



Minute of the meeting of the Orkney Partnership Board
held at 10:00 on 15 December 2017 in the Council Chamber, Kirkwall

Present:	James Stockan Gail Anderson Seonag Campbell Paul Edwards Graeme Harrison Eilidh Johnston Gillian Morrison Caroline Sinclair Craig Spence	Orkney Islands Council (<i>Chair</i>) Voluntary Action Orkney Skills Development Scotland Scottish Fire and Rescue Service Highlands and Islands Enterprise Scottish Environment Protection Agency Orkney Islands Council Integration Joint Board and Orkney Housing Association Limited
By VC	Colin Mair	Improvement Service
In attendance:	Anna Whelan Marie Love	Orkney Islands Council (<i>Secretary</i>) Orkney Islands Council (<i>for items 1 – 15</i>)
Apologies:	Alistair Buchan Fraser Burr Cathie Cowan Alan Johnston Ian Kinniburgh Ken Massie Garry Reid Bill Ross Kristin Scott Craig Smith Matt Webb	Orkney Islands Council Scottish Fire and Rescue Service and Orkney Community Justice Partnership NHS Orkney Scottish Government NHS Orkney VisitScotland Scottish Sports Council Orkney College Scottish Natural Heritage Scottish Environment Protection Agency Police Scotland

Item	Topic	Lead	Purpose
1	Draft minutes of the last meeting of the Board on 22 September 2017	Chair	To amend as necessary and agree the minutes
1.1	The minutes were agreed.		
2	Matters arising	Chair	To consider matters arising from the minutes
2.1	<u>Item 9.2 (CONTEST/PREVENT)</u>		A report had been requested on the Scottish Government's requirements for organisations following a move to critical status. Noted that an action plan is currently being developed on what OIC needs to put in place for its GraSP

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	(Graduated Security Plan). Having a GraSP in place is one of the Scottish Government requirement for the move to critical, and other organisations are also working on their Plans. Once OIC's senior management team have taken a view on what it is practical and proportionate to do, that will provide the evidence base necessary to take a paper to the Board to allow the Partnership to take a view.		<u>Action: GM/ML</u>
3	Executive Group report		To report progress
3.1	<u>Update from the Group</u>	Gillian Morrison	
3.1.1	Gillian Morrison reported that the Executive Group had met on 1 December 2017 and she had been in the chair for that meeting. The group had discussed the charring arrangements for the Board. It had been agreed to propose that, as everyone was happy with the current charring arrangements, they should continue. The Board agreed the position of Chair be held by the Council Leader, at least until after the next Local Government Election in 2022. The Chair confirmed he was content with this decision.		
3.1.2	R100 had also been discussed and the Executive Group had agreed to pursue the visit by the R100 Directorate. The Chair expressed his concern over the fact that the R100 Directorate event had not yet taken place and reiterated the importance of superfast broadband for Orkney. He suggested there may be possibilities for Orkney to deliver in different ways and was keen to work with Alan Johnson on this. <u>Action: AFW/ML</u>		
3.2	<u>Development Plan update</u>	Marie Love	
3.2.1	Marie Love presented a progress report on the Development Plan. <ul style="list-style-type: none"> • Re. action C1 (Web event for the Positive Ageing Delivery Group) noted that this was still overdue (red). A date of 23 January 2018 had now been fixed. <u>Action: GA/ML</u> • Re. action D1 (Joint Resourcing Plan) noted this had gone from green to red. However, the Plan had now been completed and was on the agenda. • Re action D2 (Partnership approach to property asset management) noted that this piece of work had now been completed. A Property Asset Future Property Sharing Protocol and Confidentiality Agreement was on the agenda. If approved, agreed this action could be removed from the Development Plan. (See post meeting note at 13.3) <u>Action: AFW/ML</u> 		
4	Positive Ageing Delivery Group	Gail Anderson	To report progress
4.1	Gail Anderson presented the progress report for the Positive Ageing Delivery Group. She highlighted the report on housing options for older people. The report explored existing sources of information and advice. It concluded that there was a raft of information sources and assistance available to older people, but it was not readily available. The Delivery Group had agreed to		

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	develop an easy to understand guide that would provide an overview of the services available and signpost where to go for further advice and information.		
4.2	The report also recommended more retirement housing options. Currently there is no option for older home owners to be able to move from their own home into retirement housing.		
4.3	During discussion it had been noted that a sale of the former Crafty site to OHAL had been agreed. Planned development of the site included 12 units of retirement accommodation. This was an ideal site as it was level and close to the town centre and supermarkets. It was hoped to have builders on site during 2018/19. Craig Spence had already had discussions with specialists in older people's housing around legal requirements on eligibility. Members agreed this was very welcome news and suggested it would be helpful if the units were developed as smart homes from the outset.		
5	Vibrant Economic Environment Delivery Group	Graeme Harrison	To report progress
5.1	Graeme Harrison presented the progress report for the Vibrant Economic Environment Delivery Group. He highlighted the work that had been carried out around talent attraction, the challenge being to develop the labour market and attract people in to Orkney. During discussion it was suggested there is also a need to transform ways training is delivered, particularly in the non-attached isles.		
5.2	Craig Spence pointed out that the outcomes had a specific focus on young people and he questioned whether there should be more of a focus on older people. As people are working longer, older people are a valuable part of the workforce. According to Skills Development Scotland, 3,800 of Orkney's workforce will have to be replaced in the next 10 years.		
5.3	During discussion members questioned whether there is a need for key worker accommodation. Caroline Sinclair advised this is already an issue. OHAC had already lost one potential recruit to a hard to fill post because the individual had not been able to find affordable accommodation. Members agreed that key worker housing should be considered at some point and a clever solution is needed. Graeme Harrison advised that all three universities involved in the Orkney Research and Development Campus had raised student accommodation as an issue.		
6	Healthy and Sustainable Communities		To report progress
6.1	In the absence of Cathie Cowan, the progress report was noted.		

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7	CONTEST/PREVENT	Gillian Morrison	To report progress
7.1	Gillian Morrison provided an update. Training had been organised for elected members in the new year. OIC's Graduated Security Plan was currently under discussion, but this would have to be discussed with elected members as there were associated costs with some of the proposals. It must be proportionate. CONTEST update training had been delivered to the Third Sector in October, with an emphasis on those delivering services on behalf of OIC, to ensure everyone is applying the same standards.		
8	Integration of Health and Social Care	Caroline Sinclair	To report progress
8.1	Caroline Sinclair reported that the first year of formal operation was nearing its end and a refresh of the Strategic Commissioning Plan was due shortly. Agreed that this standing item should remain on the agenda until the outcome of the Best Value Assurance Report. <u>Action: AFW/ML</u>		
9	The Islands Bill and the Islands Deal	Chair	To report progress
9.1	The recent workshop in Kirkwall had been well attended and the two themes and priority projects had been broadly endorsed. Graeme Harrison will hold further workshops in the new year to look at Orkney's 'ask' and work up the most transformational projects with the potential to attract some of the new funding.		
9.2	Engagement with the UK Government via Lord Duncan had been very good and the Government was keen to be seen to help where possible, but it could only support areas which are not devolved. Shetland and the Western Isles are well placed to pick up finance around fishing if Brexit happens. It is important to ensure Orkney maximises the benefits of Brexit.		
9.3	The Islands Bill will go to its second reading shortly after the new year. Orkney had wanted greater powers written into the Bill but this had now been diluted to island proofing. This means every Bill would have to be fought for individually. Work is still ongoing around autonomy and its legal protection.		
9.4	Agreed that the Chair's note on the Islands Bill and the Islands Deal would be circulated. <u>Action: AFW/ML</u>		
10	Strategic Priorities, Vision and Values	Anna Whelan	To consider actions arising from all-Board meeting
10.1	Following discussion it was agreed that the Partnership's shared mission would remain unchanged as:		

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10.2	It was agreed that the values should be simplified and, after discussion, the following was agreed:		
			<p>Resilience</p> <p>Enterprise</p> <p>Equality</p> <p>Fairness</p> <p>Innovation</p> <p>Leadership</p> <p>Sustainability</p>
10.3	Discussion was held around the strategic priorities. It was acknowledged that priorities could only be included where it is within the brief of the Partnership to address them. The Board should focus on what it can do and where the Partnership can add value. The priorities should be in plain language. It is up to the Board to give direction to the Delivery Groups and clarify what the priorities and outcomes should be.		
10.4	Noted that the Board does not have a budget for transport or fuel poverty, and transport is now a political issue. Agreed that, although many elements of transport are not within the gift of the Board, collective input would be beneficial around issues such as strategic transport links and service redesign. Internal transport and housing could be addressed by the Delivery Groups.		
10.5	The following had been proposed to reflect discussion at the workshop: <ul style="list-style-type: none"> • Positive Ageing be changed to Keeping Well • Healthy and Sustainable Communities be changed to Strong Communities • A Vibrant Economic Environment be changed to A Vibrant Economy There was some discussion around the name 'Keeping Well'. It was felt this implied it related to health. A number of suggestions were made and it was agreed to seek views on the following: <ul style="list-style-type: none"> • Living Well • Positive Living • Good Lives 		<u>Action: AFW/ML</u>
10.6	There was still work to be done around membership of the groups and who would chair each one. It was proposed that the three Delivery Groups should hold a joint meeting to decide which areas would be covered by each group. The Board agreed it was important not to lose momentum.		<u>Action: AFW/ML</u>

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10.7	A request was made that Delivery Group meetings be tagged on to Board meetings. This would be of benefit for people from outwith Orkney who travelled to attend the meetings.		<u>Action: AFW/ML</u>
11	Review Workshop	Colin Mair	To consider actions
11.1	Colin Mair gave an update on development options following the review workshop in September. The workshop had looked at developing the role of the Board, its leadership role and adding value. It was helpful that leadership had now been worked into the new values.		
11.2	Colin summarised again the areas for further development: <ul style="list-style-type: none"> • Stabilising and re-growing the population of the non-linked islands. • Using forward public workforce requirements and an integrated approach to rehabilitation or renewal of housing that would create an Orkney offer to get people to live and work on the islands. • Given the small scale character of the private sector, using the public sector's capacity to broker a range of apprenticeship, training and development options to keep younger people on the islands. • Using collaboration / integration to rationalise and consolidate management and professional expertise, the public service asset base, and support for the community and voluntary sector. <p>He highlighted that these cut across all three Delivery Groups and each concerned better exploitation of the Partnership's economic muscle in order to rebalance the population and workforce.</p>		
11.3	It was agreed to avoid using 'Orkney offer' as that could be confused with the 'Orkney Offer' within Education.		
12	Locality Plan	Graeme Harrison	To consider the draft Locality Plan
12.1	Graeme Harrison presented the draft Locality Plan. He explained the current draft focuses on resolving issues 'worst first' but needs to be clearer on actions before it is issued for consultation. It was agreed the Delivery Groups could take ownership of relevant actions. A number of amendments / additions were proposed and the Plan would be updated accordingly. <u>Action: GH/AFW/ML</u>		
13	Property Asset Management Future Property Sharing Protocol and Confidentiality Agreement	Gillian Morrison	To approve the Plan for signature and note future arrangements
13.1	Gillian Morrison advised that the Property Asset Management Working Group had now fulfilled its brief. It had been agreed that as much information as reasonable / feasible will be shared, unless there are commercial sensitivities or		

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			confidentiality issues. Members acknowledged that there are occasions when it is not desirable for property information to be shared more widely.
13.2	A Property Asset Management Future Property Sharing Protocol and Confidentiality Agreement had been drawn up. Partners would share a comprehensive range of information about their property portfolios through a spreadsheet. In addition, a collective asset map had been developed on the GIS mapping system allowing partners to look at combined assets, clusters of assets and 'not spots'. To ensure the Protocol is successful an operational group had been established with clear Terms of Reference. As the Property Asset Management Working Group had now fulfilled its brief it had been disestablished.		
13.2	The Board approved the draft Property Asset Management Future Property Sharing Protocol and Confidentiality Agreement. It was noted that some partners may also be required to submit the document to their respective Boards for endorsement in so far as it relates to their organisation		<u>Action: GM/ML</u>
13.3	Note Subsequent to the meeting amendments to the document were received from NHS's Central Legal Office and Police Scotland. The document is now being held by the Executive Group until finalised.		
14	Scottish Fire and Rescue Service	Paul Edwards	To receive presentation on changes
14.1	Paul Edwards made a powerpoint presentation which is attached to this minute. Points noted in the presentation and subsequent discussion included the following:		
			<ul style="list-style-type: none"> • SFRS wanted to share their vision for transforming the service over the next few years. The presentation could be viewed as the start of a conversation about the future of the service ahead of full public consultation which will be carried out in the coming months. • The current operating model cannot be sustained beyond the current financial year so it is vital that efficiency is improved. So far the cost base has been reduced without affecting the frontline service, but failure to transform would put this at risk. There will be a rationalisation of fire stations across Scotland to eliminate overlapping footprints. Welcome news was that SFRS will receive £15M from VAT reclaims, but the financial climate remains challenging. • SFRS also needs to transform to remain relevant to the needs of Scotland. The core operating model was developed for the needs of Scotland in the 1940's. There is now much greater emphasis on preventative work and fires had decreased 40% over the last 12 years. However, other risks are emerging that SFRS assist with such as terrorism, severe weather and out of hospital cardiac arrests. Firefighters now have to be properly trained and equipped to deliver this wider role.

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	<ul style="list-style-type: none"> • Cold cut COBRA is a new concept in firefighting. The cutting extinguisher technique consists of a mixture of water and cutting agent being ejected through a special nozzle on a lance at high pressure through the external wall of a building. This enables the fire to be combatted from the outside and it can be suppressed very quickly. Paul recommended that anyone who wanted to see the technique in action should go online to view a short film by Manchester Fire and Rescue Service. • New vehicles are being purchased to carry the technology and two will be assigned to Orkney. This will allow appliance crews of three rather than four, potentially increasing the availability of appliances which is an issue in Orkney. • SFRS depends on RDS (Retained Duty System) firefighters. SFRS is considering shorter contracts for RDS firefighters as the current requirement to be available for 90 or 120 hours could be discouraging some potential candidates. It is difficult to recruit RDS firefighters on some of the islands. • Measures are also in place to attract more women as Scotland currently has an average of 3.7% female staff; the figure for Orkney is 5.8%. 		
14.1	The Chair proposed a vote of thanks to Paul, who was attending his final meeting before his retirement from the Scottish Fire and Rescue Service, for the positive contribution he had made to the work of the Partnership.		
15	OIC's Audit of Best Value	Gillian Morrison	To receive an update
15.1	Gillian Morrison advised members that the Best Value Assurance Report for OIC had been approved by the Accounts Commission and was published on 14 December 2017. The report recognised that community planning arrangements and the engagement of partners had improved, but suggested the Partnership had been slow to make progress since the restructure. Gillian said she was pleased with the overall message and thanked partners for their feedback during the audit. A piece of work will be carried out to address the recommendations of the report and a paper will be brought back to a future meeting. <u>Action: GM/AFW/ML</u>		
16	Joint Resourcing Plan	Anna Whelan	To present Plan and consider report
16.1	Anna Whelan presented the Joint Resourcing Plan. Part 1 of the plan illustrated the budgeted revenue expenditure of members of the Board for 2017-18 as well as capital expenditure which members of the Board had committed for 2017-18. Part 2 of the plan listed the resources, in cash and kind, associated with each of the projects being undertaken or overseen by the Delivery Groups. This is effectively an expansion of the 'lead partner(s)' column in the action plans of the three Delivery Groups. Members noted there is no expectation that the lead partner will contribute the majority of the resource required for a specific project as their role may be to manage the project or raise funds from external sources. The Board approved the Plan.		

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16.2	It was agreed to continue to fund the Community Planning Business Manager post in 2018-19 in accordance with the pro rata shares set out in paragraph 13 of the report, subject to NHS Orkney and Police Scotland agreement. As neither organisation was represented at the meeting Anna would follow this up with them.		<u>Action: AFW</u>
17	Any Other Business		
17.1	There was no other business.		
18	Date of next meeting 19 March 2018 at 14:00	Chair	

The meeting closed at 13:00

Annex – Scottish Fire and Rescue Service

ML/AFW
201217

The need to transform – changing risk

- SFRS is Scotland's insurance policy
- We will still do what we do today, but must adapt to meet new risks
- Continued reduction in fires, but increase in:



Safety. Teamwork. Respect. Innovation.



The need to transform – delivery model

- Delivery model served us well, but designed for risks of 70 years ago
 - Resources no longer aligned to fire incident profile
 - Limitations on moving resource to where need is greatest
 - Crews available at wrong time to conduct vital preventative work
 - RDS requires a stronger delivery model
 - Limited use of new technologies
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- More agile enabling services required to support frontline

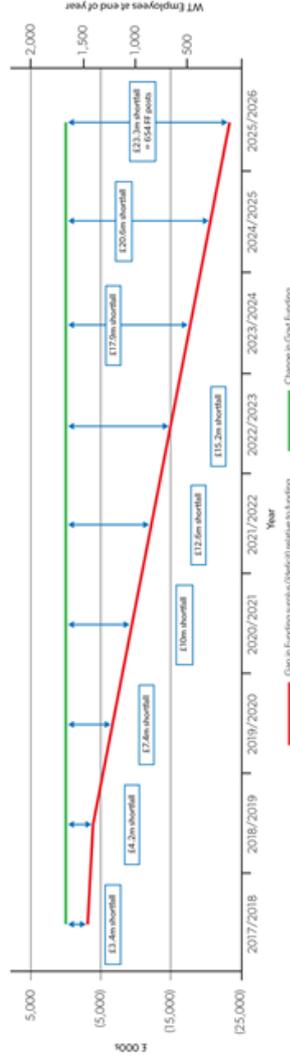
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The need to transform – financial imperative

- SFRS still making case for required funding
- Recognise fiscal challenges - no guarantee of extra money
- Transformation will release efficiencies to deliver more
- Current model unsustainable beyond 17/18

FLAT CASH, NO INFLATIONARY INCREASE FOR PAY OR OTHER COSTS



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Planned and safe



Safety. Teamwork. Respect. Innovation.

The future firefighter

Doing so much more to protect the people of Scotland

- Firefighting
- Wider prevention role
- Road traffic collisions
- Responding to acts of terrorism
- Road safety
- Rail/air transport incidents
- Chemical spillages
- Water rescue
- Severe weather response
- Rope rescue
- Urban search and rescue
- Out of hospital cardiac arrest
- Humanitarian rescue
- Safety in the home



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The future firefighter

- Not proposing a 'pay increase'
- Proposing new recognition package, in return for transforming Service and role
- Will negotiate with firefighters who will be asked to accept:
 - new T&Cs linked to significantly wider role and responsibilities
 - new duty patterns where appropriate, & more flexible working practices
 - adoption of new technologies
- Circa four year programme and recognition deal



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Failure to transform – real risk

- Model unsustainable beyond 17/18 – frontline service cuts
- Rural communities at risk from failure to strengthen RDS
- No coherent concept of response to terrorist attack
- Unable to extend life-saving emergency medical response
- No demand-reduction in health and social care
- Limitations on vital prevention, education and intervention role



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Listen and engage

- Extensive listening exercise with public, staff and stakeholders
- Full public consultation in the coming months
- Committed to delivering in partnership
- Views, ideas and insight will help shape delivery

Seeking your support for change



Safety. Teamwork. Respect. Innovation.