



Scottish Community
Safety Network

SCSN Business Plan 2018-2019



Introduction

SCSN is the national forum for officers who are responsible for the development of community safety at both local and national level, in the private, public and voluntary sector. We are the strategic voice for community safety in Scotland and through working collaboratively with our members and partner agencies, we champion community safety and influence the shaping and development of national policy and local delivery.

We are pleased to be able to publish our Business Plan, taking us from 2018 – 2019. This plan outlines the work that we will do to support the strategic development of community safety in the coming year. During this period, the work that we will do, and the findings from our recent stakeholder consultation will influence the development of a 5 year Strategic and Business Plan for 2019 – 2025.

Background and context

The Scottish Government, COSLA and SCSN published *Community Safety – the emerging landscape and future opportunities* in April 2017. The report succinctly highlights the scope and breadth of the emerging Community Safety landscape and indicates significant opportunities for SCSN to progress in collaboration with our members and stakeholders.

It also indicates strong support for the SCSN to take a leadership role and to support our membership and stakeholders in new ways and through existing mechanisms.

The report provides a good starting point for SCSN to map its new vision and strategic plan. It also provides an excellent base for identifying our business priorities for the short, medium and longer term.

To compliment this work, SCSN launched a substantial stakeholder consultation 'Your Network, Your Views' in late April 2018. The consultation closed in May 2018 and helps build SCSN's

Who are we?

Lorraine Gillies is the Chief Officer, appointed in January 2018 to lead the strategic development of the organisation and to deliver on the vision and the outcomes directed by the Board. She does that in a way consistent with the organisational values.

Dawn Exley is our Business Support Officer and keeps the business running smoothly, ensures compliance and that we present a professional and effective service to our members and stakeholders.



David Barbour is our Communications and Engagement Officer. David is responsible for ensuring our communication methods are effective, modern and appropriate for maintaining excellent engagement with our stakeholders and members and that we are achieving our aims around sharing good practice, updating and supporting and communicating.

Hannah Dickson is our National Development Officer. With an analytical background and an interest in communities, what works, measurement and development, she is involved in a wide range of activities ensuring our members and stakeholders are supported to develop their practice and skills.

The organisation is governed by a Board of Directors, currently recruited through our membership – although that may change. The Board is Chaired by Mark McCall who is the Operations Manager for Community Safety in Fife. He is supported by a Vice Chair and a Treasurer. Other board members include representatives from Police Scotland, Scottish Fire and Rescue Service and local authorities.

The board meets a minimum of 4 times a year and holds an Annual General Meeting. Out with these scheduled events, Board members support the staff team and oversee the organisational governance in a number of ways: representing the organisation, participating in specific pieces of work and acting as ambassadors for SCSN.

Our Values and Vision

The Scottish Community Safety Network values are:

- People before process
- Innovation and creativity
- Equality
- Integrity

We will strive to meet these values in everything we do, and these values in their turn will provide the basis of achieving our vision.



We will do this by:

Informing – Monthly newsletters, regular updates on the latest news and information in the sector; free and discounted access to resources; training and events

Engaging – networking opportunities; invites to be involved in groups and forums; expert advice and guidance; specialist practical help and support to use our toolkits

Championing and Influencing – representing community safety at a local, national and strategic level and advocating for our members.

SCSN outcomes

Our outcomes will support the outcomes of the National Performance Framework. They are:

1. Leadership is improved across the community safety sector
2. Community Safety is valued and integrated across all relevant policy areas
3. Our members feel they are able to deliver their community safety outcomes and have the support from us that they need.



How we will work

It's important to us that we aren't bound by process and that we can move quickly when we have to. We have adopted an agile working approach based on the principle that "work is something you do, not somewhere you go" – that promotes creativity, trust and flexibility. We will exchange our current office for a more flexible space within SCVO with other third sector organisations in May 2019. This has hot-desking facilities, meeting spaces and locations in other Scottish cities allowing us to work closer to our members and partners for a longer period of time

Collaboratively

We can't do what we want on our own. We will actively seek partnerships and work collaboratively and bravely with anyone who shares our values.

Approachably

We will strive to be approachable and open to new ideas. We will not limit mechanisms to contact us and we will make offers to come and visit and be involved in new things.

Openly and Transparently

We will publish everything we do. We will make our website and communication as accessible and transparent as possible. We are members of the Open Government Network. We believe that people can be better engaged with us if they can see and understand what we do.



Using Technology

We work from home using cloud based web storage and with enabling technology. We use new methods of communication including Yammer and WhatsApp. In due course, when we give up our current office base, we will invest in laptops and other technologies with savings

Without boundaries

Our business is safe communities. We will not be bound by sectoral working. We recognise that Community Safety is as much about empowerment, engagement, resilience as it is about traditional thinking. We will make friends and partners across new sectors including justice, health, public health, community development.

Accountability

Our board will hold us accountable and our members will hold them accountable.

	<i>What activity will we do</i>	<i>How will we know or measure?</i>
Leadership is improved across the sector	<p>We will continue to participate and seek to join and be actively involved in relevant and strategic groups such Health & Justice Leader's network.</p> <p>We will raise the profile of community safety and ensure the relevance and value of CS practice and experience is taken cognisance of within other policy arenas.</p>	<p>Our involvement will focus on cross fertilising discussion and promoting partnership and collaborative working. There will be increased linkages and our members will be updated and involved. Members will rate SCSN as a strong and valued voice/ representative of the sector.</p> <p>We will increase and record new 'interactions' or links we have developed. Those new relationships and links will be higher profile e.g. Ministerial level, communities and/or with partners that have been previously tough to engage with etc.</p>
	<p>We will involve our members and stakeholders in the development of our strategic plan and business plan.</p>	<p>Member and stakeholders will agree there is a clear direction of travel for community safety.</p>
	<p>We will lead the conversation on <i>Making the Case for Community Safety</i> by hosting 3 x round table conversations on emerging issues. Housing and Community Safety scheduled for October. Participation and engagement scheduled for November.</p>	<p>Members and stakeholders will participate in evaluation of purpose and outcomes of RT sessions.</p> <p>Community Safety will feature on strategic discussions about related landscapes</p>
	<p>Network members and stakeholders (M&S) will be pro-actively encouraged to share examples of best practice through our communications channels and lead by example</p>	<p>Numbers of articles and examples featured and by the value placed on them by M&S</p> <p>What we say, think and do has traction with local partnerships and our suggestions / ideas make change happen.</p>
	<p>We will recruit to and strengthen our Board of Directors – both from our current membership and also out with – utilising external expertise</p>	<p>Changes to our Board</p> <p>Board rating/confidence/leadership (we could add a question on any future annual survey on this)</p>
	<p>Host innovative learning and practice sharing events (this could be under no 3 instead) The convention?</p>	<p>Based on assessed need/ from consultation. Evaluation of events.</p> <p>Social media reception.</p>
	<p>Disseminate learning, presentations and reports of these events through our website and communications channels</p>	<p>Evaluation of events (including people putting learning into practise). Number of events.</p>

	We will lead the development of a new agile working approach. We will lead by example. Our staff teams will be flexible, outcomes focused and authorised to do whatever it takes to meet aims. We will source new agile working premises in May 2019. Savings made from new premises will support network development.	New working approaches published. New premises sourced by May 2019.
	We will work towards the creation of a Community Safety Hub with closer and more effective connections between BCS supported organisations. We will start with linking NWS and SCSN together into a single organisation – maintaining both identifies. Savings made will support network and hub development	SCSN and NWS more closely aligned in short term and joined in some way by 2019. Discussion with Boards pending.

<i>What activity will we do</i>	<i>How will we know or measure?</i>
Supporting sector to use evidence and share this with other policy areas so their understanding of community safety is improved – including through our communications channels and eLearning courses	Stakeholder consultation or annual survey
SCSN staff and Board participate in groups and networks from other sectors and policy areas e.g. CPP managers network, BSCP, Equally safety, Health & Justice leaders network, Academic sector	Ones we participate in and new ones we've been invited to join. And what our contribution has been to these groups and for the sector
Speak widely about safer communities and their importance. Establish the relevance and value of CS as a cross cutting theme across policy and practice	Range of speakers at our events and the range of events we've been asked to speak at. Range of interviewees and guest articles in our newsletter, accessible, quality video interviews or webinars (possibly) to be produced (minimum of 3 per year)
Providing evidence on community safety links – Legislative mapping exercise. Work on Safety & Justice Partnerships	Analysis about the place of community safety within the LOIP. Or prominence of the new Outcome on 'safe & resilient communities'.
The briefing papers we write and the newsletter content and social media feeds demonstrating cross-policy understanding.	Stakeholder consultation or annual survey
The breadth of makeup of the Board will be expanded to include other expertise and fields	The board will have new members from other sectors.

	<i>What activity will we do</i>	<i>How will we know or measure?</i>
<p>Our members feel they are able to deliver their community safety outcomes and have the support from us that they need</p>	We will host or support the BSC hub	Number of hits, feedback from users.
	Supporting individual projects/initiatives – including through using our website and communications channels to do this and encouraging engagement with those. We have a large social media and newsletter contacts/followers list and it is available for you to use to share best practice, promote your work/events and ask for feedback) – Not our newsletter but YOUR newsletter!	If people are highly engaged and projects or organisations feel our work is supportive or useful – this should be reflected in social media engagement and follower growth and in website hits/newsletter mailing list growth. Another measure here covering detail and feedback from any individual support we have provided
	Provision of advice, guidance, training, briefings, case studies, tool kits in response to sector need Facilitating information exchange, connecting stakeholders and good practice between members and partners Actively visiting, engaging and developing relationships with our members and partners	Feedback and analysis on how our members rate our services (generally) or specifically the support they get? Or some 'stories' about how they've been supported. Case studies in newsletter about how working with SCSN has helped. Video webinar discussions.
	We are responsive to our members needs in providing, designing, promoting or sourcing relevant training and eLearning courses	Member's feedback and/or survey. eLearning course use/reporting
	We will create a new project development fund and encourage members to apply for practical support from the National Development Officer	Project evaluation. Feedback from members. 2 x 4 month, 1 day a week project support.
	We will respond to our membership changing needs and demand.	A 'you said we did' type measurement activity.
	Hosting communities of practice, the partnership analyst forum etc.	Members of forums, numbers of members/participants.

	Supporting self-assessment and reflection for partnerships and helping them grow.	Feedback from participants
	Hosting award or some other forms of recognition.	Feedback and evaluation





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