

# Locality Leadership Scheme Handbook 2022-2027

**DUNDEE**  
PARTNERSHIP



  
**Community**  
Empowerment

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# 1. Introduction

## 1.1 Background

Dundee's Locality Leadership Scheme outlines how we will take a locality approach to reducing inequalities in the Dundee City Council local authority area, under the auspices of Dundee Partnership. This handbook describes a model of operations which combines taking a locality approach to delivering the City Plan combined with developing and delivering activities which meets the needs and aspirations articulated by communities themselves. This is more commonly known as Local Community Planning.

**Part 2 of the Community Empowerment Act 2015** deals with Community Planning including Local Community Planning. In summary, the Act makes significant changes to community planning legislation, previously contained in Part 2 of the Local Government in Scotland Act 2003.

Community planning now has a clear statutory purpose focused on improving outcomes. It is explicitly about how public bodies work together and with the local community to plan for, resource and provide services which improve local outcomes in the local authority area, all with a view to reducing inequalities. These reforms recognise that:

- it is unlikely that any public sector body can most effectively meet its own business requirements by working in isolation.
- public bodies need to work closely in partnership with each other and their local communities in order to make the biggest difference in the outcomes for which they are responsible.
- how public sector bodies and communities do this should reflect often distinctive local conditions.

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## 1.2 Ethos and Values

### Values Based Leadership

The driving force behind our actions are the shared values and ethos of public service which apply no matter our professional specialism." To improve lives and outcomes for everyone in society, particularly those who experience the most disadvantage".

### A Prevention Approach

We will work collectively with each other and with communities to target resources at the root causes of inequalities and harm.

### Co-designed and Co-delivered with Communities and People with Lived Experience

People who experience disadvantage will be equal partners with those of us in public services in both designing and delivering services which reduce inequality.

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## 1.3 Policy Context

### Christie Commission

- Reforms must aim to **empower individuals and communities** receiving public services by involving them in the design and delivery of the services they use.
  - Public service providers must be required to work much more closely in partnership, to **integrate service provision** and thus improve the outcomes they achieve.
  - We must prioritise expenditure on public services which **prevent negative outcomes** from arising.
  - And our whole system of public services - public, third and private sectors - **must become more efficient** by reducing duplication and sharing services wherever possible.
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### Scotland's National Performance Framework

"We live in communities that are inclusive, empowered, resilient and safe, shaped by people and communities that are inclusive, empowered, resilient and safe."

"We tackle poverty by sharing opportunities, wealth and power more equally and focus on disadvantage."

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### Fairer Scotland Duty

"Participation of communities within local decisions is also a key principle of a human rights-based approach and can assist councils in their work on the Fairer Scotland Duty."

# 2. Legislative Requirements

**Section 10 of the Community Empowerment Act** states that each Community Planning Partnership must subdivide their local authority area into smaller areas which experience disadvantage and produce a plan for those areas which:

- Describes the local outcomes to be improved
- The activity which will improve the outcomes
- The timescale for achieving this
- Which is produced in consultation with local stakeholders
- Which meets the needs of the specific community it pertains to

In Dundee these are known as Local Community Plans.

**Section 11** states that each Community Planning Partnership must keep the Local Community Plans and their progress under review.

**Section 12** states that annual progress reports must be published by the Community Planning Partnership for each of the Local Community Plans, usually for a period starting 1 April.

This handbook will set out how those legislative requirements under Sections 10-12 are met.

# 3. Local Community Plans

A Local Community Plan will be developed for each of the 8 Electoral Wards. These plans will run from 2022 – 2027. However, there is an expectation that the plans will be renewed and, if required, updated and republished annually.

In 2020 and 2021 Engage Dundee consultation exercises were carried out to assess what the needs and aspirations were of communities emerging from lockdown. Engage Dundee was followed by Community Collectives in each ward late 2021 and early 2022 which took the priorities identified and invited communities and service providers to come together to agree the key areas for action. These priorities combined with the priorities for reducing inequality identified through the City Plan will form Local Community Plans for 2022-27. Local data from Engage Dundee is available [here](#).

These Local Community Plans will:

- Target work in localities experiencing the greatest inequalities
- Actively seek to reduce those inequalities
- Actively seek the participation of communities in establishing and delivering on plan actions
- Contribute to the city, regional and national effort to reduce inequality

To achieve this the Local Community Plan will set out:

- The Priority
- The Actions to be taken to improve the priority
- How this reduces inequality
- Who will carry this out
- By when
- How success will be measured
- How this contributes to the City Plan

It is important that these Local Community Plans are monitored and reported on to ensure that impact and the contribution to the City Plan is captured. Part 5 of this hand book will describe how that will be achieved.

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## Review and Renewal

As stated elsewhere in this hand book Local Community Plans must be:

- Reported on at each Local Community Planning Partnership
- Reviewed Annually for the period 1st April to 31st March to contribute to Dundee's overarching Annual Report on Local Community Planning
- The annual review should consider, not just the progress on the Local Community Plan itself, but, also any impact that the Local Community Plan is having on the community. The method for that impact assessment to be developed
- The annual review should also consider if the priorities identified for the plan are still relevant
- The review of the plans and impact assessment should be carried out broadly with the general public and not just the partners and communities already engaged. The principles set out in [Dundee's Engagement and Participation Framework](#)
- The review and any alterations to the Local Community Plan must be published no later than July 1st.

# 4. Local Community Planning Partnerships

## 4.1 Purpose

Each electoral ward will operate a Local Community Planning Partnership. The overarching purpose of which is to develop, deliver and report on the Local Community Plan.

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## 4.2 Other Objectives

- to identify and address issues of local concern
  - to improve the linkages between strategic priorities and local delivery
  - to facilitate the integrated delivery of local services
  - to combat disadvantage by targeting partner resources towards the areas of greatest need
  - to facilitate local community involvement in the planning and delivery of public services
  - to evaluate the impact of services on local communities
  - to strengthen the system of representative democracy at local area level by supporting the development of structures which will enhance the influence of local people in decision-making which effects their communities.
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## 4.3 Membership

**Section 13 of the Community Empowerment Act** describes the bodies who must take part in Community Planning.

Each Local Community Planning Partnership should ensure that any of those bodies and any other body, Third Sector, Private sector or community organisation with an interest in developing and delivering the Local Community Plan is given a place at the Local Community Planning Partnership.



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An example LCPP might be:

- A Locality Leader
  - A Communities Officer
  - Local Elected Members
  - Representatives of the local Third Sector Network
  - Police Scotland
  - Scottish Fire & Rescue
  - NHS Tayside
  - Adult Health & Social Care Partnership
  - A range of community representative groups.
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## 4.4 Roles and Responsibilities

### Locality Leaders

This role used to be known as the Local Community Planning Partnership Chair. However, the values and skills of a Locality Leader will bring will go beyond chairing a quarterly meeting. The LCPP Leader will

- Use values based leadership to commit to improving inequality in their locality
- Lead on implementation of the Local Community Plan and progress
- Take pre-meeting reports and agree LCPP agenda with Communities Officer
- Chair the quarterly LCPP
- Report on Local Community Plan progress to the Locality Leadership Group
- Use their leadership role to support partners where progress is challenging
- Communicate on behalf of the LCPP to external partners or Third Parties
- Know and understand the Local Leadership Scheme including the purpose and operations of LCPPs
- Take part in joint training, self-evaluation and any inspections with other LCPP partners and/or other LCPPs across the city.

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## **Communities Officers**

- Support the Locality Leader by reporting on Local Community Plan Progress and raising emerging local issues
- Co-ordinate ongoing community engagement in the locality
- Co-ordinate the Working Groups
- Monitor Local Community Plan progress
- Support the LCPP Leader to draw up LCPP Agenda
- Be part of a team delivering the Local Community Plan

## **Elected Members**

- Bring constituent information pertinent to the Local Community Plan to the attention of the Communities Officer
- Support the delivery of the Local Community Plan by raising the profile of Local Community Planning with constituents
- Support the delivery of the Local Community Plan by using their elected office to help overcome barriers to delivery

## **Community Group Representatives**

- Represent their community on Local Community Planning Partnerships
- Engage with their community to identify needs and aspirations and to feedback information to the Local Community Planning Partnership
- Lead and Participate on Working Groups
- Be part of a team delivering the Local Community Plan

## **Other Community Planning Partnership, Third Sector or Private Sector Partners**

- Lead and Participate on Working Groups
- Provide written updates to Communities Officer ahead of LCPP meetings
- Be part of a team delivering the Local Community Plan

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## 4.5 Working Groups

- Each Local Community Plan Action will be taken forward by a responsible Working Group
  - There is no minimum or maximum number for these groups but actions should not be single agency or department actions
  - A Working Group may have more than one action
  - A Working Group may already exist or may need to be set up
  - Each working group will send a representative to the LCPP to update on progress
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## 4.6 LCPP Frequency & Format

- Each Local Community Planning Partnership will meet no less than 4 times per annum
  - The dates, times and format eg online or face to face of LCPP meetings will be decided locally according to the needs of each LCPP
  - When considering the dates, time and format particular regard should be given to the needs of community representatives and ensuring that they are not disadvantaged or face barriers to their participation
  - Community representatives are entitled to reasonable expenses in respect of transport and childcare to support their attendance
  - Meetings are open to the public but they are not public meetings. It will be at the discretion of the Locality Leader to allow any non-member or deputation to speak and only once standing agenda items have been discharged.
  - The primary purpose of the Local Community Planning Partnership is to deliver and monitor the Local Community Planning
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## 4.7 Standing Agenda Items

- The first item on each agenda will be an update report on the Local Community Plan
- It will be at the discretion of the Locality Leader as to whether that can be taken as a single report from the Communities Officer, or, if that requires individual reports from Working Groups
- It will then be at the discretion of the Locality Leader what other items make up the agenda
- Where there are partner presentations or third parties wish to make a presentation these would normally be sent as written updates on a pro-forma to be provided and circulated with the agenda

# 5. Reporting & Monitoring



## 5.1 Locality Leadership Group

- Chaired by the Chief Executive of Dundee City Council
- Will replace the Decentralisation meeting from the old Scheme of Decentralisation
- Responsible for Local Community Planning – Local Community Plans and Locality approaches to delivering on strategic priorities
- Membership will be made up of Locality Leaders, Communities Officers, Community Planning Partners and community representatives. Also, any other relevant stakeholders
- Will meet no less than 4 times per year
- Receives reports and updates on Local Community Plans meeting Dundee’s obligations under s.11 of the Community Empowerment Act
- Reports on Local Community Planning to Dundee Partnership
- Produces Dundee’s Annual Report on Local Community Planning

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## 5.2 Annual Report

As required by the Community Empowerment Act the Locality Leadership Group will be responsible for publishing Dundee’s Annual Report on Local Community Planning meeting Dundee’s obligations under s.12 of the Community Empowerment Act.

The reporting period is 1st April to 31st March each year and the report will usually be published no later than 1st July each year.

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