

Notebook 2: How to be an Effective CPP Board and Board Member

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1. Introduction

About the notebooks

This is the second in a series of two notebooks, designed by the Improvement Service in consultation with CPPs, to provide you with the information, support and guidance that you need to effectively fulfil your role as a CPP Board member. This notebook covers what the CPP Board, and what you in your role as a CPP Board member, needs to do to be effective. It will help you understand:

- the roles and responsibilities of a CPP Board and individual Board members; and
- what it means to be on a CPP Board, including the skills and behaviours required.

There is also a checklist to support the notebooks, which provides an aide memoire of the key points covered.

2. Roles and Responsibilities of a CPP Board

Purpose

A CPP Board is ultimately responsible for providing the strategic direction for the partnership and progressing community planning at a strategic and local level. Board members need to work together to ensure that local services are designed and resources (including community and third sector resources) are deployed in ways which will achieve an agreed set of outcomes for the communities in their local authority area, which focus on reducing inequality.

Some CPPs have a Board and Executive structure (or equivalent) in place, with the Board governing the partnership and the Executive Group managing the partnership. Other CPPs have a single management oversight structure in place (e.g. a Management Group) which is the final approval and scrutiny body for the partnership and is responsible for agreeing the joint priorities for community planning and the resources required for delivery. For ease of reference, we will use the term CPP Board member throughout this notebook to cover Board, Management Group or equivalent members.

The purpose of a CPP Board can be summarised in three dimensions: Clear Vision; Right Purpose; and Effective Governance and Accountability.

A. Clear Vision



SPOTLIGHT

“CPPs need to use local data to help set relevant, targeted priorities for improvement that will address inequalities within specific communities”.

“CPPs should strengthen the effectiveness of the leadership, challenge and scrutiny role at CPP board leveland ensure that local community planning arrangements are clear about who is responsible for agreeing the priorities of the CPP and SOA, allocating resources and coordinating activity, implementing activity and scrutinising performance and holding partners and others to account for their performance”.

Audit Scotland, Community Planning: Turning Ambition into Action, November 2014

CPP Board members should, and must be, influential in setting and agreeing the vision and strategic direction of the CPP. The CPP Board needs to agree the vision, outcomes and priorities for the partnership based on good evidence of local conditions and needs, so resources can be allocated appropriately and progress monitored. It is the Board's role to agree a strategy for achieving the vision and improvements on the CPP's shared outcomes and communicating this clearly to everyone involved.

Under the Community Empowerment (Scotland) Act 2015, CPPs are required to prepare and publish a local outcomes improvement plan (LOIP) which sets out the local outcomes the CPP prioritises for improvement. CPPs must also prepare and publish locality plans to improve outcomes on agreed priorities for those geographical areas that have communities that experience the poorest outcomes.

This process of prioritisation, as part of vision setting, requires the CPP Board to demonstrate strong leadership. The statutory guidance on community planning identifies the following expectations around shared leadership:

- Partners demonstrate collective ownership, leadership and strategic direction of community planning.
- Partners use their shared leadership role to ensure the CPP sets an ambitious vision with and for local communities; the CPP involves all partners and resources that can contribute towards delivering on that vision; and that partners deliver on it.
- The CPP is clear about how it works with public service reform programmes (including health and social care integration and community justice reforms).

Here is a link to the Final Guidance: <http://www.gov.scot/Resource/0051/00512027.pdf>

B. Right Resources

With clear outcomes, objectives and priorities, getting the appropriate resources (people, finance, assets) in place to deliver them is the next logical step.

Audit Scotland's November 2014 report 'Community Planning – Turning Ambition into Action' highlighted a need across CPPs to develop a joint and outcome focused approach to resourcing. It is important to be clear from the outset that the focus for CPPs should be on resources and not just budgets. Resources include staff, skills, buildings, information, data and other assets, as well as budgets.

CPPs should be expected to draw upon the totality of partner resources, together with those of the third and private sectors and local communities, to improve local outcomes for communities.

The Community Empowerment (Scotland) Act 2015 places specific duties on statutory partner bodies to contribute such funds, staff and other resources as the CPP considers appropriate to improve local outcomes in the LOIP and to secure the participation of community bodies in community planning.

As a CPP Board member, you will need to have a good overview of what resources (people, finance, assets etc.) are deployed locally by individual partner organisations,

the third and private sectors and communities themselves. You will have a role to scrutinise how partners are directing and deploying resources (people, finance, assets etc.) to reduce inequalities in outcomes. You should also be thinking about how the CPP makes the most of communities as a resource as well as building the capacity of communities to support them to improve their own life outcomes. Consideration should be given to how the CPP involves communities in:

- understanding and prioritising needs;
- deciding how to respond to these needs; and
- testing the effectiveness of approaches deployed to respond to these needs.



TIPS

The following basic questions may be useful to ask when scrutinising how resources are used:

- Are we getting the most out of existing resources?
- Will the way we currently deploy resources support improvements in outcomes and reduce inequalities?
- Should we still be using the resources the way we are or can we use them differently?
- Should resources be realigned by partners, if necessary to other partners, to achieve better outcomes in the most deprived areas?
- Can we find more resources?

Once decisions are taken about how the collective resources of the CPP should be used, it would be the role of the Executive Group (or equivalent) and individual partner organisations to ensure the effective and efficient deployment of those resources and **the role of the CPP Board to monitor the usage of resources and ensure they are being used effectively to deliver improvement on the CPP's shared outcomes.**

C. Effective Governance and Accountability

Currently, no CPP has established themselves as a legally distinct corporate body and therefore the CPP Board is quite distinct from other Boards (e.g. Board of an Arm's Length Organisation, Charitable Trust Board etc.) as the Board cannot mandate partners – the CPP Board needs to rely instead on its ability to influence partners.



SPOTLIGHT

Governance and Accountability

- *The CPP and its partners apply effective challenge and scrutiny in community planning, built on mutual trust, a shared and ambitious commitment to continuous improvement, and a culture that promotes and accepts challenge among partners.*
- *The CPP and partners can demonstrate, including to local communities through annual progress reports, how they are working effectively in partnership to improve outcomes as part of how they are held to account.*

Scottish Government, Community Empowerment (Scotland) Act 2015, Part 2 Community Planning Guidance December 2016

Statutory public sector partners will be answerable for how they support community planning as part of their existing accountability arrangements (for example, local authorities will be accountable to elected members, the Health Board and Non-Departmental Public Bodies will be accountable to Ministers etc.)

Running the CPP and making sure it works effectively is now a **shared enterprise**. The Community Empowerment (Scotland) Act 2015 requires all statutory community planning partners to cooperate with each other in community planning. The Act also introduces duties to support shared leadership and collective governance of the CPP on **named governance partners** - the local authority, NHS board, Scottish Enterprise/ Highland and Islands Enterprise, Police Scotland and the Scottish Fire and Rescue Service. These duties include facilitating community planning and taking all reasonable steps to ensure the CPP conducts its functions effectively and efficiently. The supporting guidance also highlights the following expectations around the principle of governance and accountability:

- The CPP understands what effective community planning requires, and the improvement needs for it and its partners.
- The CPP and its partners apply effective challenge and scrutiny in community planning, built on mutual trust, a shared and ambitious commitment to continuous improvement, and a culture that promotes and accepts challenge among partners.
- The CPP organises itself in an effective way, which provides platforms for strong strategic decision-making and action, and effective scrutiny and challenge.
- The CPPs and partners can demonstrate, including to local communities through annual progress reports, how they are working effectively in partnership to improve outcomes as part of how they are held to account.

Attributes of effective governance



SPOTLIGHT

Strong governance and accountability from CPPs and Community Planning Partners

“Each CPP must put in place administrative structures and operational arrangements which support effective and efficient community planning. How CPPs do this (e.g. with thematic and/or area sub-groups; in how they build locality planning into their arrangements) is for the CPP to decide for themselves.”

Scottish Government, Community Empowerment (Scotland) Act 2015, Part 2 Community Planning Guidance December 2016

In keeping with expectations of good governance that apply to other organisations, the governance of a CPP should promote good **internal accountability** between individual partners and good external accountability to relevant stakeholders, service users and local communities.

Partnerships should create an environment in which the partners can positively challenge each other about how they are working together to improve outcomes for local people and communities. Equally, the CPP should be open to scrutiny from individual partners, relevant external stakeholders, service users and local communities in relation to how effective and efficient it is in achieving its outcomes. **For example, how are you held to account by your organisation for the decisions you take as part of the CPP Board?** The performance of the CPP should be reported back to your organisation in a structured and cyclical manner rather than in a partial or ad hoc manner. Creating and maintaining such lines of accountability are critical to delivering good governance for the CPP.



WHAT NEEDS TO BE IN PLACE TO ENABLE ME TO SCRUTINISE HOW WELL THE CPP IS PERFORMING?

- The CPP should have a strong area profile setting out trends and patterns of outcomes and variations across and between communities.
- Key performance indicators should be identified which will help the CPP measure the impact of its work and ultimately progress towards expected outcomes.
- The CPP should establish clear criteria against which its performance will be monitored, which will focus on the effectiveness of its collaborative activities.
- A baseline of information of current performance should be provided for key performance indicators, to enable progress to be tracked over time.
- Jointly agreed targets should be set for these indicators, which are challenging but achievable, along with timescales for achieving these targets. Board members should be assured that targets are relevant to the outcomes the CPP is seeking to achieve, are realistic but stretch the performance of the partnership and will not result in people unnecessarily chasing targets at the expense of the outcomes the CPP is ultimately trying to achieve.
- Performance should be reported regularly to the CPP Board and individual partners for scrutiny and challenge.
- Performance information should be used to improve the planning of services to support the CPP's outcomes, the monitoring and evaluation of progress against the outcomes, and it should help to influence resource allocation while steering partner activity in the right direction to support success against the partnership's outcomes.

Effective governance is ultimately about how well your partnership performs – i.e. can the CPP demonstrate it is making a difference, reducing inequalities in outcomes and using its collective resources to get the maximum benefit for communities? It is vital that the CPP takes responsibility for its own performance and improvement. Whilst external scrutiny of both the CPP and the contribution each public sector partner is making to community planning (public sector partners' annual performance audit) can play an important role, it is critical that the CPP and its partners have a high level of self-awareness as to how they need to perform and govern if they are to be truly effective in fulfilling their ambition, understanding where they are now and where they need to improve to fulfil these expectations

Self-assessment is fundamental to this and the Improvement Service has developed self-assessment tools to support a CPP to critically review its 'fitness for purpose' in achieving shared outcomes and then develop an improvement plan to address areas identified for improvement. Further information on these self-assessment checklists is available in section 5.

As a CPP Board member, you have a critical role to play in scrutinising and monitoring how well delivery is taking place, how effectively and efficiently resources are being used and whether outcomes are improving and the priorities of the partnership are being achieved. To assist you in your scrutiny role, the Community Planning Outcomes Profile has been developed to support Community Planning Partnerships to meet their duties under the new Community Empowerment (Scotland) Act 2015. The tool brings together measures of outcomes and inequality for all 32 CPPs within one profile — at partnership and locality level — and shows how they change over time.

Risk management

Another key aspect of effective governance is the management of risk. The CPP Board should discuss and agree what potential risks the partnership is exposed to and develop a risk management strategy to manage these risks appropriately, including any mitigating actions for each identifiable risk to the success of the partnership. The CPP Board should then regularly monitor these risks and any corrective action taken to deal with them should they transpire. Risk management should not mean that all risks are avoided by the CPP but simply that they are identified and managed appropriately by the CPP Board and relevant individual partners.

Personal conduct and behaviour

Finally, as part of good governance, there are also matters of personal conduct and behaviour, and you should exercise leadership by behaving in ways that exemplify high standards of conduct and effective governance. CPP Board members need to work together to achieve a common purpose with clearly defined functions and roles. The CPP may have a code of conduct in place and/or there may be codes in place that relate to individual Board members, e.g. The Councillor's Code of Conduct. Some CPPs have embedded the [Nolan Principles](#) (7 principles of public life) in their own operating arrangements. These principles apply to anyone who is elected or appointed to public office and who are employed in all sectors that deliver public services. The seven principles outline the behaviours expected in relation to selflessness, integrity, objectivity, accountability, openness, honesty and leadership.

Summary of statutory duties and what this means for the CPP Board

CPP Boards should review their existing remit or terms of reference against the statutory duties introduced by the Community Empowerment (Scotland) Act 2015. The bullet points in the column ‘What this means for a CPP Board’ are extracts from the Partnership Checklist for Local Outcomes Improvement Plan Development.

Roles and Responsibilities (Statutory Duties for a CPP)	What this means for a CPP Board
<p>The LOIP is clearly based on evidence and analysis of the area and its communities (geographical and communities of interest), variations in outcomes between communities and the communities and outcomes where improvement is a priority.</p>	<ul style="list-style-type: none"> • Ensuring the CPP uses different partners’ data sources and expertise and the results of community engagement to develop an understanding of the distribution of positive and negative outcomes across its area.
<p>The Partnership has clearly identified and articulated where partnership working adds value and can genuinely improve outcomes (e.g. by focusing on a small number of complex and deep-rooted challenges which require collective action).</p>	<ul style="list-style-type: none"> • Ensuring the CPP has a vision, strategic direction and shared outcomes which partners are committed to. • Ensuring partners understand their respective responsibilities for achieving the shared outcomes. • Ensuring CPPs focus their collective activity on where they make the biggest difference to local people, tackling inequalities in outcomes.

**Roles and Responsibilities
(Statutory Duties for a
CPP)**

What this means for a CPP Board

The Partnership is clear about the resources (funds, skills and other resources) necessary to deliver the planned improvements and how they will be provided by statutory partners.

- Ensuring partners agree their respective roles and responsibilities in relation to delivering outcomes.
- Ensuring partners have prioritised the key activities that will make the greatest contribution to improving outcomes, particularly in relation to inequalities in outcomes for specific areas.
- Ensuring partners deploy public resources in ways that will have most impact in targeting inequalities in outcomes.
- Ensuring the CPP has an understanding of ‘what works’ in terms of service redesign and interventions to achieve improvements in outcomes for its most disadvantaged communities.
- Ensuring employees in partner organisations are empowered and have the necessary skills and capacity to support the delivery of improved outcomes.
- Ensuring the CPP has appropriate structures and processes to support effective decision making.
- Ensuring the CPP knows what resources (people, assets, finance) are deployed locally.
- Ensuring the CPP has a mechanism in place for partners to realign resources, if necessary to other partners, in order to achieve better outcomes in the most deprived areas.
- Ensuring the CPP has a mechanism to involve the third sector, private sector and local communities in delivering a shared approach for achieving outcomes.
- Ensuring the CPP makes the most of communities as a resource – e.g. in understanding and prioritising need, deciding how to respond to need and testing the effectiveness of approaches deployed to respond to need.
- Ensuring the CPP builds the capacity of communities to support them to improve their own life outcomes.

**Roles and Responsibilities
(Statutory Duties for a
CPP)**

What this means for a CPP Board

The Partnership has identified smaller areas within the local authority area which experience the poorest outcomes and has developed locality plans to improve outcomes on agreed priorities for these communities.

- Ensuring the CPP uses different partners' data sources and expertise and the results of community engagement to identify communities that experience the poorest outcomes.
- Ensuring CPPs focus their collective activity on where they make the biggest difference to local people, tackling inequalities in outcomes.
- Ensuring partners understand their respective responsibilities for delivering the locality plans.

The long term improvements in outcomes that the Partnership is seeking to achieve over the next decade are supported by intermediate outcomes, indicators and targets against which progress can be measured in the short and medium term.

- Ensuring the long term improvements in outcomes that the CPP is seeking to achieve (as set out in the LOIP and locality plans) are supported by intermediate outcomes, indicators and targets against which progress can be measured in the short and medium term.

The Partnership is clear about scrutiny, performance and accountability arrangements for the LOIP, including the role of the CPP Board, the role of partners' own corporate governance arrangements and the role of communities and community organisations in scrutiny and performance.

- Ensuring the CPP has an efficient and robust performance framework in place for recording progress made against outcomes.
- Ensuring the CPP Board actively uses performance information to facilitate constructive strategic discussion and, where required, to instigate corrective action in order to address under-performance against targets.
- Ensuring the CPP has effective arrangements in place to measure its impact.

Partners can demonstrate, in particular to local communities, how they are working effectively in partnership to improve outcomes.

- Ensuring CPPs use performance information to assess whether progress is being made against the outcomes in the LOIP and locality plans and whether it has been effective in securing participation from communities to enable them to contribute to the process.

**Roles and Responsibilities
(Statutory Duties for a
CPP)**

What this means for a CPP Board

The Partnership is clear about which community bodies in its area can contribute to community planning and actively develop capacity within public services and across communities experiencing poorer outcomes to enable them to participate effectively.

- Ensuring the CPP has effective engagement and communication mechanisms.
 - Ensuring a mechanism is in place for feedback to influence outcomes and the delivery of activities.
 - Ensuring community bodies which represent those communities experiencing socio-economic disadvantage are involved in community planning and contributing funds, staff or other resources to secure their participation.
 - Ensuring the partnership embraces the principles of co-production aiming to combine the mutual strengths and capacities of all partners.
 - Ensuring that communities have access to the information and evidence they might need to enable them to form views about where improvement is necessary or desirable.
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3. What needs to be in place to ensure a CPP Board operates well?



CPP BOARD MEMBER SPOTLIGHT

“Working collaboratively to achieve shared outcomes is a critical task for CPP Board members, due to the complex economic, social and physical environments in which our organisations are operating. We’re faced with tight public sector finances, increasing demands on services, rising customer expectations, shared services and the commitments we’ve set out in our SOAs. Collaborative working enables us to tackle the wicked issues that cut across our organisational boundaries and are too big to be tackled by one organisation alone”.

Factors that need to be in place to ensure a CPP Board operates effectively

Much has been written about the factors that need to be in place to encourage collaborative working between partner organisations. Based on the findings of such work, the areas that you may wish to consider as a CPP Board member, to ensure that the CPP operates as effectively and efficiently as possible, are detailed below:

- **Identifying the right partners with clear roles**

Key to the success of the CPP Board will be ensuring that the right partners are involved - both statutory and non-statutory. The Board also needs to ensure that partners involve the right individuals on the Board who can act and make decisions on behalf of their organisation. If the CPP Board is to become a ‘true’ decision making body, it may require partners to look at their own operating, governance and structural arrangements as CPP Board members may not be able to make decisions on some issues on behalf of their organisation at a CPP Board meeting as they would need to get approval through their lines of accountability.

The Board also needs to ensure that each Board member has a clearly defined role within the partnership. In this sense, think of the Board as a team – in any well-functioning team the roles of team members are clearly defined and understood. By defining the role of each Board member you create clarity for all partners and the basis for a clear understanding of what each Board member must do to ensure the partnership succeeds. It will also be important that each Board member has an outward looking perspective which enables them to see beyond the boundaries of their own organisation.



SUMMARY - EXPECTATIONS FOR A CPP BOARD AND BOARD MEMBERS

- The CPP Board needs to ensure that the right statutory and non-statutory partners are represented.
- The CPP Board needs to maintain the commitment and involvement of the full range of partners.
- The CPP Board needs to ensure that the CPP brings about additional benefits which could not be achieved by the individual partners operating on their own.
- The CPP Board should delegate responsibility for activities to the individual partners or groups of partners (e.g. thematic groups) that are best placed to progress them.
- The CPP Board needs to ensure that effective engagement with communities is at the heart of its approach to Community Planning.
- The CPP Board needs to ensure that it has effective mechanisms in place for partners to engage in open and continuous communication.
- CPP Board members need to respect the diversity and value base of other Board members and make a concerted effort to understand their organisational cultures, terminology and language.
- CPP Board members need to ensure that the LOIP is the focal point for the joint planning, resourcing, design and delivery of local services that focus on reducing inequalities in outcomes.
- CPP Board members should ensure that employees at all levels across partner organisations are empowered and given the space to be creative to come up with alternative working practices that will help to improve outcomes for the CPP area's most disadvantaged individuals and communities.
- CPP Board members need to be committed to work through problems collaboratively with a strong solutions focus.

- **Maintaining commitment and involvement**

There is a risk that some partners may become detached and disengaged from the CPP if they do not feel that they are making an important contribution to the work of the CPP. It is unrealistic to expect all partners to make identical or equal contributions as the contribution they can make will be dependent on the scale of the organisation and the resources they have available. However, issues of power, influence and inequality can be tackled through open discussion and honesty between partners.

- **Building trust and overcoming cultural differences**

Building trust and goodwill between partners is a critically important ingredient in the success of a partnership, but it can often be one of the most difficult challenges facing partners. It is important to recognise that it takes time to build trust and that it develops and strengthens over time. For example, the different cultures and values of partner organisations can create the potential for tension and conflict, which may result in CPP Board members having different views and perspectives. Respecting the diversity and value base of others is crucially important, as is understanding other partners' cultures, terminology and language.

- **Working Collaboratively**

CPP Boards need to ensure that the CPP brings about additional benefits which could not be achieved by the individual partners operating on their own. This is frequently referred to as the 'added value' of partnership working or the 'collaborative gain'. This means that by working together the sum of the parts of the partners is greater than the sum of their respective individual contributions. For CPPs, the 'collaborative gain' is ultimately improved outcomes for the CPP's most disadvantaged individuals and communities, which could not be achieved by any one partner acting alone.

- **Undertaking joint planning, design and delivery**

CPP Board members need to ensure that the LOIP is the focal point for the joint planning, resourcing, design and delivery of local services that focus on reducing inequalities in outcomes between individuals and communities. The alignment of processes (e.g. business planning, budget planning) and performance management frameworks across partners will be imperative for the joint design and delivery of local services.

- **Delegating lead responsibility for activities**

The CPP Board should delegate responsibility for activities to the individual partners or groups of partners (e.g. thematic/ partnership groups) that are best placed to progress them. The Board should define the level of authority being given to the partner or thematic group to progress the activity, along with a deadline. For example, is a partner or thematic group being given authority to take action on behalf of the CPP or should they develop some options and report back to the full partnership for discussion before any action is taken?

- **Making timely decisions**

Progress can be hindered within a partnership if partners do not have sufficient authority to commit their organisation to major decisions and they have to take the decision back to their organisation to be considered and endorsed. To give partners adequate time to evaluate the implications of major decisions for their organisation and to potentially seek the appropriate legal and financial advice, the CPP should plan its activities so that it knows well in advance when decisions with significant policy or financial implications will need to be made. By simply effectively planning the 'work programme' of the CPP and planning its decision making cycle such problems can be overcome and all partners can proceed without fear that they are overstepping their legal or other authority.

- **Involving local communities**

The Community Empowerment (Scotland) Act 2015 requires CPPs to take all reasonable steps to secure the involvement in community planning of any community body which it considers is likely to be able to contribute to it. CPPs must in particular have regard to community bodies which represent those communities experiencing socio-economic disadvantage and statutory partner bodies must contribute funds, staff or other resources to secure that participation.

The CPP Board needs to ensure that effective engagement and participation with communities is at the heart of their approach to Community Planning and The [National Standards for Community Engagement](#) (see diagram below) provide guidance to CPPs as to how this should be undertaken

For CPPs, community could mean a community linked to a place or locality or a community of interest, such as young people. Increasing the engagement and participation of local people and communities in the decision making of the CPP, and the achievement of local outcomes, will help to strengthen the governance and democratic accountability of local public services to their communities and ensure **the community is at the forefront in Community Planning**. Information from engagement needs to feed in to the planning and delivery of public services, making them more responsive to the needs of users and communities. Partners should work together to coordinate community engagement activity and to respond collectively to the findings.

National Standards for Community Engagement



- **Empowering and learning from those on the front line**

CPP Board members should be encouraged to adopt a devolved, distributed leadership style that helps build capacity in others to generate ideas and contribute to collaborative work at the operational level. Employees at all levels within partner organisations need to be empowered and given the space to be creative to come up with alternative working practices that will help to support improvements in outcomes for the CPP area's most disadvantaged individuals and communities. Very often front-line employees and professionals are constrained by the systems and processes within which they operate to be able to truly change practices and approaches. Partners should therefore invest time in empowering their employees and addressing barriers - be it cultural, leadership, system, process etc. - that get in the way.

- **Ensuring effective communication**

The CPP Board needs to ensure that it has effective mechanisms in place for partners to engage in open and continuous communication. CPP Board members should recognise the need to keep each other informed in connecting up the work of their organisations and ensure that there is clear and consistent communication, consciously avoiding language which may be specific to their own organisation.

- **Dealing with conflict and conflicts of interest**

From time to time, individual partners may be in disagreement over particular courses of action being taken by the CPP Board, or one partner may dispute the actions of the CPP Board. If not addressed, such disagreements and disputes can linger and grow, and get in the way of the CPP progressing its priorities and activities. Thus, there needs to be a shared commitment in place by partners to work through problems collaboratively with a strong solutions focus.

Pro-actively addressing issues and conflict as they arise will mitigate the damage to the partnership and the relationship between individual partners, or between a partner and the CPP. It is even possible that a partnership can be strengthened if partners in dispute actively engage in a conflict resolution process. For example, this would involve them engaging in a process that supports their shared interests, building on their areas of agreement, and moving past the emotional positions that support the conflict. It is therefore important that the CPP Board has a resolution mechanism in place to address any conflicts that may arise between individual partners or between a partner and the CPP Board.

There may well be specific guidance for the CPP Board in terms of how conflicts of interest (e.g. where the CPP Board member has an interest in an item under discussion that may influence their role in the discussion and any decision made) should be handled. Certainly, if you are an elected member, this is covered in the Councillors' Code of Conduct and Board members of devolved public bodies are subject to a statutory Code of Conduct.

In the absence of any specific guidance in your CPP, then any conflict of interest (perceived, potential or real) should be discussed in advance of the board meeting, probably with the secretary to the board or the Chair; you should also discuss it with them if you are in any doubt. A decision can then be taken in terms of what to record, what to make known to the Board and how you should contribute to any

discussion/decision, if at all. Declaration and appropriate handling of any conflicts of interest is not only an important area for you to get right in terms of good corporate governance, it is also an area that the press seems routinely to take an interest in.

So the more open and transparent are the declarations, with an appropriate audit trail of those declarations, decisions and actions, then the more it will help the press differentiate fact from rumour or gossip.

4. Roles, Skills and Behaviours of Individual CPP Board Members

Roles and responsibilities

There are a number of roles and responsibilities that CPP Board members need to fulfil, to enable the CPP Board to deliver its vision and strategic direction. These include (please note that some of these will be less relevant to community representatives):

- Supporting community planning and making it core to your approach to leading and/or managing your organisation.
- Being clear about how community planning can help your organisation improve outcomes for which it is responsible, by using collective resources to tackle often deep-rooted local priorities.
- Being clear about how your organisation can work in ways which support improvements in local priorities over and above outcomes for which it is responsible (e.g. through the training and employment opportunities it offers local residents; through its procurement practices).
- Ensuring that you have the authority and are empowered by your organisation to provide both strategic and resource commitment from your organisation to the CPP as appropriate.
- Ensuring the partnership's outcomes are reflected clearly in the strategic and operational plans of your organisation.
- Ensuring the partnership's outcomes are reflected clearly in the resource allocation processes/decisions made by your organisation.
- Playing an active role in agreeing, monitoring and taking action to improve local outcomes.
- Representing the views of your organisation/community at the CPP Board meeting and communicating information and decisions of the CPP within your organisation/community.
- Ensuring your organisation/community group has mechanisms in place to allow effective communication and information sharing on community planning between its members, departments or services as appropriate.
- Ensuring there is a clear performance reporting linkage between the CPP Board and your organisation.
- Providing constructive challenge to other CPP Board members on their organisation's performance against shared outcomes, where there is clear evidence of under-performance and a failure to achieve targets.
- Offering constructive challenge to other board members and the CPP as a whole to 'do more' in achieving outcomes and to improve.
- Sharing relevant data and information to support the delivery of community planning activities.

Skills and behaviours of effective Board members



SPOTLIGHT

“An increasingly important role for (leaders) is to foster the development of collaborative partnership working with other organisations. Developing mutual ‘win-win’ relationships requires a range of skills, including personal skills, negotiating skills, the ability to build alliances, and the strategic abilities needed to define an organisation’s purpose and anticipate changes in its operating environment”.

**Department for Business Innovation and Skills (2012)
Leadership and Management in the UK.**

Much has been written about the factors that need to be in place to encourage collaborative working between partner organisations with research undertaken to consider the skills and behaviours required of those working in partnerships and the skills used by the most effective Board members. Some of these studies have identified up to 70 skills in use during a Board meeting.

Committed, clear, effective, visible and distributed leadership is frequently quoted as the main skill needed by those working in partnerships and those working at a Board level. Other skills and behaviours which are considered essential and which would be relevant to you in your role as a CPP Board member, are summarised in the table overleaf. For each of the skills/behaviours listed, you may wish to consider whether you think your skills base is good, moderate or you think it’s an area that you may need to focus on in terms of further development.

	Skill/Behaviour	Good	Moderate	Needs Development
1	Able to demonstrate persistence, determination and resilience when working as a broker between my organisation and other CPP Board members' organisations or the CPP Board			
2	Able to negotiate with and influence the views of other CPP Board members			
3	Able to express and control my own emotions/ views and understand, interpret and respond to the emotions/views of others during CPP Board meetings			
4	Actively engage with partners and develop new relationships with other organisations and sectors.			
5	Take time to understand where other CPP Board members are coming from on a particular issue, striving to understand their standpoint and perspective, and listening to and learning from their ideas.			
5	Accept my limitations and don't assume I always know best as to what is the right thing to do.			
7	Invite questioning and embrace challenge from other CPP Board members.			
8	Able to share, be honest and, if I am not sure about something, talk it through with other CPP Board members to explore different perspectives.			
9	Able to reflect upon what is working well within the partnership and what can be learned and improved upon, challenging others for change if things are not working.			
10	Willing to relinquish control and have confidence in other partners to undertake the activity/ progress the issue on behalf of the collective good.			

Skills for CPP Board meetings

In terms of the CPP Board meetings themselves, there are a number of skills you will need to demonstrate that will help you fulfil your governance role as a CPP Board member:

- **Question intelligently**

Reading Board papers in advance will invariably raise a series of questions in your own mind, which may be clarification of understanding, fact or process. You may wish to raise any questions that you have in advance of the CPP Board meeting, usually with the person who is presenting the paper.



TIPS

In phrasing any questions:

- Be as clear as possible in your own mind exactly what you want to find out or are concerned about.
- Is it something that can and should be raised initially outside a Board meeting?
- What is the best wording that you might use to maximise the relevance of the factual response you receive and minimise any negative emotional impact?

- **Debates constructively**

The style of your Board meeting and that of the Chair can have an enormous impact in terms of the opportunity for and character of debate. Some CPP Board meetings may be highly structured and procedural with restricted opportunity for discussion, others are the opposite. Some Chairs prefer to control debate with everything coming ‘through the Chair’ whilst others may allow totally open debate with lighter control and summing up.

However, within this spectrum:

- Many of the procedural items that will come to the CPP Board require no discussion and debate - just decisions.
- Whilst reviewing the performance of the CPP is an essential requirement of the CPP Board, there is only a limited amount of added value in debating the past. The important thing for the Board to discuss is the future, in particular how to replicate any successes and, if there are any problems, how these can be resolved and prevented from happening again.
- There should be constructive debate on the big strategic issues facing the CPP (“the wicked issues”), rather than just ‘nodding through’ updates provided by lead officers.



TIPS

In terms of debating constructively at a CPP Board meeting, there are two particular styles of statement that can be highly effective in terms of getting your views across:

- Building on the positive - e.g. “I really like your idea but perhaps if we did x, y and z, it could be even better.”
- Subtle handling of the negative - e.g. “I can certainly see where you’re coming from but can I suggest an alternative that might have fewer disadvantages...”

- **Challenges rigorously**

If you ask a question and the first response does not satisfy or address your concerns, you may need to keep asking more specific follow-up questions until you get a satisfactory response.

- **Gains the trust and respect of other Board members**

Most will agree that these are two attributes that an individual cannot bestow on him or herself. They are feelings in others, built up over time by previous actions, reputation or position, whereby they are now confident in terms of how a person has acted and, as importantly, will continue to act. As a result you become trusted and respected. You will do likewise with your other Board members building up levels of trust and respect on an individual basis that you feel are appropriate to the person.

Both attributes are hard to earn but one inappropriate action can mean they are lost – perhaps for the lifetime of your membership on the Board. So consistency of thought and action to the highest standards is absolutely essential. The importance of all the other previous skills together with your own personal integrity, values and effectiveness should not be under-estimated in terms of you developing a platform for that trust and respect to be developed.



TIPS

In terms of establishing these attributes in the CPP Board setting, the following might help:

- Respect is not only about the person, it is also the role he/she performs, his/her view particularly if it is different from yours, etc.
- How you contribute and act at Board meetings is likely to be the major determinant in terms of how others will decide to trust and respect you.

If your personal style and contribution is seen as low then respect is unlikely to follow. For example, regular occurrences of the following are unlikely to result in respect being given:

- Not contributing at Board meetings.
- Obviously not having prepared adequately.
- Taking up too much time on issues that either are important to you but not the Board or should have been handled beforehand.
- Attacking the person rather than addressing the issue.
- Not listening to others views or continually interrupting inappropriately.

5. Capacity Building Support for CPPs

There is a range of local and national support available for CPPs to help them build and maintain their capacity to deliver improved outcomes.

Within your CPP, there is likely to be a wealth of local capacity building resources across partner organisations that can be tapped into and shared to help support the development of the Board and its members. Please speak to your Community Planning Manager to find out details of local support available.

The Improvement Service also delivers a range of products and services that support CPPs to build their capacity to deliver the reform agenda.

Self-assessment and improvement planning in CPPs

The Improvement Service is supporting CPPs with self-assessment and improvement planning. The key aim of self-assessment is to support the Board of the CPP to ensure that areas such as governance, accountability, leadership and performance management are fit for purpose to achieve the outcomes of the LOIP.

The following self-assessment Checklist tool is available:

- The Partnership Checklist (developed to support CPPs to critically review their 'fitness for purpose' in achieving shared outcomes). This Checklist is designed to be used at CPP Board level.

Community Planning Outcomes Profile

The Community Planning Outcomes Profile has been developed to support Community Planning Partnerships to meet their duties under the new Community Empowerment (Scotland) Act 2015. The tool brings together measures of outcomes and inequality for all 32 CPPs within one profile - at partnership and locality level - and shows how they change over time.

Further information is available at <https://www.improvementservice.org.uk/products-and-services/performance-management-and-benchmarking/community-planning-outcomes-profile>

Support with place/locality working

The Improvement Service supports councils and their partners to collaborate in place based approaches to joint planning, resourcing and delivery of places that enable all communities to flourish.

<https://www.improvementservice.org.uk/products-and-services/consultancy-and-support/planning-for-place-programme/linking-community-and-spatial-planning>

Change management support

The Improvement Service helps councils and partnerships deliver transformational and operational level change through a range of methods including: knowledge transfer; capacity building; change management checklists and toolkits; research papers and business analysis support.

<https://www.improvementservice.org.uk/products-and-services/consultancy-and-support/change-management>

Knowledge Hub

Knowledge Hub is the UK's largest public service collaboration platform. It's the place where people working in public services go to exchange knowledge, experiences and ideas on how to improve services, and create connections with peers and experts in a secure environment. It's free to use and offers the opportunity to collaborate in groups around particular themes or projects, connect with colleagues across the public sector and beyond and follow their activity.

<https://www.improvementservice.org.uk/products-and-services/knowledge-management-and-collaboration/knowledge-hub>

On Board guidance for Board members of public bodies in Scotland

Scottish Government has recently published updated guidance for members of public body boards. This guidance complements messages in that publication for those public body Board members who are also involved in CPPs.

www.gov.scot/Resource/0047/00475242.pdf

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