

**NHS 24  
BOARD MEETING**

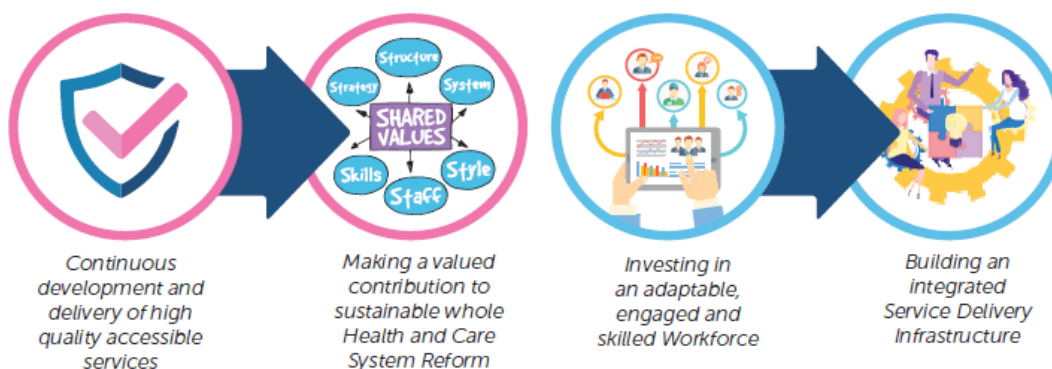
**24 FEBRUARY 2022  
ITEM 07  
FOR ASSURANCE**

**EXECUTIVE REPORT TO THE BOARD**

This paper provides an overview of progress on the high-level issues associated with the delivery of the NHS 24 2021/22 Remobilisation Plan, since the last Board meeting.

**Executive Sponsor:** Executive Team

**Strategic Priorities**



**1. INTRODUCTION**

**1.1** The format of this report positions updates against the four agreed strategic priorities identified within the NHS 24 Operating Plan 2020/21-23.

**2. CONTINUOUS DEVELOPMENT AND DELIVERY OF HIGH QUALITY ACCESSIBLE SERVICES**

**2.1 Dental Patient Pathways into Secondary Care**

Head of Dentistry is working with territorial boards to promote population health and work towards a more joined up approach to dental care. The NHS 24 dentists' remit is to:

- reduce inappropriate referrals to ED, Secondary Care units and dental clinics by providing enhanced triage.

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- remote prescribing.
- communicate with clinical colleagues in maxillofacial surgery regarding complex cases.
- support the dental nurses.

They continue to work with Maxillofacial Surgery to further refine communication and the patient pathway into secondary care via our enhanced assessment. There is evidence that D1 outcomes are reducing and referrals to other clinics have improved. An evaluation of the dentists' input up to March 2022 is being planned.

### 2.2 Patient Safety Leadership Walkround

A Patient Safety Leadership Walkround action plan has been developed. Online content is in progress and face to face sessions will commence with frontline when appropriate. Plans for interaction with staff working from home are also being developed.

A pilot session with EMT and Board members with the Nursing and Care Directorate will take place during February 2022, aiming to increase engagement with colleagues including the Public Protection Team, Advanced Nurse Practitioners, Patient Experience, Clinical Governance, Quality Improvement and Mental Health Team. Communications will attend to gather insights and help inform the development of an annual staff engagement plan.

### 2.3 Estates

The addition of Dundee and the refurbishments at both Cardonald and Norseman were critical in allowing Service Delivery to maximise their numbers, particularly over the festive period. The work at the various sites was all completed ahead of festive including:

- Dundee (Block A) providing 42 new seats
- Refurbishment at Cardonald providing 20 additional seats
- Refurbishment at Norseman providing 27 additional seats

Feedback has been very positive and it is likely that the same design will be replicated across the rest of the estate as each site is refreshed. Following the pause for the festive period, work is now continuing with refurbishment work on Dundee (block B) and fit out of Lumina Ground Floor.

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### 2.4 Connect

As part of the Connect programme, all desktops across NHS 24 Centres have been replaced with new hardware with a modern look and feel, including widescreen monitors, new keyboards and mice. New versions of core software have been installed including Windows 10; Edge browser and Microsoft (Office) 365.

Improvements in user experience have already been delivered with a recent audit of log in times showing a reduction from 5 minutes 30 seconds to power on and load log in screen under the previous Windows 7 desktops to 26 seconds under the Windows 10 desktops.

### 2.5 NHS 24 Strategy Development

NHS 24's organisational strategy is being refreshed. This aims to set a clear direction of travel and define where the organisation aims to be in the future. The purpose of the strategy will be to provide a blueprint and underpinning principles that can be applied to all future NHS 24 plans to align and optimise business functions, operational plans and drive transformation across the whole organisation.

Work to develop the new strategy commenced with appraisal of the previous organisational review and a horizon scan and stakeholder feedback exercise, to better understand the extant organisational position and impact of the pandemic. An EMT session and Board workshop will consider the current role and future role of NHS 24 and the immediate and emergent priorities (and our supporting Vision, Mission and purpose) to best meet the needs of the public and support the wider health and care system.

### 2.6 National Winter Health Campaign

NHS 24's communications team have delivered the national winter health campaign which concluded at the end of January. The campaign, delivered on behalf of NHS Scotland, received additional Scottish Government funding this year and incorporated a range of winter focused health messages signposting the public to the right care in the right place. The campaign was extended from six to 13 weeks in duration and also supported the delivery of national urgent care messages. A full evaluation with the public on campaign effectiveness is due to take place in February 2022 and the Easter campaign is now being planned.

Proactive media and social media management was largely positive over the festive period with some very good coverage achieved through broadcast media. Redirection support developed to support the 111 service over both four day Festive holiday weekends via NHS24.scot saw a successful increase in traffic. The first weekend saw a 119% increase in click-throughs, and a 334% increase when we deployed a further change to messaging. Further analysis and work is underway with ICT and digital colleagues to strengthen digital redirection via this channel.

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We developed a range of content across our social media channels with 160 posts gathering 46,000 engagements and more than 73% of sentiment was positive.

### 2.7 NHS 24 Public Partnership Forum (PPF) - Self-Assessment

NHS 24's PPF engaged in a virtual self-assessment session in January 2022, following the submission of advance feedback by members. Discussions focussed on the role and remit of the Forum, how members can feel valued for their input, opportunities for the next 12 months which included recognising and strengthening their role as representatives of the Scottish public and updates on the additional services NHS 24 now offers in order to best inform their input.

The Director of Service Delivery will attend February meeting to continue engage the forum on the development of the organisational Strategy work.

## 3. MAKING A VALUED CONTRIBUTION TO SUSTAINABLE WHOLE HEALTH AND CARE SYSTEM REFORM

### 3.1 Royal College of Emergency Medicine Scottish Policy Forum

Associate Medical Director (Emergency Medicine) presented to the Royal College of Emergency Medicine Scottish Policy Forum highlighting the NHS 24 response to and engagement with the Redesign of Urgent Care (RUC) programme. Formal feedback included the following comments:

- Excellent content, insightful and open to discussion
- Dialogue hugely useful – an example of breaking down silos

The forum paves the way for future positive engagement with this sector within the RUC programme.

### 3.2 Public Health Framework

NHS 24 Consultant in Public Health has developed an initial draft of an NHS 24 Public Health Framework, which is integrated with Realistic Medicine as well as the emerging Organisational Strategy. The draft framework is to be presented to EMT in February 2022 for review/comment, thereby informing the next stages of development and will come to committees and Board in Q1 2022.

### 3.3 Police Scotland Operation Precept meetings

Associate Medical Director (Emergency Medicine) has been joint-working with Police Scotland at national meetings to provide clinical advice and NHS 24 recommendations in response to reports of increased incidence of 'spiking' incidents across Scotland. In addition, the AMD was an NHS 24 representative at a Department of Justice roundtable stakeholder meeting,

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ensuring the clinical perspective was appreciated and incorporated into ongoing national strategy work.

### **3.4 COVID-19 Public Inquiry**

An executive lead (Medical Director) has been identified to support NHS 24's contribution to the COVID-19 public inquiry. Further updates will be provided once the enquiry is underway

### **3.5 Advanced Practice**

Key stakeholders have developed a discussion paper which outlines a proposed multi-disciplinary strategic approach for advanced clinical practice. Feedback will be used to shape a strategic plan before the end of March 2022.

### **3.6 Allied Health Professions**

The AHP Lead commenced post in August 2021. Key work to date includes:

- Establishing a forum for existing AHP staff within NHS 24 to enable sharing and discussion regarding national and professional issues, sharing current work and networking with fellow AHPs professionals.
- Co-chairing the national RUC MSK work stream. Work strands are across the MSK system including work within 111, NHS Inform, Emergency Departments, FNCs and primary care. The work stream is also reviewing opportunities for MSK pathways, the role of physiotherapists within the system and where these are best deployed, including consideration of their role within NHS 24 unscheduled care.
- Completion of clinical supervisor training and a test of change regarding AHP working in CS role is in progress.
- Liaising with key stakeholders/ scoping of potential pieces of work – aim to have options appraisal for consideration in Q1 of 22/23

### **3.7 Public Protection**

The Public Protection Policy is currently under review along with the learning materials in line with the new national guidance: The National Guidance for Child Protection and Forensic Medical Examination (FME) pathway.

### **3.8 Clinical Strategy**

With all non-essential work being paused over the last three months, the completion of the refreshed Clinical Roadmap is planned for March 2022.

### **3.9 Redesign of Urgent Care**

Phase 2 of the RUC programme has continued with the majority of national work streams developing clearer emerging outcomes and plans. The mental health pathway is focussing on the role of the flow navigation centres in facilitating consistent access into local pathways and services to support mental health, recognising the role that NHS 24's mental health hub can offer.

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NHS 24 continues to support the communications for the programme, working closely with policy and marketing leads at Scottish Government.

### **3.10 Remote Monitoring/Hospital at Home**

Although not directly involved in delivering the care, NHS 24 is fully engaged in national work to roll out remote monitoring for vulnerable patients to support their self-management of care in the context of COVID. There is a pathway in place where these patients contact 111. This is also the case for the ongoing development of hospital at home and virtual ward models. It is important that NHS 24 is engaged in how they are developed and able to integrate as appropriate into pathways.

### **3.11 Mental Health**

Following the opening of the new site in Dundee, recruitment has been progressing to expand the existing mental health hub into this site. This will bring capacity more in line with the continued high level of demand.

As part of the Scottish Government Action 15, development of an enhanced unscheduled care pathway for mental health is progressing with NHS 24 working in partnership with Police Scotland and the Scottish Ambulance Service. Following three test weekends, a fuller six month test of change begins in February, whereby mental health nurses will be based within the contact service centre at Police Scotland. This pathway is designed to reduce inappropriate police attendances to mental health calls and subsequent attendance at emergency departments, recognising that this is rarely the best experience for those in mental health distress. Police Scotland already transfer around 60 calls a week to NHS 24 mental health hub, and this test of change could further enhance opportunities for intervention and transfer into NHS 24 services.

NHS 24 is supporting the development of a national safer suicide online project, in partnership with Police Scotland as commissioned by the Action 6 group delivering the National Suicide Prevention Leadership Group strategic plan. Following user insights work with those with lived experience and those delivering support and services currently, NHS 24 is producing a range of online resources, including videos developed by our communications team involving those with lived experience telling their stories and sharing their experience.

## **4. INVESTING IN AN ADAPTABLE, ENGAGED AND SKILLED WORKFORCE**

### **4.1 Advanced Clinical Practice in NHS 24 (Pharmacists)**

Associate Clinical Director (ACD) is working with Integrated Unscheduled Care (IUC) pharmacy leads across NHS England/Wales to produce an Advanced Clinical Practice framework for pharmacists working within a 111 service. This will also be aligned to the developing Royal Pharmaceutical

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Society Advanced Practice Framework and will ultimately support further development of a pharmacist career framework within NHS 24. As part of the Advanced Clinical Support work stream, and informing the evolving workforce strategy, ACD also linking with NHS 24 Deputy Director of Nursing and Care on defining a wider definition of advanced practice for NHS 24.

### **4.2 Redesign of Urgent Care (RUC) CPD Education Package**

Associate Medical Director (Emergency Medicine) is working with NHS 24 Head of Practice Education to develop an RUC CPD package based on clinical experience, FAQs and recurrent themes. The content also draws on AMDs experience as a consultant in emergency medicine in NHS Tayside from undertaking clinical sessions in an Emergency Department and a Flow Navigation Centre. This will ensure the CPD package provides learning from patient outcomes and patient experience.

### **4.3 Student Pharmacist Experiential Learning Programme**

Associate Clinical Director worked with the NHS 24 Pharmacy Team to update and deliver the five day Student Pharmacist Experiential Learning Programme for six student pharmacists from the University of Strathclyde in Cardonald Contact Centre (w/c 31<sup>st</sup> January). This is part of the NHS Education for Scotland funded initiative to support the education and development of future pharmacists, and provides NHS 24 with an opportunity to give students experience of our 111 service. It is hoped that the students will become advocates and may consider applying for future employment with NHS 24. The programme will be run again at the end of February for six student pharmacists from the Robert Gordon University (w/c 28<sup>th</sup> February).

### **4.4 Flu Vaccination Programme 2021/22**

To date 54.6% of NHS 24 staff have received the flu vaccine. This includes staff vaccinated at our in house clinics and where staff have informed us that they have been vaccinated externally. NHS 24 continued to offer the flu vaccine during December and until mid-January at our in house clinics and the programme has now been paused.

The peer to peer vaccination programme worked well for both the flu and COVID-19 vaccine.

### **4.5 COVID-19 Vaccination and Testing**

To date 56.3% of NHS 24 staff have received the COVID-19 booster. This figure includes staff vaccinated at our in house clinics and where staff have informed us that they have been vaccinated externally. Regular communication is issued to all staff to encourage uptake of the COVID-19 booster.

Extra clinics ran week beginning 20th December until mid-January for those staff who still wanted a booster. We worked with other boards in order to reduce wastage of vaccine where uptake was lower and the programme is

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currently paused. We continue to encourage staff to advise us if they have received their COVID-19 booster or flu vaccine out with NHS 24.

We have implemented advised move to daily LFD testing for healthcare workers and continue to encourage staff to take part.

### **4.6 Investment in Frontline Leadership**

Phase 2 of the shift review is progressing, specifically focussed on Team Managers and Senior Charge Nurses delivering frontline leadership across service delivery. A review of requirements has been undertaken to identify the capacity required against each role in terms of both operational and managerial requirements. Options are currently being assessed and a business case developed. Engagement sessions with this cohort of managers have also been progressing to ensure managers have every opportunity to inform the requirements.

### **4.7 Workforce People Plan**

#### Leadership Development and Succession Planning

Details of a new Talent Identification Tool and Succession Planning Process, including interactive tools to aid talent identification and succession planning have been presented to EMT, APF and Staff Governance Committee.

The build phase of Management Essentials Programme continues alongside ongoing engagement with key stakeholders to inform the Delivery Plan, which will go to EMT in March for approval. A pilot rollout is due in April, anticipating full deployment of the programme in May. Identified Key Performance People Indicators attached to the MEP Programme will be presented to EMT in February.

#### Launch Professional Development Award in Telecare (PDA)

The first cohort of five completed the Professional Development Award in Telecare in January 22 and the second cohort is now underway. An evaluation of the programme will commence in Feb to determine viability of uptake of further courses.

#### Training Project

First meeting of the Training Project Team took place in Feb. The project team is a representative mix of staff from across Workforce. Trade Union colleagues have been engaged and a Rep and a Deputy have been identified to sit on the Project Team. They shall review and refresh approaches to Training across the organisation, Induction Training and CPD.

#### Coaching Framework

In conjunction with National Coaching Leads and current Coaching Cadre, a short life working group concluded its' scoping of a Coaching Framework for NHS 24. The proposed approach is currently undergoing an Equality Impact Assessment and being discussed with trade union colleagues. It is anticipated



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that implementation of the approach will coincide with the Management Essentials Programme rollout, as they are complementary programmes.

### Early Careers

Working in conjunction with Saltire Internships, work has started to identify potential internship opportunities across Service Delivery, ICT and Finance for a period of 8-10 weeks during the summer of 2022. Head of ODLL and Recruitment have met with Skills Development Scotland in order to identify a potential Apprenticeship Programme for NHS 24 in 2022.

Arrangements are underway for a Ministerial Visit (via Teams) with our ICT Apprentice during Apprenticeship Week (7-11<sup>th</sup> March). This will be an opportunity to discuss NHS 24 Apprenticeship Programme 2022 as part of an Early Careers Strategy.

### Staff Experience

The iMatter team action planning phase commenced on 5 October and concluded on 30 November 2021 and a board action plan submission of 58.4% was achieved. The publication of the national Health and Social Care report was published on 7 February 2022. A paper is being developed for March EMT analysing how NHS 24 compares to all other Boards.

### O365 and Respond Training

The ODLL team continues to be actively engaged with the provision of training and support materials for the O365 and Respond work streams of the Connect programme. Both Respond and O365 have experienced delays and re-plans are awaited to enable training resource allocation and finalisation of training material builds. Respond training provision has been raised on the project risk register.

### Health and Wellbeing

The Health and Wellbeing Action Plan 22/23 continues to be progressed, with the majority of actions due to be completed by end March 2022. NHS 24 will engage with the Wellbeing Steering Group to update the action plan going forward. The undernoted actions were recently progressed:

- *Procurement and Launch of Thrive Mental Health App.*  
Scottish Government made wellbeing monies available to all Boards to support staff working in health and social care with practical needs. NHS 24, utilised funding of circa £13k, to procure the Thrive Mental Wellbeing App, which has now been launched and will be evaluated following a 12 month trial. It is hoped that the resource will support staff wellbeing and attendance at work, as the Thrive App is clinically effective and sustainable in supporting people with a range of mental health issues including stress, anxiety and depression (factors which are known to contribute to sickness absence in our workforce).

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It gives 24/7 Support for mental health including:

- CBT (Cognitive Behavioural Therapy) programme
  - The ability to seek further support with the touch of a button
  - Over 100+ hours of content including a range of stress reducing sessions
  - A progress journal to help you keep track of your moods and stressors
  - In App Coaching
- *Launch of Dying to Work Charter*  
NHS 24 is part of a national working group introducing the Charter, which is aimed at supporting staff dealing with terminal illness, into NHS Scotland.

The Charter has a number of actions that need to be implemented including:

- Notify all employees that the Board has made commitments contained within the Charter
  - Introduce an Employee Assistance Programme that has the capacity and competency to provide support to any person with a terminal illness, including access to counselling and financial advice.
  - Provide training to line managers and all HR staff/Staff side Representatives on dealing with terminal illness, including how to discuss future plans with any worker who has a diagnosis of a terminal illness, and what adaptations to work arrangements may be necessary.
- *Completion of Health and Wellbeing Audit* – Grant Thornton recently undertook and audit and the findings which have now been addressed were:
    - Updating detailed actions, action owners and RAG status within the Healthy Working Lives Action Plan for 2021
    - Keeping HWL intranet content up to date
    - Ensuring more visibility of flexible working request process for staff across NHS 24 as well as a robust process for recording such requests.

### Attendance Management

The Attendance Management Improvement Group continues to meet and to progress the Attendance Management Plan. The plan is currently under review.

The Wellbeing Team Manager Test of Change is working well and has been extended until May 2022. The focus is on hotspots including weekend sickness, absence, short term sickness absence and mental health absence. As part of the support to managers they are required to complete the attendance management training modules and to date 91% of managers have completed these. The Management Essentials programme will also support ongoing training and development of managers.

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We are also currently reviewing our Occupational Health Service as part of the support to managers and still to support them to come to work.

### Workforce Service Delivery Model and Digital Workflow Plan

As part of the Workforce People Plan, NHS 24 is working to put in place a Workforce Directorate delivery model supporting the provision of a range of innovative and sustainable solutions to enable the delivery of a more proactive Workforce service to NHS 24. This includes a tiered model of service delivery:

- Tier 0 – Self Service as a first and single point of access for managers and employees with a self-service functionality via workforce systems and applications. Access for information and transactions, 24/7.
- Tier 1- general Support - This is the first direct contact with HR, via online services, Chabot, telephone, e mail, etc and is delivered through skilled HR professional staff who are able to resolve most queries through the provision of professional advice. They will also triage all calls into the wider HR function
- Tier 2 – Specialist Support - A range of specialist and technical HR services delivered by professional HR staff which deals with the resolution of more complex queries and cases.
- Tier 3 – Centre of Expertise – Supported by Business Partners to individual service managers on national policy issues, strategic workforce issues, staff governance, organisational change and highly complete Workforce cases and issues and process owners are located, they are accountable for strategic delivery and overall governance of our service provision.

### NHS 24 Staff Networks

We are seeking interest from across NHS 24 to establish a reference group for disabled staff. This would create a forum for sharing experiences of working in our organisation and help NHS 24 to consider what improvements could be made to ensure we are a fully inclusive employer.

Over the course of 2021, the Engagement Team, in conjunction with Workforce colleagues, provided guidance and coordination in establishing staff reference groups for people who identify as LGBTQ+ and for minority ethnic people. Similar themes of interest have been identified in both groups which includes supporting improved diversity within the organisation and equality, diversity and inclusion training.

### Recruitment

As at 31 December 2021, NHS 24 is sitting with 7% of posts being vacant. Staffing levels were 1407.19 WTE compared to the budget and targeted position of 1516.16 WTE. The highest level of vacancies sits with nursing staff and other non-clinical frontline roles.

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Workforce targets for RMP4 have been agreed and a fortnightly report to EMT shows actual, vs projection, vs target allowing the organisation to identify if any targets are at risk. By March 2022 it is anticipated that NHS 24 will be at 80% or over for the targets for Call Handlers and Nurse Practitioners. For Team Managers the target will be exceeded and for Psychological WPs it will be over 50% - the main reason this has not been met is the Dundee centre not up and running until late December.

The Dundee Regional Centre is now up and running. Over 100 staff have been recruited with inductions planned up until the end of March. Clinical Supervisor Recruitment was very successful for Dundee, with successful candidates being brought in January / March 2022. The vacant Clinical Service Manager roles have been re-advertised with assistance from an external agency for maximum exposure.

Other vacancies advertised include national Clinical Supervisors and temporary call operators for Dundee. Additional call handlers were brought in during December to support the COVID Helpline.

A recruitment pipeline is being built for the Mental Health Hub for all skill sets, across Cardonald and Dundee. Offers have been secured for MHH staff to join Cardonald in January and March, and for Dundee in February and April.

### End to End Review of Recruitment

The team have established a project group to conduct a root and branch review of recruitment and retention to transform the recruitment journey for all. It will look at the four key stages within the recruitment journey:

1. Defining the role.
2. Attracting applicants.
3. Managing the application and selection process.
4. Making the appointment.

Outputs for the project will include:

- Redefined recruitment processes
- Process maps and how to guides for hiring managers
- Trained and effective recruitment team and hiring managers
- Moving our work to being added value rather than predominately transactional

### Recruitment Marketing and Feeder Routes

We are working with communications and an external agency to revamp our recruitment marketing including developing our employer brand, creating our attraction strategy and promoting NHS 24 in the labour market.

The team are also exploring how NHS 24 recruits clinical staff from the wider UK and international markets with another agency. They can support NHS 24

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to source candidates and support them through the requirements surrounding registration, immigration and relocation after accepting a job offer.

### Workforce Planning

An establishment control panel and procedure is being developed to provide a structure for decisions and governance on staffing establishment changes at a strategic level. The guiding principles behind establishment control are that changes to the way we organise and pay our staff should not result in increased cost or risk without this being appropriately considered and approved at a strategic level.

Management dashboards have been rolled out to Heads of Clinical Services, Clinical Service Managers and Wellbeing Managers to provide them with staffing information which can then inform decision making. Directorate dashboards are in development and will be rolled out in April. HR Business Partners will then meet with Directors monthly to review any issues within their area.

### Review of Attrition

Higher than anticipated attrition levels over 2021 are being reviewed and an action plan with short, medium and long term goals, is being developed to improve retention of newly recruited staff. This includes:

- hiring the right person, first time
- developing on-boarding practices
- analysing why people stay and leave

### Health and Safety

The work of the Health and Safety Committee is fed into the EMT and Staff Governance Committee quarterly for assurance purposes. Key points include:

- Strategic review of the group and work to embed Health, Safety and Wellbeing in our organisational culture
- Review of upward trend of accidents and incidents which are mostly avoidable minor injuries
- H&S overall training compliance is 72%
- Annual Audits of premises are expected to conclude by Feb 2022. To date there are no major risks identified.
- An improvement action plan will be developed and progressed by the Committee.

## **5. BUILDING AN INTEGRATED SERVICE DELIVERY INFRASTRUCTURE**

### **5.1 COVID-19 Treatments – nMAB and Antiviral Limited Deployment**

Associate Clinical Director working with service delivery/digital colleagues and Scottish Government (SG) on the provision of information to the public

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(through NHS inform) on access to Monoclonal Antibody (nMAB) and/or Antiviral treatment or those people defined by SG as being highest-risk from the COVID-19 virus. The ACD has helped ensure information is routinely reviewed/updated for the purpose on content governance, with clear single points of contact for access by members of the public within their own board. This has meant the NHS 24 service has been largely unaffected, and NHS 111 continues to operate under BAU conditions. Regular discussion between NHS 24, SG and territorial board Directors of Pharmacy continues.

### **5.2 NHS inform Long COVID Microsite Development**

Associate Medical Director working with Scottish Government and NHS 24 Digital Team to review the Long COVID Microsite on NHS inform. This SG-commissioned microsite aims to give accessible information and resources for citizens regarding the long-term effects of COVID-19 (long COVID) as such it delivers on the realistic medicine principles. An initial webpage was established in December 2020 and has been continually reviewed and developed over time, and is now being evaluated to inform the further development of the site (phase 2). Specific areas of focus for phase 2 are being developed with Scottish Government.

## **6. CONCLUSION**

- 6.1** Members of the Executive Management Team will be happy to provide further detail or answer questions in relation to any of the content of this paper.