

Informing, Engaging, Championing, Influencing



Scottish Community Safety Network Business Plan

1. SCSN will make tangible, significant and visible progress in delivering [Our Strategic Plan](#)

Our strategic plan was coproduced by our members and partners and underpinned by an extensive stakeholder consultation and a staff and board development day. Our strategic plan comprises all the things that are important to our stakeholders, partners, Board and staff team and the outcomes that they want SCSN to achieve over the next five years.

OUR OUTCOMES



is improved across the Community safety sector

COMMUNITY SAFETY

is valued and integrated across all relevant policy areas

- *Our members feel they are able to deliver their community safety outcomes and have the support from us that they need*



We are funded by the Scottish Government and our members. Our current Strategic Plan has three outcomes underpinned by some short, medium and longer-term aims.

The Scottish Government funds us to make progress in delivering our strategic plan, but also to deliver five additional things for the funding period 2019-20. Many of these have clear links to our strategic plan outcomes.

1. SCSN will support the Building Safer Communities (BSC) ambition
2. SCSN will progress development of a mutually beneficial corporate partnership with Neighbour Watch Scotland
3. SCSN will support learning and good practice across the community safety sector and other relevant landscapes
4. SCSN will champion community safety by 'Making the case for Community Safety' across a wider range of policy landscapes, developing our membership model and enhancing our communication reach
5. SCSN will effectively evaluate the work that we do and promote better evaluation methodologies
6. SCSN will continue to seek alternative sources of revenue

This Business Plan provides detail on the actions we will take to deliver on both.

KEY

Short-term work and objective

Medium-term work and objective

Long-term work and objective

Leadership is improved across the community safety sector

What activity will we do	How will we know or measure
We will continue to take a leadership and influencing role by contributing to consultations, writing position statements on issues and participating in leadership networks, legislation development and creation of strategies / delivery plans.	<i>The activities that SCSN are asked to be involved in and contribute to will indicate our role as a sector leader.</i> <i>What we say in our position statements, consultations and other influencing activity has traction and delivers change. We will provide some case study/examples of this.</i>
Undertake a range of activity with practitioners to build leadership capacity across the sector through masterclasses, briefings, round table discussion and focus groups.	<i>The people we work with feel able to assume / are assuming local leadership roles (formal or informal) due to the work we do to support leadership in the sector – We will include a question in the annual survey on this.</i>

Community safety is valued and integrated across all relevant policy areas

What activity will we do	How will we know or measure?
We will continue to develop relationships with other linked policy areas such as public health, community development, substance misuse, Adverse Childhood Experiences, Equalities, young people amongst others	<i>Question in the annual survey on how our members and stakeholders feel community safety is valued locally (and nationally?).</i> <i>The prominence of community safety in LOIPs?</i> <i>Analysis of the LGBF indicators e.g. spending on community safety?</i>
Work with Improvement Service on the Local Government Benchmarking Framework to develop some community safety indicators	
Work with COSLA to deliver an event for elected members on 'Making the case for community safety'	
Develop the community safety narrative to articulate what makes a safe community and link to wider determinants of community safety	<i>We are able to provide some examples of where other policy areas include / refer to community safety as a result of the relationships we've nurtured.</i> <i>Feedback on how our community safety narrative work has helped develop cross-policy links.</i>

Our members feel they are able to deliver their community safety outcomes and have the support from us they need

What activity will we do	How will we know or measure?
Continue to support our project fund to offer one to one support to partnerships.	<i>Responses to question in annual survey on how able they feel (and why) to deliver on their community safety outcomes.</i>
Develop our practice exchange programme.	<i>Responses to question in annual survey on whether they have the support from SCSN that they need to deliver on their outcomes.</i>
Continue to share new developments (e.g. through our learning reports and newsletter articles and briefing papers) and connect people and partnerships to knowledge and expertise from within and out with the sector (e.g. through the forums that we host, our masterclasses)	<i>Collated feedback / stories from any one to one support and practice exchanges.</i> <i>Feedback and stories from members and partners on our newsletter, briefing papers, networking forums and masterclasses.</i>

2. SCSN will support the Building Safer Communities ambition

Building Safer Communities is a collaborative programme which seeks to help national and local partners and communities work together to make Scotland safer and stronger – we are a key partner in this, and so are our members and partners - and through our role as a broker between national and local partners have an important role to play in supporting the BSC ambition.

What activity will we do	How will we know or measure?
<i>We will support the development of the BSC Executive group</i>	<i>Reflect our participation and role in the BSC executive group, HSS, CPG.</i> <i>Evidence our role and progress of the BSC Partners group.</i>
<i>We will continue to take the lead and drive the work of the BSC Partners group</i>	
<i>Lead the work of the unintentional injury contributory factors group and use to influence policy and practice</i>	
<i>Continue to contribute to the Cross-Party Group (CPG) on Accident Prevention and Safety Awareness (APSA) and share its work with the sector</i>	

Chair Home Safety Scotland (HSS) and support its development/reinvigoration	<p><i>Evidence the progress and impact of our work on unintentional injury contributory factors.</i></p> <p><i>Feedback on the reinvigoration of Home Safety Scotland.</i></p> <p><i>Stories on how the MWM framework is being used and its impact.</i></p>
Test, refine and develop Measuring What Matters framework for evaluating unintentional harm interventions	
Contribute to the development of the Unintentional Harm Hub	
Bring Home Safety Scotland into the Building Safer Communities programme	
Measuring What Matters (MWM) framework moves into a 'what works' space whereby we use it to find out what works in the field of unintentional injury prevention	
Measuring What Matters framework becomes used as standard by teams for evaluating unintentional injury interventions	
<p>3. SCSN will progress development of a mutually beneficial corporate partnership with Neighbour Watch Scotland (NWS)</p> <p><i>The new partnership will bring together two significant organisations working to keep our communities safer and will ensure more co-ordinated support to Community Safety Partnerships and local communities across Scotland. SCSN will provide management, administration and governance support to NWS. In turn NWS will enable us to have much better links with communities and community groups. The partnership will have other mutual benefits such as closer working relationship, sharing of work sites and equipment, representation on each other's boards and some shared staff resources.</i></p>	
What activity will we do	How will we know or measure?
By September 2019 assume management and governance support of NWS	<p><i>Project milestones achieved.</i></p> <p><i>Reflection on the progress and impact of this move to a closer working relationship.</i></p>
By October 2019 SCSN will fully host NWS	
In April 2020 undertake a review of the working arrangements	
In the longer-term we will move to a single board, closer working, single budget and totally aligned management	

4. SCSN will support learning and good practice across the community safety sector and other relevant landscapes

Facilitating the sharing of good practice, and supporting learning and development of our members and partners is important to maintain the skills and capacity of the sector to keep pace with developments, advance the body of knowledge in the sector and maintain a learning mind-set to deliver a better service to the public. It will also improve leadership within the community safety sector.

What activity will we do	How will we know or measure?
Continue to host masterclasses in response to member/stakeholder requirements and in response to wider sector/policy developments and direction	<p><i>Responses to a question in the annual survey on how people value our learning offer.</i></p> <p><i>Feedback from post-event surveys on how people's knowledge has increased and what they would do differently when they get back to work.</i></p> <p><i>Follow up on how people have used their learning (longer-term) from the masterclasses.</i></p> <p><i>Stories from our learning on how we've worked to support the system and also supported system change e.g. our work on evidence changing how people are undertaking strategic assessments, for example.</i></p> <p><i>Reflection on our learning and benefits of our work and relationships with national and international colleagues and collaboratives</i></p>
Host round table discussions in response to changing landscape and continuing our work 'Making the case for community safety' and looking at evidence-based policy and practice	
Continue to share the importance of participation of citizens in community safety partnerships, improve the capacity of our members and stakeholders to do this and share and support case studies where partnerships are doing this	
Continue to share learning reports following our Masterclasses	
Host the Unintentional Harm Hub where good and promising practice can be shared	
Continue to share write ups with an 'ask' from the meetings and events we attend	
Continue traditional case study sharing through write ups, video storytelling and the forums we host	
Develop our project fund to provide intensive and longer-term support to community safety partnerships	
Inform and be informed by the wider national and international work and arrangements for community safety – in 2019/20 this will include reciprocal visits from Wales community safety, a visit to Republic of Ireland and International/European/UK conferences on falls prevention,	

policing and Law Enforcement and Public Health. Begin to contribute to international work.	
Extend our relationships with research collaboratives to share academic research on safer communities and justice	

5. SCSN will champion community safety by ‘Making the case for Community Safety’ across a wider range of policy landscapes, developing our membership model and enhancing our communication reach.

*‘Feeling safe’ is a basic requirement for wellbeing and living a ‘good life’ across our life course. Our understanding of what makes someone feel safe or what makes a ‘safe community’ is growing. It is more than not being a victim of crime or living in an area without litter or vandalism (though these are important parts) - in order to deliver community safety effectively, consideration needs to be given to fostering the wider social conditions which impact upon it. Social conditions mean such things as social networks, personal relationships, social participation, community cohesion and empowerment, **as well as** keeping people safe from being victims of crime and living in areas free from litter or vandalism. We want to make the case for community safety by showing that it is a basic requirement for wellbeing, but also support our partners to see that other policy areas intersect and impact upon community safety. This will also improve leadership across the sector.*

What activity will we do	How will we know or measure?
Understand the wider determinants of safety through research and conversations	Our networks, members and contacts (e.g. through masterclasses, forums, newsletter subscribers) show a broader range of policy areas represented. Collated feedback / reflections from our ‘making the case for community safety’ work with COSLA. Response to a question in our annual survey on ‘making the case’. Demonstrate our increased understanding of what makes a safe community and show that this is influencing change in community safety partner’s understanding.
Themed newsletters with 60 secs and guest edits to make the links and connections clear to our readership and to the other policy areas	
Speak to groups such as elected members through COSLA about the fundamental importance of community safety to communities and individuals and the connections between safer communities and other policy briefs such as housing, health, economy etc.	
Influence statutory requirements around community safety Continue reciprocal membership ‘deals’	

6. SCSN will effectively evaluate the work that we do and promote better evaluation methodologies

We think that the way we think about evaluation and the methods and measures public services use to evaluate projects, initiatives and the impact of partnerships needs to change. There is an over-reliance on and tendency to overstate the importance of quantitative measures and a tendency to champion 'independent' evaluation which loses the narrative of impact and change, forgets the importance of people in the system and uses evaluation as a way of proving what has worked at the expense of improving and as a tool for learning. We would like to change the narrative around evaluation and will use these approaches to evaluate what we do, and also to promote better evaluation approaches.

What activity will we do	How will we know or measure?
Continue to support the testing and refinement of the Evaluation Support Scotland (ESS), Building Safer Communities (BSC) Measuring What Matters (MWM) evaluation framework for unintentional injury	<p><i>Storytelling / case studies on how people have used the MWM evaluation framework, findings from Dr Lowe's work on healthy systems.</i></p> <p><i>Demonstrate the change in SCSN's internal and external reporting to a 'measuring what matters' approach.</i></p> <p><i>Begin to demonstrate any system change within our networks in relation to thinking differently about performance.</i></p>
Continue to share the work of Dr Toby Lowe on healthy systems and better outcomes with our members and partners and think about the application of this work in safer communities	
Continue to share the MWM framework with colleagues in safer communities and more widely in health	
Ensure SCSN's internal and external reporting is focused on measuring what matters approaches – storytelling, systems health, quantitative and qualitative measures	
Continue to have conversations about performance and measuring what matters with a wide range of partners and influence and shift to a different way of thinking about performance	
Explore using the MWM framework approach and principles to influence the performance framework of Public Health Scotland and have challenging conversations with partners to adopt these approaches	

7. SCSN will continue to seek alternative sources of revenue

We have been funded by the Scottish Government for a long time and enjoy a strong mutually beneficial relationship with them. Relying on funding from a single source comes with some risk, however, and seeking funding from different sources reduces this risk and would also allow us to increase our capacity and the work we do to support the community safety sector in Scotland. This section also reflects the work we do to run our organisation.

What activity will we do	How will we know or measure?
We will continue to keep an eye on small pots of funding to help further our strategic aims	<p>We have reviewed our membership model and fee structure.</p> <p>We can evidence that we have explored our options in relation to other sources of revenue.</p> <p>We do more joint work with other organisations and members/stakeholders as a way of increasing our capacity? HSS, NWS and the Partnership Analysts Forum could be examples of this.</p> <p>We meet all of our business support and administrative functions, deadlines and funding and regulatory requirements.</p>
Review our membership model / fee structure	
We will continue the business and administrative support activity which is essential to keep our organisation running. This includes but is not limited to: Staff payroll, annual leave, expenses, budget planning, office accommodation arrangements, Board meetings (organising, papers, minutes), Companies House and Office of Scottish Charity Register (OSCR) requirements, AGM arrangements (including voting and other compliance with regulations and Memorandum of articles of association), revenue administration (Scottish Government grant and Membership fees), other invoicing and payment activities, updating policies, HR and audit arrangements.	
Use our closer working relationship with Home Safety Scotland and Neighbourhood Watch Scotland to explore alternative sources of revenue	
Look for opportunities for partnership work	

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