

Join our Team



JOB PACK

Safe and Secure Care, Treatment and Recovery

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1. Welcome from The Chief Executive

Dear Applicant

Many thanks for taking an interest in joining the State Hospital.

The State Hospitals Board is very much an integral part of NHS Scotland and one of eight National Boards providing specialist services. It has a unique function in Scotland of providing high quality forensic mental health assessment, care, treatment and rehabilitation for male patients who require a high secure environment. The Hospital has 140 beds and admits patients from Scotland and Northern Ireland. It is based in South Lanarkshire and has an annual revenue budget of approximately £35m.

The Hospital was completely rebuilt in 2011 and provides modern person centred facilities which are fit-for-purpose. The Board is committed to fostering a forward-looking and “can do” organisational culture. We ensure that a focus on continuous improvement underpins all of our activities and that our working environment is one which values and supports educational and staff development opportunities.

Our employees will adopt and demonstrate our values, will lead a successful team as it tackles new challenges and will be responsible for the continued development of the State Hospital’s reputation as an employer of choice through success and progress in Staff Governance, Engagement, Employee Wellbeing, Workforce Planning and Staff Development.

Enclosed with this job pack you will find a range of information which I hope you will find interesting and clear. However, if this does not answer all the questions which you might have and you would like to find out more, please contact the Human Resources team or informal contact within the advert.

I do hope that you will feel able to apply and look forward to receiving your application.

With best wishes



Gary Jenkins
Chief Executive
The State Hospitals Board for Scotland



2. Our Vision and NHS Scotland Values

Our vision:

“To excel in the provision of high secure forensic mental health services, to develop and support the work of the Forensic Network, and to strive at being an exemplar employer.”

Our values are:

- Care and compassion.
- Dignity and respect.
- Openness, honesty and responsibility.
- Quality and teamwork.

Embedding these values in everything we do will help to make our vision a reality. In practice, we need to:

- Demonstrate our values in the way we work and treat each other.
- Use our values to guide the decisions we take.
- Identify and deal with behaviours that don't live up to our expectations.
- Be responsible for the way we work and not just the work we do.



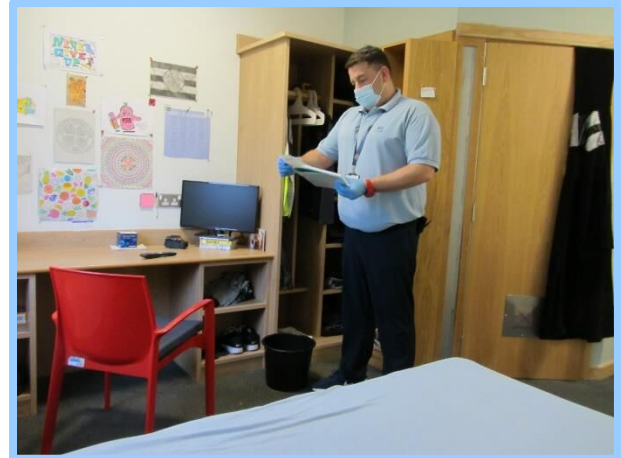
3. About the State Hospital and Working with Us

The State Hospital is the only special security psychiatric hospital covering Scotland and Northern Ireland. Employing around 650 staff, the hospital is located in Lanarkshire in Central Scotland, midway between the cities of Edinburgh and Glasgow.

Patients are treated in accommodation appropriate to their needs and in an environment that supports rehabilitation. There are 140 high-secure beds for male patients requiring maximum secure care: 12 beds specifically for patients with a learning disability. Wards take the form of four units (hubs and clusters) with each unit comprising three 12-bedded areas (i.e. 36 beds per hub).

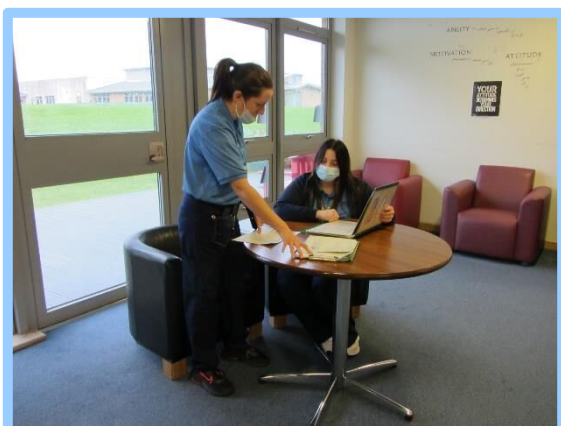
The State Hospital provides assessment, treatment and care in conditions of special security for individuals with mental disorder who, because of their dangerous, violent or criminal propensities, cannot be cared for in any other setting.

The main aim is to rehabilitate patients, ensuring safe transfer to appropriate lower levels of security. The Forensic Mental Health Services Managed Care Network (Forensic Network) is hosted by the State Hospital, and good partnership working is in place across the Forensic Network to ensure patients are transferred as required.



The State Hospital maintains a safe and secure environment that enables effective patient care and treatment, and support to staff. The most important and effective measure in ensuring the long term safety and health of the patient is relational security (achieved through therapeutic engagement) in combination with both physical security (knowledge of patient and aggregated patient risk) and procedural security (policies and procedures).

The State Hospital has four strategic aims: improving physical health; effective use of resources; pathways for access, treatment and transfer; and improving the quality of patient care. The aims drive forward the quality improvement agenda in line with the Hospital's Clinical Model, Clinical Quality Strategy and Service Strategy as well as the national NHS Scotland Healthcare Quality Strategy (i.e. care and treatment is person-centred, safe and effective).



We are committed to transparency and accountability.

Each member of staff at the State Hospital shows high levels of dedication and hard work in a very challenging environment. Staff care for a group of very ill patients who are sometimes misunderstood by society, and they do it with great compassion.

Core Benefits

Staff Pay & Benefits

- Minimum of 202.5 hours paid annual leave per year (for full timers) which rises after five and 10 years' NHS service, plus bank holidays.
- Pay enhancements for unsocial hours.
- Environmental and clinical allowances.
- Automatic membership to the NHS Pension Scheme, one of the most generous pension schemes in the UK.
- Security of employment, with a policy of no compulsory redundancy.

Health & Wellbeing

- Onsite gym.
- Staff Wellbeing Centre.
- Dedicated in house Occupational Health and Wellbeing team to support your health at work.
- Fast track Physiotherapy sessions.
- Access to counselling services.



Family Friendly

- Family friendly working policies.
- Paid and unpaid parental leave to support staff in bringing up their families.
- Wide range of flexible working options to support parents and carers.

Career Development

- Learning and Development Opportunities to support your career progression.
- Excellent training and development opportunities to support career development.



4. The Recruitment Process

Selecting the correct person for each role is important to our patients, staff, carers, volunteers, and members of the public who rely on the services of the NHS. In NHSScotland, the recruitment process is made up of four key stages. Together, they help us to review your application and make decisions about your overall suitability for the advertised role.



1. Your application

To apply for a vacancy, you need to complete an online application form. It includes a set of questions to guarantee consistency and fairness for everyone. This ensures we get specific answers to the questions we've asked, which we may not otherwise get from your CV.

The job description, person specification and the questions on the application form will tell you exactly what information we're looking for. This makes it easy for you to match your skills, experience, and qualifications to the role.

Top five tips for completing your NHS Scotland job application

Once you've found a vacancy you'd like to apply for, follow these simple tips to guide you through the application process:

- Read the job application pack - this includes the job description and person specification. What skills and experience are required? What examples can you provide to demonstrate them?
- Take time to prepare your information - if you have a CV, refer to it for important dates, examples of work experience, your skills, abilities and qualifications.
- Follow the instructions on the application form - complete all the required information.
- Don't rush - you can easily make mistakes, forget important information and give the impression that you're not really interested in the job.
- Make a note of the closing date - When does the application need to be Submitted? Make sure you leave yourself enough time to complete the form. The recruiting Health Board may close the vacancy early if there is a high number of applications, so please complete your application as soon as you can. Applications received after the closing date cannot be accepted.





2. Application shortlisting

As soon as the vacancy closing date has passed, applications are shortlisted by a recruitment panel. They review applications against the criteria for the post, outlined in the job description and person specification. All applications are reviewed using the same criteria.



3. Interviews

If you are successful after shortlisting you will be invited to an interview. Now you need to start thinking about preparing for your interview, the kind of questions you could be asked and how to impress the interviewers on the day.

At an NHS Scotland interview, it is essential to show:

- Why you want to work for NHS Scotland.
- Why a role in healthcare is suitable for you.
- Why you are interested in the job.
- What kind of person you are.
- The skills and strengths you already have.
- The skills you are developing.

For some roles, it may be appropriate for you to complete a practical activity, such as a short assessment or to deliver a presentation. If you need to do this, full details will be provided when you are invited to interview.

4. After your interview

Once all interviews have been completed, the person selected as the preferred candidate will receive a provisional offer of employment, subject to satisfactory pre-employment checks.



Verification of identity

Before you start work with NHSScotland, we must confirm that your identity is genuine, relates to a real person and is being used legally. This check is carried out on every potential new employee, regardless of nationality.

Occupational health

Pre-employment medical screening is required. You will receive a paper form to complete, which must be signed and returned as instructed.

References

We need to check at least 3 years of previous employment or training history. We also require a minimum of 2 references, including your current or most recent manager. We will also require you to provide contact details for each person so that references can be obtained. Please make sure your referees have agreed to provide a reference.

Confirmation of your right to work in the UK

You must confirm you are eligible to work in the UK.

Qualifications and professional registration

Original relevant educational certificates and verification of registration are required.

Background checks

Depending on the nature of the post, we will carry out a criminal record check. You may also need to join the Protecting Vulnerable Groups (PVG) scheme.

It is important to return the occupational health questionnaire and reference information as quickly as possible to avoid any delays in your employment with NHS Scotland.

If any of these pre-employment checks provide an unsatisfactory result, the provisional offer of employment may be deferred or withdrawn.



5. How to Apply

All applications should be submitted via our online recruitment system 'JobTrain'.

If this is the first time you have applied for a State Hospital vacancy via our online system, you will be asked to create an account. You can do this via an email address or social media account. Please make sure the email address submitted is correct as this will be our primary method of contact. You will receive automated emails throughout the process, you can reply to these and they will be re-routed to the Recruitment Administrator who is managing the vacancy.

If you are registering as a new candidate you will be able to upload your CV. This is used to help pre-populate some of our application form only. NHS Scotland does not accept CVs in addition to / instead of a completed application form. Your CV will not be visible to the panel at any stage.

If you are a returning candidate, you will be asked if you wish to copy your application from a previous post. Simply select the application you wish to copy from and then you can go through and edit / update the information.



6. Post Details

If you have any queries or require assistance regarding the application form or recruitment process, please contact the HR Team on tsh.jobs@nhs.scot to discuss your requirements.

Vacancy Reference Number	138156
Job Title	PR & Digital Communications Officer
Grade	Indicative Band 5
Salary	£28,384 to £35,365 per annum plus High Secure Environmental Allowance of £1,494.43 per annum
Hours	37.5 hours per week
Contract Duration	Permanent

Closing Date	11.59pm 1 March 2023
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The email address you supply on your online application will be used for correspondence relating to this vacancy, therefore please ensure you check your Junk / Spam folders on a regular basis.

7. Job Description

1. JOB IDENTIFICATION

Job Title:	PR & Digital Communications Officer
Responsible to:	Head of Communications
Department:	Communications
Directorate:	Chief Executive's Office
Operating Division:	The State Hospital
<i>Job Reference:</i>	
No of Job Holders:	One
Last Update (insert date):	10 February 2023

2. JOB PURPOSE

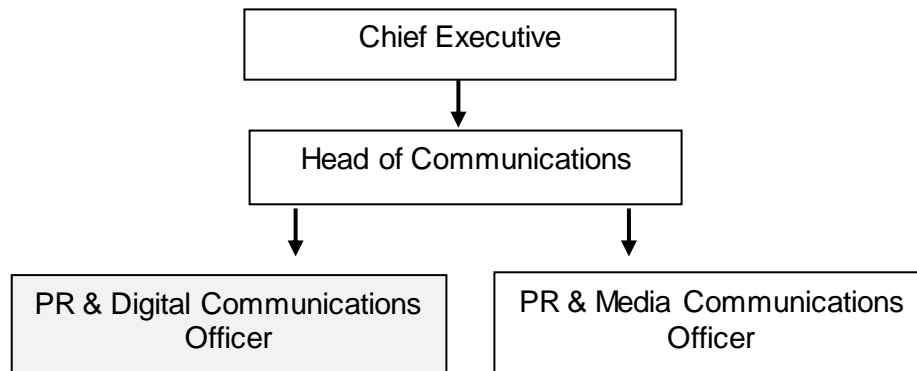
Primarily, a communications professional supporting all aspects of communications and public relations activity.

Specific responsibility for maintaining the Hospital's Intranet and Website as effective e-communications tools.

3. DIMENSIONS

With 144 high-secure beds for male patients (12 specifically for patients with a learning disability and four for emergency use), the State Hospital provides specialist care that matches individual needs, in conditions of maximum security. The State Hospital is unique because it has the dual responsibility of caring for very ill, detained patients under mental health law and other related legislation whilst protecting them, the public and staff from harm. It is a national resource for Scotland and Northern Ireland. The aim is to rehabilitate patients ensuring safe transfer to appropriate lower levels of security. There are around 450 patient visitors. The State Hospital hosts the Forensic Mental Health Services Managed Care Network (Forensic Network).

4. ORGANISATIONAL POSITION



5. ROLE OF DEPARTMENT

The Communications Service is a highly specialised function critical to ensuring that the State Hospital can explain its work, demonstrate its impact, and engage with a wide variety of audiences. At its most basic level, this is to inform, persuade, interact socially, and motivate both internally and externally. This is achieved through the unity of the highly visible functions of:

- Internal communications.
- Relationship management.
- Marketing communications.
- Crisis communications.
- Public affairs (government relations, media communications, issue management, corporate and social responsibility, information dissemination, and strategic communications advice).

The role of the Communications Service involves regular development, evaluation, audit, review and adjustment of communication strategies, policies, action plans, projects and campaigns to ensure that the vision and strategic objectives of the State Hospital are widely understood and communications activity is effective in terms of both output and outcome. The provision of professional communications advice, expertise and strategic leadership to the Board is fundamental to the whole process.

6. KEY RESULT AREAS

External Website

- Undertake the day-to-day management of the Website ensuring content is up-to-date, accurate and well presented.
- Ensure Website content is useful, discoverable, accessible, and meets the needs of users.
- Respond to and act on Website user feedback to enhance communications.

- Present / promote a positive image of the Hospital worldwide via the Website.
- Liaise with relevant Website host in respect of technical issues, i.e. Scotland's Health on the Web (SHOW).
- Use embedded Website analytics to understand what content is thriving, what needs to be removed, and what is in demand but does not exist.

Intranet

- Undertake the day-to-day management of the Intranet ensuring content is up-to-date, accurate and well presented.
- Ensure Intranet content is useful, discoverable, and meets the needs of users.
- Provide Intranet support, advice and assistance to a wide range of staff with varying levels of IT skills and abilities.
- Respond to and act on Intranet user feedback to enhance communications.
- Use embedded Intranet analytics to understand what content is thriving, what needs to be removed, and what is in demand but does not exist.
- Assist with the implementation of the new 'Sharepoint Online' Intranet site.
- Edit and create content, maintain branding and design, and determine what content is front-page news.
- Monitor user-generated Intranet content for appropriateness.
- Act as a role model and mentor for Intranet Administrators, providing encouragement, support, and motivation.
- Assess and generate detailed discussion surrounding issues, weigh up all facts, seek feedback and solutions, and decide on the appropriate course of action.
- Ensure efficient management of structure (files and documents), and take necessary measures to ensure the site does not become a content dumping ground.

Audio Visual

- Produce audio visual communications such as video production and the development of graphics - seeking opportunities for photography, podcasts, blogs, videos, graphics, and animations.
- Assist with the maintenance and development of the Hospital's Photo Library.

Communications and Public Relations

- Communicate, clearly, persuasively and ethically both internally and externally at all levels be this verbal, written or digital.
- Undertake communications activity (both internal and external) in support of the Board's Communications Strategy.
- Assist with the daily management of the Communications various email boxes.
- Support Hospital groups and Committees through the production of dedicated and weekly staff bulletins.
- Identify and write articles for the staff newsletter 'Vision'.
- Develop and issue 'all user' emails.
- Write and edit copy for a wide range of publications, papers, reports, presentations, staff bulletins and newsletters using desktop publishing.
- Assist with the maintenance and development of the Hospital's Publications Database.
- Translate key activities and decisions in plain language in verbal or written form – overcoming barriers to communication and avoiding the use of abbreviations and jargon.

Other

- Ensure all content conforms to NHS branding and local corporate document standards.
- Follow policies in own role and provide comment as required.
- Adhere to and promote NHS Scotland values and behaviours, and respect for equality and diversity.
- Maintain and promote a responsible approach to confidentiality by working in accordance with Data Protection, Freedom of Information and other legislation.
- Undertake audits, surveys and research necessary for own work, e.g. Intranet user experience.
- No financial responsibility.

The role has responsibility for a number of complex activities / programmes which are ongoing and require collaborative working with State Hospital colleagues, departments, local community and other stakeholders:

- Formulate a Website Maintenance & Development Plan, ensuring ongoing review and adjustment as required. Delivery of this plan is a key / significant job responsibility.
- Formulate an Intranet Maintenance & Development Plan, ensuring ongoing review and adjustment as required. Delivery of this plan is a key / significant job responsibility.
- Create, maintain and develop the State Hospital's Photo Library paying particular attention to copyright and legislative requirements.
- Create, maintain and develop a database of graphics to support communications.
- Plan, organise, and deliver Intranet training to Intranet Administrators to support them in their role.
- Support staff as users of the Intranet, e.g. providing advice and demonstrating how to do or find something effectively.
- Organise and participate in stakeholder engagement activities and events, and support the communication needs of stakeholder user groups, networks and the local community.
- Work in collaboration with the Human Resources Team and Hiring Managers to deliver State Hospital recruitment campaigns.
- Deliver actions within the Communications Action Plan.

7a. EQUIPMENT AND MACHINERY

To perform duties there is a requirement to use a number of internal systems including PECOS, eExpenses, HR Connect, Job Train and Datix, and to operate standard office equipment / physical resources including use of digital camera and other audio visual equipment, projector, PC, laptop, telephone, printer copier, scanner, and conference equipment.

Personal responsibility to ensure safe use of equipment required for own job, e.g. audio visual equipment including camera and projector.

7b. SYSTEMS

- Significant job responsibility for maintaining the Website as a key information system.

- Significant job responsibility for maintaining the Intranet as a key information system.
- Use computer software to create computer generated structured reports used to request information from a database, e.g. Intranet and Website analytics.
- Use desktop publishing software, Website software, Intranet software and other software for role.
- Photo Library.
- Graphics Database.
- Publications Database.

8. ASSIGNMENT AND REVIEW OF WORK

- Agree tasks with, and receive professional support and guidance from the Head of Communications.
- Take ownership of tasks assigned from inception to completion, identifying and prioritising own workload on a day-to-day basis to meet departmental and organisational needs.
- Regular one to one meetings with the Head of Communications and daily contact as required.
- Review of work, performance and personal development needs in partnership with the Head of Communications.
- Work is managed, not supervised.

9. DECISIONS AND JUDGEMENTS

With support from the Head of Communications has significant discretion to work within a set of defined parameters, e.g. work with a degree of autonomy and be able to use own judgement:

- Act independently within appropriate occupational guidelines, but know when to seek advice / alert the Head of Communications or others as appropriate, i.e. sensitive or controversial issue.
- Use judgement to monitor and moderate online content and feedback, and take action where necessary to address and respond to issues raised.
- Determine what information is (or is not) suitable for release to the public and / or staff.
- Determine how information is presented in digital format.
- Exercise sound and ethical judgement and demonstrate high levels of integrity at all times.
- Interpret complex information and present it as clear, concise content – tailored for internal and external audiences.

10. MOST CHALLENGING / DIFFICULT PARTS OF THE JOB

- Monitor Intranet content developed by Intranet Administrators, ensuring it complies with best practice, standards, organisational policies and other relevant guidelines.
- Provide Intranet training, support and advice to staff with differing levels of technical ability and understanding.
- Manage stakeholder expectations.
- Help raise the profile of the State Hospital through the provision of meaningful and educational information.
- Continual need to meet tight, competing deadlines and changing demands.
- React quickly to new challenges and crisis situations.
- Keep calm under pressure and respond to interruptions both effectively and politely.
- Manage difficult situations, queries and confidential information with tact and diplomacy.

11. COMMUNICATIONS AND RELATIONSHIPS

Key stakeholders for the post include (but are not exclusive to) the Board, staff, patients and their visitors, volunteers, general public / local community, the media, NHS Scotland, local and national government, partner organisations (including the Forensic Network, Mental Welfare Commission, professional bodies and others. Contact with patients is incidental.

For the communications aspect of this post, see Key Result Areas as this is the majority of the role.

External relationships:

- Work sensitively with stakeholders to ensure information and digital content meets their needs, e.g. carers, public (worldwide), regulators, partner agencies, legislative requirements and accessibility guidelines.
- Ensure effective external stakeholder feedback mechanisms are established and maintained.
- Act as an ambassador and communications link for the State Hospital, building strong professional relationships through gaining a sound understanding of the needs and interests of individual stakeholder groups.
- Build strong relations with local groups through State Hospital talks to the local community.

Internal relationships:

- Provide support and advice to a range of stakeholders including senior management, project groups, and service – influencing and persuading on appropriate communications approach.
- Provide cover for team members, and represent the team / State Hospital at local, regional and national meetings / events as required.
- Develop and deliver presentations as required in support of own role.
- Support staff as users of the Intranet, e.g. providing advice and demonstrating how to do or find something effectively.
- Deliver Intranet training to Intranet Administrators Hospital-wide to support them in their role, e.g. by being patient, providing clarity, ensuring understanding and being a good listener. This enables effective training for all Administrators and caters for varying levels of technical expertise.

12. PHYSICAL, MENTAL, EMOTIONAL AND ENVIRONMENTAL DEMANDS OF THE JOB

Physical Skills

- Requirement for developed physical skills where accuracy is important, e.g. (1) advanced keyboard use for designing publications, producing presentations, processing documents, and manipulating graphics / audio visual materials.

Physical Effort

- Undertake light physical effort through a combination of sitting, standing, walking, lifting and driving.
- Frequent requirement for sitting in a restricted position at desk for most of the working day.

Mental Effort

- Frequent, prolonged and sometimes intense concentration is required for most aspects of communications work. For example, maintaining information system, copywriting, proofreading, undertaking analysis, researching articles, analysing data sets, benchmarking and intricate desktop publishing.
- Unpredictable work pattern due to the nature of the role - frequently having to change from one activity to another at third party request, e.g. responding to urgent requests. There is also a continual need throughout the day to switch from current task to check and action tasks arising from the various Communications Service email boxes. Some email boxes require an immediate response.

Emotional Effort

- Respond quickly and sensitively to difficult situations.
- Assist with issue management and crisis communications.
- Occasional exposure to distressing or emotional circumstances via interactions with the media, patient family and public.

Environmental Effort

- Requirement to undertake Breakaway training, and a need for constant awareness of Hospital policy and procedures, especially those relating to safety and security, i.e. daily scanning of self and belongings, searches, CCTV coverage, dress code, alarm systems, and prohibited items.

Working Conditions

- Daily requirement to wear an issued belt with pouches, and to lift and carry keys (for entry and exit to, from and within buildings) and a Personal Attack Alarm (PAA) (for use in the event of an adverse incident).
- Use of computer equipment more or less continuously on most days.

13. KNOWLEDGE, TRAINING AND EXPERIENCE REQUIRED TO DO THE JOB

<p>Qualifications & Training Level of education, professional qualifications, training and learning programmes / courses.</p>	<p>Knowledge of communications, public relations, journalism and marketing communications techniques, approaches, procedures: acquired through training to relevant degree level or equivalent. Range of work procedures and practices, requiring expertise within specialism underpinned by theory or appropriate hands-on experience.</p>
<p>Knowledge and Experience Length and type of experience, level at which experience gained.</p>	<ul style="list-style-type: none"> • Proficient in the use of WordPress and content management systems (Sharepoint Online desirable). • Proficient in use of Microsoft 365 applications including Outlook, Word, Excel, PowerPoint, Sway and Teams. • Proficiency in the use of graphic design software such as Indesign, Photoshop and Canva to create appealing visual content for newsletters, social media etc. • Proficiency in the creation of video using non-linear editing software to create eye catching audio visual content including videos and blogs. • Understanding of information governance standards and digital security, web accessibility standards and best practice techniques. • Knowledge of design and print processes. • Experience in copy writing.
<p>Skills/Abilities Range and level of skills, i.e. communication (oral, written, presentation), planning/organisation, numeracy, leadership etc.</p>	<ul style="list-style-type: none"> • Exceptional communication (written, oral and digital), interpersonal and stakeholder relations skills. • Good grammar, accuracy and attention to detail are paramount. • Excellent proofreading. • Highly computer literate with developed specialist skills in digital communications. • Ability to establish credibility and good working relationships at all levels, and to adapt messages and styles to all audiences. • Ability to exercise sound and ethical judgement / demonstrate high levels of integrity at all times.

Specific Job Requirements

Environmental conditions, unsociable hours, car driver etc.

- Comfortable working in a high secure environment.
- Ability to drive (holding a valid driving licence), and is able to travel independently to meetings / events by way of access to a suitable vehicle for business purposes.
- Be well presented, polite, tactful and friendly.
- Enthusiastic, committed, trustworthy, and punctual - with a positive and proactive approach to work and willingness to go the extra mile.
- Reliable, flexible and responsive, with the ability to adapt to changing circumstances.
- Willingness to learn, update and adapt skills as required by the demands of the role.
- Willingness to adjust working hours when the need arises.

8. Person Specification

<p style="text-align: center;">THE STATE HOSPITAL PERSON SPECIFICATION PR & Digital Communications Officer – indicative Band 5</p>		
Criteria	Essential	Desirable
<p>Qualifications & Training Level of education, professional qualifications, training and learning programmes / courses.</p>	<ul style="list-style-type: none"> • Knowledge of communications, public relations, journalism and marketing communications techniques, approaches, procedures: acquired through training to relevant degree level or equivalent. • Range of work procedures and practices, requiring expertise within specialism underpinned by theory or appropriate hands-on experience. 	
<p>Knowledge and Experience Length and type of experience, level at which experience gained.</p>	<ul style="list-style-type: none"> • Proficient in the use of WordPress and content management systems (Sharepoint Online desirable). • Proficient in use of Microsoft 365 applications including Outlook, Word, Excel, PowerPoint, Sway and Teams. • Experience in copy writing. • Understanding of information governance standards and digital security, web accessibility standards and best practice techniques. 	<ul style="list-style-type: none"> • Proficiency in the use of graphic design software such as Indesign, Photoshop and Canva to create appealing visual content for newsletters, social media etc. • Proficiency in the creation of video using non-linear editing software to create eye catching audio visual content including videos and blogs. • Knowledge of design and print processes.

<p>Skills/Abilities Range and level of skills i.e. communication (oral, written, presentation), planning/organisation, numeracy, leadership etc.</p>	<ul style="list-style-type: none">• Exceptional communication (written, oral and digital), interpersonal and stakeholder relations skills.• Good grammar, accuracy and attention to detail are paramount.• Excellent proofreading.	
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**Thank you for your interest in this post.
We very much look forward to receiving your application.**

The State Hospitals Board for Scotland
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Email: tsh.info@nhs.scot
www.tsh.scot.nhs.uk

Safe and Secure Care Treatment and Recovery