jubilee Communications Strategic Plan**

### **Responsible Executive/Non-Executive: Sandie Scott, Director of Strategic Communications and Stakeholder Relations**

### **Report Author: As above**

## 1 Purpose

To seek approval of the Communications Strategic Plan, which outlines how the organisation’s communications activities will support the strategic direction set by the Board, enhance organisational reputation, and strengthen stakeholder engagement

### This is presented to NHS Golden Jubilee Board for:

### Decision

### This report relates to a:

* NHS Board Strategy

### This aligns to the following NHSScotland quality ambition(s):

* Safe
* Effective
* Person Centred

**This aligns to the following NHSGJ Corporate Objectives:**

Supports all of the Corporate Objectives

## 2 Report summary

## 2.1 Situation

As our organisation continues to evolve and deliver on its strategic objectives, it is essential that our communications are aligned, consistent, and effective. Clear communication enhances stakeholder trust, reinforces our values, and helps ensure our initiatives are understood and supported.

The Communications Strategic Plan has been developed to address this need. It sets out a framework for how we communicate internally and externally, identifying key messages, target audiences, brand positioning, and the tone of voice that will underpin all communications activity.

## 2.2 Background

Following the approval of our overarching Board Strategy, we have developed the Board Communications Strategic Plan to ensure our communications activity is fully aligned with the organisation’s strategic direction. This plan provides a clear framework for how we will engage with staff, patients, partners, and the public to support the delivery of our goals and strengthen our reputation.

## 2.3 Assessment

The plan has been designed to:

* Align communications with the strategic priorities endorsed by the Board.
* Provide a clear and consistent narrative across all platforms and audiences.
* Strengthen the organisation’s reputation by promoting transparency, authenticity, and impact.
* Embed a coherent brand identity and tone of voice that reflect our values and purpose.
* Support internal cohesion and external engagement through purposeful, targeted communication.

Consultation with relevant internal stakeholders has helped shape the plan, and it incorporates best practice principles to ensure flexibility and responsiveness in a changing communications landscape.

### 2.3.1 Quality/ Patient Care

By improving the clarity, consistency, and accessibility of our communications, the strategy will support better-informed patients, enhance trust, and contribute to a more positive experience of care—ultimately helping to improve the overall quality and effectiveness of our services

### 2.3.2 Workforce

The strategy also supports our commitment to keeping staff well informed, in line with the NHS Staff Governance Standards. By ensuring clear, timely, and consistent internal communications, we aim to foster a more engaged, confident, and empowered workforce—enabling staff to contribute effectively and feel valued as part of the organisation.

### 2.3.3 Financial

There may be financial implications associated with the development of digital products; however, these will be managed within existing budgets where possible, or addressed through established processes for requesting additional funding.

### 2.3.4 Risk Assessment/Management

The aim is that the strategy also supports risk mitigation by further embedding clear, consistent, and proactive communication, reducing the likelihood of misinformation, confusion, or reputational harm.

### 2.3.5 Equality and Diversity, including health inequalities

The strategy places a strong emphasis on improving accessibility across all communications, ensuring that our information is inclusive and available to more people than ever before. This includes the use of plain language, alternative formats, and digital accessibility standards to remove barriers and meet the diverse needs of our audiences.

By embedding accessibility as a core principle, we aim to ensure that everyone—regardless of background, ability, or circumstance—can engage with and understand our messages.

### 2.3.6 Other impacts

**Climate Emergency and Sustainability**

N/A

### Communication, involvement, engagement and consultation

The development of the Communications Strategic Plan has been informed by robust evidence and engagement. Insights from the 2024 external YouGov public perception survey, the 2024 patient experience survey, and stakeholder engagement sessions have directly shaped the strategy’s priorities and approach. These inputs provided valuable perspectives on how our organisation is currently perceived and where communications can add the most value.

Additionally, an early draft of the strategy was shared with communications professionals from NHS and Scottish Government for peer review, ensuring it reflects current best practice and benefits from experienced professional input.

### Route to the Meeting

This has been previously considered by the following groups as part of its development. The groups have either supported the content, or their feedback has informed the development of the content presented in this report.

* Board session – 30 January 2025
* ELT – 28 April 2025
* SLT – 20 May 2025
* Internal engagement- April-June 2025
* External peer review – April – June 2025
* Staff Governance Group – 10 July 2025
* Partnership Forum – 18 July 2025
* Senior Leadership Team – 23 July 2025
* Staff Governance and Person Centred Committee – 12 August 2025

## 2.4 Recommendation

The Board are asked to approve the NHS Golden Jubilee Communications Strategic Plan as a key enabler of the organisation’s strategic objectives, and endorse its implementation across all relevant communication activities.

## List of appendices

The following appendices are included with this report:

* Communications Strategic Plan
* Background information and Action Plan