



THE EDINBURGH PARTNERSHIP

Edinburgh Partnership - Board Operating Model

1. Executive Summary

- 1.1 The Edinburgh Partnership Board, at its meeting on 4 April 2019, agreed a new governance model. The need to shift to a different way of working was central to this arrangement. This included an aspiration to change the way the Board operated to allow for a greater focus on action and strengthening of the business processes.
- 1.2 This paper outlines options for a new operating model for the consideration of the Board.

2. Recommendations

- 2.1 The Board is recommended to:
- i. agree the new approach to the format of meetings and proposed standard agenda as set out in paragraph 3.4;
 - ii. decide on the issues for inclusion in the forward work programme from the suggestions identified in 3.5 and 3.6;
 - iii. agree the agenda planning proposals set out in paragraph 3.7;
 - iv. agree to the introduction of a rolling action log as a standard agenda item; and
 - v. agree the simplified report template.

3. Main Report

- 3.1 The Edinburgh Partnership Board, through the review process, identified an aspiration to operate differently. The Board wanted to move away from simply being an information sharing and planning space to one focused on joint decision making that drives action through collaboration and deliberation and the sharing of resources to improve citizen outcomes.
- 3.2 Set out below are mechanisms whereby the Board can achieve this shift covering a range of businesses processes. This has been informed by feedback from Board members.
- 3.3 Currently meetings follow a standard business agenda with input as relevant from external stakeholders on individual initiatives or programmes of work. The

content is driven by the work programme and specific requests being made to bring something to the Board. The Board had expressed an aspiration for greater forward planning to ensure significant issues were considered and addressed. Within this there was also a desire to hear from a greater range of participants, particularly those directly affected by an issue, to help inform the discussion and agreed action. To accommodate this, it is proposed to format the meetings differently, by having a business section to the agenda followed by thematic issue-based discussions where solutions/decisions are required.

- 3.4 For the business section, only those matters that require a decision by the Board will be considered. This should include a clear focus on delivery of the priorities already agreed by the Board including the community plan and locality improvement plans. The second part of the agenda will enable a broader range of experts to be invited to discuss an issue in depth. It will also enable the right people with appropriate authority on a given matter to attend to ensure action is taken forward. Members that responded to a recent survey agreed with this approach. Matters for information only would be addressed as part of the communications strategy but the agenda would include a section identifying matters which would be for noting unless a member considers further discussion is required. The matter could then be considered at a future meeting. A sample agenda using this format is included as Appendix 1 for the agreement of the Board.
- 3.5 Members were asked to consider what matters should be considered using this new format, recognising that any matter should require action on behalf of the Board. The feedback from respondents was as follows:
- Public health reform – agreed by majority.
 - Poverty commission – agreed by majority but suggested reframed as poverty reduction.
 - City region deal – agreed by majority.
 - Circular economy – agreed by majority and suggested reframed to ‘addressing climate change’.
 - Rape crisis support – There was no clear position on this issue with one respondent questioning the specificity of the issue.
 - Mediation support – There was no clear position on this issue with one respondent questioning the specificity of the issue.
- 3.6 Other areas identified for consideration covered sustainability, tourism, transport, social care capacity, Brexit/economy and affordable housing. In considering the matters to include in the forward work programme, recognition should be given to determining a set of criteria for what is a priority requiring attention. The test applied in developing the LOIP can be used as a starting point in that the matter:



- can only be addressed through partnership working;
- is a thorny issue; and
- tackles poverty and inequality.

In addition, consideration should be given to the impact of the matter on the strategic plans the Board is responsible for and whether it requires a Board decision. The Board is asked to agree the matters it would like to see included in the forward work programme on this basis.

- 3.7 Currently the agenda planning for the Board is officer led, formerly carried out by the Lead Officers Group and now by the Community Planning Support Group. To shift to the Board taking ownership of the agenda it is proposed to introduce a new model of business planning as shown in Appendix 2 with the support of the lead officer and the secretariat.
- 3.8 The model recognises the need to provide members with greater time to consider Board papers shifting from a one week to two week issuing schedule. It also allows for the introduction of action tracking, a current area of weakness in the management of the Board meetings. To strengthen this aspect further, in addition to the action sheet issued post the Board meeting, it is proposed to introduce a rolling action log for consideration at each meeting. This will allow for progress on agreed actions to be tracked and reported back to the Board within agreed timescales. Work has been carried out to review previous Board meetings and an initial action log produced of outstanding items. This is included as Appendix 3. These actions will be factored in to future Board meeting agendas.
- 3.9 Papers for this meeting have been produced using a revised report template. The sections have been simplified and the grid identifying the impact of the report on a range of issues, such as sustainability and prevention, removed. In the absence of any guidance, this grid box had become simply a tick box exercise for report authors and was not used meaningfully to inform discussion. In moving away from this template, report authors will be encouraged to highlight within the body of the report any significant issues it contributes to enabling these to be considered as appropriate.

4. Contact

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Meeting Wednesday, 18 December 2019

Time 3.00 pm to 5.00 pm

Venue Main Council Chamber - City Chambers

Edinburgh Partnership Board

Pages

Business

- Item 1
- Item 2
- Item 3

Themed Discussion

- Item for discussion

For Information

- For information



THE EDINBURGH PARTNERSHIP

Edinburgh Partnership – Key Dates for Board Cycle 2020					
CALL IN FOR AGENDA ITEMS FROM BOARD MEMBERS	AGENDA PLANNING MEETING WITH CHAIR AND VICE CHAIR (SIX WEEKS PRIOR TO EP BOARD)	PAPERS PUBLISHED (TWO WEEKS BEFORE EP BOARD)	BOARD MEETING DATE	ACTION SHEET OF MEETING PUBLISHED (ONE WEEK AFTER EP BOARD)	MEETING WITH CHAIR AND VICE CHAIR (TWO WEEKS AFTER EP BOARD)
28 January 2020	4 February 2020	3 March 2020	Tuesday 17 March 2020 2pm-4pm	24 March 2020	31 March 2020
15 April 2020	22 April 2020	27 May 2020	Wednesday 3 June 2020 3pm-5pm	10 June 2020	17 June 2020



EDINBURGH PARTNERSHIP BOARD ACTION TRACKER

No	Meeting Date	Item	Action	Lead	Due for Completion	Comment
3	7/6/18	Community Safety – Motorbike Crime	Progress report to be provided in one year.		June 2019	
4	7/6/18	Looked After Children	A discussion on looked after children to be scheduled for a future meeting.		Unspecified	
5	30/10/18	Scotland's Charter for a Tobacco-free Generation	Data and case studies to be shared with the Board by ASH Scotland to support promotion of the Charter within each agency. A further report on how the EP might take this forward to be provided for consideration at a future meeting.	Colin Beck/Sheila Duffy	Unspecified	
7	30/10/18	Community Plan	To convene an exploratory session, led by the University of Edinburgh, to consider data sets held by public and private sectors and to discuss how these could be used to determine how patterns of inequality emerge.		Unspecified	

10	6/12/18	Scotland's Charter for a Tobacco-Free Generation	<p>To commit to signing up to the Charter for a Tobacco-Free Generation with the Edinburgh Alcohol and Drug Partnership to lead on work to identify the actions and resources needed to meet the requirements of the Charter, via a working group, and to report these back to the Board for approval.</p> <p>To provide a progress report to the March 19 Board meeting.</p>		March 19	
13	19/3/19	Non-Beverage Alcohol Misuse	<p>The issue to be raised at the Inclusive Edinburgh Board which includes Police Scotland, NHS Lothian, City of Edinburgh Council and third sector representatives from addiction services to assess where risks lay and how various agencies interacted with the group.</p> <p>To contact COSLA concerning their work on groups without recourse to public funds and add the experience of non-beverage alcohol misuse experiences</p>	Colin Beck, Edinburgh Health and Social Care Partnership	Unspecified	

			<p>in Edinburgh as part of the discussion.</p> <p>To convene a meeting with the Polish community in Edinburgh, Hibernian Football Club and relevant partners to explore synergies and possible ways to address non-alcohol beverage misuse.</p> <p>NHS Lothian to review hand gels provided in its properties to establish if there was an alternative alcohol-free produce which could be used.</p>			
14	11/6/19	Thrive Edinburgh: Improving the Mental Health and Wellbeing of Edinburgh's citizens.	To receive a further report in February 2020, following the conference, with proposed actions for the Edinburgh Partnership and requests for partners.	Linda Irvine Fitzpatrick, Edinburgh Health and Social Care Partnership	February 20	