



# Safety NET-works

August 2018

[www.safercommunitiesScotland.org](http://www.safercommunitiesScotland.org)

## Measuring Outcomes and Learning in Complex Systems

A different approach to performance management

5 September, Edinburgh

Free for members, £15 for non-members

SCSN is delighted to bring you the next in our series of Masterclass events. This event is delivered by Dr Toby Lowe of Newcastle University Business School, with inputs from Elaine Wilson from The Corra Foundation and Marie-Amélie Viatte, a Performance Advisor for the Link Up Programme from Inspiring Scotland

The outcomes which we care about – like safer communities – are created by hundreds of factors all working together. They are the products of complex systems. They aren't delivered by organisations alone.

Funding or performance managing organisations on the basis of outcomes like the one above is to hold people accountable for things they don't control. In fact, the evidence shows that if you try to hold people accountable for things they don't control, you make the system worse, and you (perversely) end up with worse outcomes.

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## Human Trafficking and Exploitation: free awareness raising materials



In 2017 there was a **38% increase** in potential victims of **human trafficking** identified in Scotland



### July 30th was World Day Against Trafficking in Persons.

Human trafficking and exploitation are complex and hidden crimes, as well as abuses of human rights and dignity. They target the most vulnerable both across the globe and in communities all over Scotland and the impact on victims is devastating.

The many purposes for which people are trafficked and/or exploited – including commercial sexual exploitation, labour exploitation, criminal exploitation (for example benefit fraud and forced drugs cultivation), domestic servitude, sham marriages and organ trafficking – are continually evolving.

*Read more on this story and get information about the new #Unseen App on page 4.*

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## PB Masterclass Event: 26 September, Aberdeen

We're now taking bookings for the second of our two PB Masterclass Events in partnership with PB Partners. The first event in Glasgow was well attended and saw some excellent discussions and sharing of good practice. To find out more and book your place on the Aberdeen event, [click here](#).



## SCSN AGM

The Scottish Community Safety Network AGM takes place 10-1pm, 12 September at Brodies LLP, 110 Queen Street, Glasgow, G1 3BX. Official business will be 10-11am followed by feedback on our stakeholder consultation as well as some interesting speakers and presentations. Details to follow!

## SCSN Marketing and Communications Action Plan 2018-2019 published

We recently published our Marketing and Communications Action Plan 2018-2019. We have taken the decision to publish this action plan as part of our commitment to transparency in everything we do, and also to offer some inspiration and ideas to those who may want to get more out of their communications work! You can view the Action Plan [here](#).

## Question of the Month

Our Question of the Month for July related to our Public Health themed newsletter and the recent publication of the new National Public Health Priorities for Scotland.

We asked, **'Is it important that health is seen as part of the community safety picture?'**

Results were:

- Yes - 80%
- No - 20%
- Not sure - 0%

Thanks to all of those who took part!

Our Question of the Month for August comes from Dr. Toby Lowe.

Do the performance measures (KPIs, milestones etc) that come with your funding help you to do a better job?

- Yes
- No
- Not sure

Take part in our poll [here](#).

60 seconds with...

Dr. Toby Lowe, Senior Research Fellow

Newcastle University



**Dr. Toby Lowe will be delivering our Measuring Outcomes and Learning in Complex Systems Event. Here, we ask him some questions on this topic.**

**Tell us a bit about yourself.**

I'm an ex-voluntary sector Chief Executive, turned academic (which still feels like an unsettling re-categorisation). I'm driven by changing the way in which we fund and manage the performance of social interventions. I'm very fond of dancing.

**What do think it is about public services that makes them such complex systems?**

For three reasons. (1) Because the people with whom public services work are complex (not just those who are categorised as having 'complex needs' - all lives are complex). When we pretend that people's lives are simple and standardised, we do the people with whom we work a disservice. (2) Because the issues that public services tackle are (mostly) complex because they are inter-related. For example, homelessness is very rarely just an issue about housing. It's also frequently an issue about mental health, or substance misuse, or domestic violence, or a hundred other potential factors. (3) Because the systems that respond to those issues are complex - think about the number of people and organisations who help achieve positive outcomes in someone's life - there are public services, voluntary organisations, private firms, friendships, family relationships - all of these factors contribute to the outcomes in people's lives. All these inter-related elements contribute to addressing the issues we care about, and most of these are beyond our control.

**Our members and partners often tell us that measuring the impact of their prevention and early intervention work is difficult. Do you have any reflections or advice on this wicked issue?**

Robustly measuring the attributable impact of organisations who work in complex

environments isn't difficult, it's impossible. It's the unavoidable nature of how complex systems work (and if anyone is in any doubt about this, speak to the complexity scientists). It has been a massive and costly mistake to encourage organisations to try to measure attributable impact - it can't be done. When people measure 'impact' they can't isolate the impact that their organisation is having. So how useful is that information for helping organisations to reflect on their practice? We're wasting enormous amounts of effort, at a time of scarce resources, attempting to achieve the impossible.

Regarding measurement - the right question for an organisation to ask is: "what are the things we need to measure in order to help us reflect on, and improve our practice?". If you're a leader, work with your frontline teams to help them explore what information they need to improve their practice. If you're a commissioner - what information do you need to help you understand the health of the systems that lead to good outcomes?

**(How) do you think public services can strike a better balance between intense performance management and ensuring that policies and programmes of work have made a difference to communities?**

Frequently, when working in complex environments, our current performance management systems inhibit rather than promote effective performance. The key to effective performance in complex environments is to empower frontline workers to make good decisions in situations of uncertainty (because, in complex environments, very little is certain). That's the question that those interested in performance management should be asking. (And you can't answer that question with KPIs, you answer that by enabling people to learn and improve together.)....

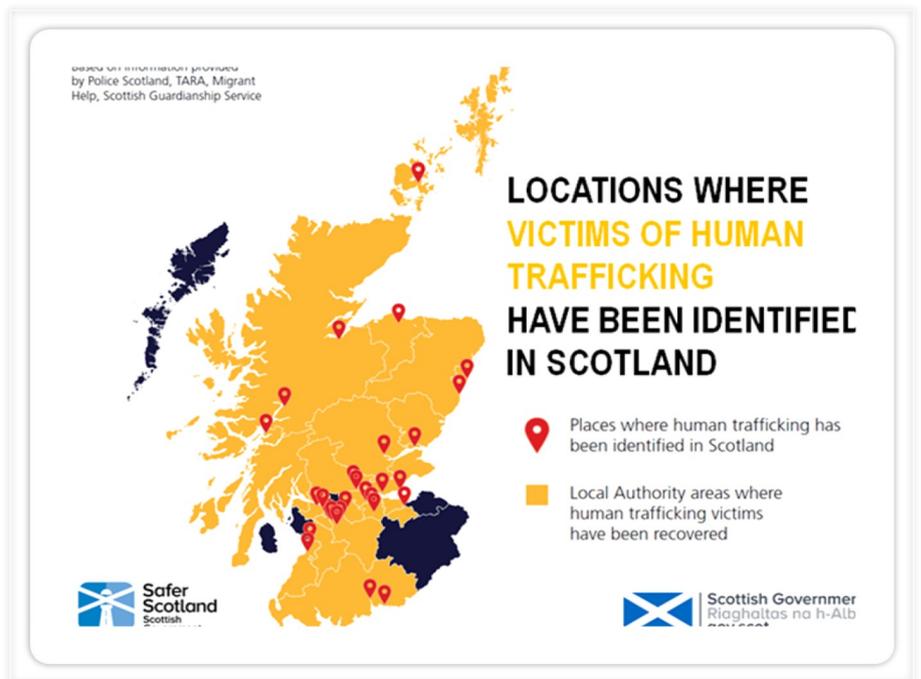
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## Human Trafficking—Continued from first page

In 2015, the Scottish Parliament unanimously passed the Human Trafficking and Exploitation (Scotland) Act. In 2017, the first Trafficking and Exploitation Strategy was published following extensive joint working with a range of partners, including the Convention of Scottish Local Authorities (COSLA) and support organisations.

The Strategy sets out the Scottish Government's approach and commitment to tackling human trafficking and exploitation by focussing action within three areas - supporting and protecting victims, disrupting the activities of perpetrators and addressing the conditions which foster trafficking, both in Scotland and elsewhere.

There is widespread interest in the issue of human trafficking and a standard awareness raising presentation has been developed to offer accurate and consistent advice. This explains what human trafficking is, its extent in Scotland, the signs to look out for, the impact on victims, how to report concerns and how to access further information. The presentation



was developed drawing on material from Migrant Help, Trafficking Awareness Raising Alliance (TARA), Police Scotland and the Scottish Government and is available free of charge for use by community groups and anyone with an interest [here](#).

Police Scotland and partners have also created an e-learning training resource for public sector workers who may come into contact with victims of human trafficking and exploitation. This is available on DVD and a copy can be requested by emailing [human.trafficking@gov.scot](mailto:human.trafficking@gov.scot).



**unseen**

**modern slavery helpline**

The new Unseen App is out now.  
Spot the signs of modern slavery  
and report it to our Helpline.

GET IT ON  
**Google Play**

Download on the  
**App Store**

Available on  
**Windows Store**

Search 'Unseen UK' or 'Modern Slavery Helpline' in your app store

# Crisis Conference 2018: Everybody In. How to end homelessness in Scotland

Hannah Dickson, SCSN National Development Officer

On 18<sup>th</sup> June we attended the Crisis Conference in Edinburgh. This event was the launch of the Crisis plan to end homelessness – a long-term plan targeted at the governments in Scotland, England and Wales proposing evidence-based solutions and practice needed to end homelessness. It drew upon conversations with people who have experienced homelessness and practitioners from the homelessness and housing sector and beyond and can be found at [here](#).

Chaired by Russell Bar (Former Moderator of the General Assembly of the Church of Scotland) the day comprised:

- Inputs on the evidence and plans from Crisis staff. We also heard from Sophie Howe, Future Generations Commissioner for Wales.
- Panels with MSPs including the Minister for Local Government and Housing Kevin Stewart and cross-party housing spokespeople with questions from attendees
- Breakout sessions covering rapid rehousing, legal frameworks for ending homelessness, hearing the voices of those with lived experience of homelessness and integrating services.

Crisis state that ending homelessness doesn't mean that no-one will ever lose their home again. It means it rarely happens, and that there's a quick solution when it does. Their plan shows how to ensure that:

"Everyone deserves a safe and warm place to call home" Kevin Stewart, MSP.

- **no one sleeps rough:** whether they are in tents, cars or, at worst, on the streets
- **everyone has a safe, stable place to live:** so that nobody is in emergency accommodation like a hostel or night shelter without a plan to quickly move into housing
- **where we can predict homelessness, we can prevent it:** so that no-one leaves their home or is forced to leave a state institution like prison with nowhere to go.

This was an interesting day and has given us at SCSN much to reflect on when we are thinking about our roundtable conversation on Housing and safer communities later in the year.

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## Community Led Action Planning Toolkit

For many years, communities the length and breadth of Scotland have been the subject of other people's plans but now they are starting to become involved in developing their own action plans. This gives people a real opportunity to say what's important to them and what needs to happen to make sure that their communities are better places to live for everyone. Community-led action planning involves the community leading the actions that are detailed in the plan. Read more about Community Led Action Planning in Argyll and Bute [here](#).

The Place Standard tool has been developed by the Scottish Government, NHS Health Scotland and Architecture and Design Scotland. It is designed to engage communities and develop an understanding of how people feel about the area in which they live which can then inform good decision making, allowing resources to be targeted to where they are most needed. The tool can be used by public sector agencies, the third sector and community groups and more information on the tool can be found at [www.placestandard.scot](http://www.placestandard.scot).

## Building Safer Communities – Unintentional Harm Online Hub



**Are you aware of or do you lead/work on any projects in your local area that are focussed on improving harm and injury outcomes? If so, the BSCP wants to hear from you!**

The Building Safer Communities (BSC) Unintentional Harm Executive Group is taking forward recommendations from the first ever national Strategic Assessment on Unintentional Harm. As part of this we are developing a national web based tool to gather and share initiatives across Scotland that support the reduction of unintentional harm.

The hub is intended for practitioners, professionals and community groups and will provide a 'one stop shop' resource on unintentional harm and injury. This will include learning from real life good practice cases studies, signposting to other useful websites and the opportunity to share experiences.

To help inform this work, we are carrying out a mapping exercise of local practice already underway. This has highlighted a lot of great work covering a range themes, such as home safety, water safety, outdoor safety, and linking to the priority groups identified as being disproportionately affected by unintentional harm and injury (under 5s, over 65s and those living in areas of deprivation).

If you would like to provide information about projects or have any questions about the hub, it would be much appreciated if you could please contact Hollie Gibson, BSC Team, on 0131 244 5953 or [hollie.gibson@gov.scot](mailto:hollie.gibson@gov.scot).

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### **Falls Prevention: proposed Scottish Government Strategy**

With the number of people aged 65 and over projected to rise by over 40% in the next 16 years, falls are a serious and growing concern. Around one third of people aged 65 and over will fall at least once a year. For those aged 80 and over it is 50%.

A fall can lead to pain, distress, lost confidence and independence, isolation and loneliness. Falls are the leading cause of accidental death in people over the age of 75. Yet, falls are not an inevitable part of getting older, and much can be done to reduce the chances of a fall, while keeping active and independent.

The Scottish Government recently held a workshop to hear people's views on how we can work collaboratively across Scotland to support people to live and age well, and avoid falls. Representatives of over sixty national

networks, groups and organisations, including the Scottish Community Safety Network, participated in the workshop.

Key themes emerging included supporting people to keep steady, strong, safe and connected to their communities as they aged, as well as ensuring people knew how to access advice and support if falls were becoming a problem.

All the views expressed on the day have been collated and will be used to inform the development of a Scottish Government Falls and Fragility Fracture Prevention Strategy, due to be published in Spring 2019.

For more information, contact Ann Murray, Falls Lead for the Active and Independent Living Programme at [ann.murray3@nhs.net](mailto:ann.murray3@nhs.net)

## Continued from Front Page: Measuring Outcomes and Learning

What's the alternative? We need to embrace the complexity of the world, rather than pretend it is simple in order to make it easier to manage. Funders, commissioners and voluntary sector organisations have started to develop a new paradigm for complexity-informed funding, commissioning, and performance management (see [here](#))

This new complexity-informed paradigm is built on three key ideas:

- that the people who do this work are intrinsically motivated
- that learning is the engine for performance improvement
- that funders, commissioners and performance management teams need to take responsibility for the health of the systems that produce positive outcomes

We will also hear about organisations that are putting these principles into practice and using different types of data within this new paradigm to tell a story of learning and progress to positive outcomes.

This seminar will explore these ideas and provide opportunities to discuss how you can apply them to your own team, organisation and partnership.

Discussion at the seminar will inform a short briefing report that will be shared by the Scottish Community Safety Network and contribute to the growing community of practise in this area.

How Attendees will benefit:

Attendees will have increased knowledge of the impact particular methods of performance management can have on the behaviour of the complex systems and those working within it.

Attendees will learn how new approaches to performance management and learning can work in practise, and hear from some organisations undertaking this.

Attendees will have time to consider and discuss how they might take this forward in their own organisation or team.

Our expectation is of around 25-30 participants. It will be suitable for people with limited knowledge of performance management and those well steeped in performance management and looking to extend their existing knowledge.

Book your place at the event [here](#).

### 60 Seconds with Dr. Toby Lowe, Continued

To do this requires trust. If you're a leader – do you trust your workforce to make good decisions in uncertainty? If you don't, you need to find a way. Because the organisations that thrive in complex environments are those that build relationships of trust – between workers and the people they serve, between the workers in an organisation, and between workers of different organisations.

Finally – there's no way to “ensure” that policies and programmes make a difference to people; it's impossible in complex environments. So, let's stop pretending that we control things when we don't (the illusion of control may be comforting to people, but it makes things worse). The best chance of achieving positive outcomes for people is to

(1) employ intrinsically motivated people, (2) help them to use learning as the engine for performance improvement, and (3) nurture the health of the systems from which positive outcomes emerge.

Accountability is important – but we can't hold people/organisations accountable for producing particular results/outcomes. (The evidence is really clear about what happens when we try this- it simply leads to gaming). Instead, we should hold people and organisations accountable for their ability to learn and adapt to the ever-changing complex dynamics of real life.

***If you could have one super power what would it be and what would you use it for?***

Laser eyes. I'd vaporise every KPI.

## Community Experiences of Serious Organised Crime



On 21<sup>st</sup> June, as part of our work on the research advisory group for 'Community Experiences of Serious Organised Crime', we attended an event looking at the publication in more depth and what the response from individual organisations and partnerships should be.

We heard from the researchers, Action for Children, the Cabinet Secretary for Justice and someone with lived experience of serious organised crime in the morning; the afternoon sessions were devoted to conversations on 'what next' centred around the themes of the report: changing the narrative, broadening community partnership, addressing vulnerability and developing resilient communities. For any further information please contact [Hannah.dickson@scsn.org.uk](mailto:Hannah.dickson@scsn.org.uk).

The full research report can be found [here](#).

It showed the changing face of organised crime, finding that while serious organised crime continues to have deep roots in territorially-defined communities, other forms have become less visible and more diffuse, partly aided by new technologies.

*"Though the majority of people had no direct involvement in serious organised crime, there were a range of indirect impacts like fear, social exclusion and stigmatisation"*

The report stated that organised crime frequently featured as a relatively routine aspect of everyday life and really impacted upon communities. Participants felt that poverty and inequality were key drivers of crime in their local areas.

The study shows that while organised crime might be thought of as glamorous it is rooted in deep and enduring forms of harm and exploitation at community level.

It concluded that we need a stronger set of partnerships across policing, community groups and service providers in order to better identify and address vulnerability and exploitation linked to organised crime. And as well as developing new resources within these communities, we also need to change the narrative around how we view organised crime.

## Participatory Budgeting and Open Government Event

Thursday, 16th August  
2018

Cosla offices,  
Haymarket, Edinburgh



**Share your ideas about how PB can help government, nationally and locally, work better for its people.**

This free informal workshop, organised by Scottish Government, COSLA and Open Government Network & PB Scotland, will ask how participatory budgeting can help make government in Scotland more open,

transparent and accountable. Using your experiences of PB, we'll ask:

What actions can help take PB further?  
How can PB enable more people to be involved in developing public services?  
How can it be used more effectively to guide how public money is spent?

Come along and learn more about open government and the Open Government Partnership, meet the team and discuss your views and ideas about how we can make government work better for Scotland.

Find out more about this event or register your interest [here](#).

## Local Governance Review

The Scottish Government wants to devolve more power to more local levels and has launched, with COSLA, a Local Governance Review, which aims to ensure local communities have more say about how public services in their area are run.

The Local Governance Review will consider how powers, responsibilities and resources are shared across national and local spheres of government, and with communities.

Strand 1: Community decision making. Conversations about this are happening throughout the summer and autumn 2018 ending in around November. There are some materials to allow you to host conversations locally and with partners [here](#) and submit a consultation response or you can join in the conversation online [here](#).

Strand 2: Public service governance – this is a conversation with public sector partners, such as local councils, to consider if increasing the powers they hold could improve outcomes for people. More information is contained within the letter sent to Local Authority executives (see [here](#)) with a request indicating of the initial topics for discussion to the team by early September 2018. There is a deadline for written proposals and evidence of 14 December 2018.

This is at an early stage but there are implications for partnerships and it is important that partnerships are part of the discussion - hosting conversations with citizens and groups on the first strand and thinking about feeding into strand two are good places to start. SCSN will be submitting evidence to this process.

More information can be found [here](#).

## Road Safety Framework: Annual Report 2017

[Scotland's Road Safety Framework to 2020](#) (the Framework), published in 2009, sets out Scotland's road safety vision, outlining a set of targets and commitments (96 in total) for reducing road deaths and serious injuries to 2020. In 2016, there were 101 (35%) fewer road deaths than the 2004-2008 average of 292; the reduction rate indicates Scotland is on track to meet the 2020 target.

The Framework set deliberately challenging road safety targets, with road deaths separated from serious injuries to achieve significant casualty reductions in four distinct areas:

- Fatalities
- Serious casualties
- Child fatalities
- Serious child casualties

The Annual Report on the Road Safety Framework for Scotland was recently published.

Click [here](#) to download or read the report.

## Carbon Monoxide Awareness:

### Gas Safe Charity

The Gas Safe Charity has released some new resource and events on Carbon Monoxide Awareness.



### New eLearning Course

Having piloted a new eLearning course, it has now been refined and is ready to use! The course takes about 30-45 minutes to complete and can be accessed [here](#).

### Events

The free ThinkCO workshops continue, at least until November. After that, the Gas Safe Charity are exploring other models for delivering them. An option they have already piloted successfully is where a local lead organisation undertakes the local promotion and hosting and they deliver the training for free. If that sounds of interest, please get in touch to discuss.

You can contact the Gas Safe Charity [here](#).

# In other news...

news

## I Am Me and the 'Keep Safe' app: tackling disability hate crime

I Am Me Scotland work in partnership with Police Scotland to raise awareness of and tackle disability hate crime. I Am Me Scotland have two key initiatives 'I Am Me' and 'Keep Safe'. I Am Me is a suite of training resources used by schools, businesses and organisations to educate on disability hate crime and how to recognise and report incidents to the Police.



Keep Safe is a national initiative that works with a network of businesses and community buildings to create 'Keep Safe' places for people who may be feeling lost, scared or vulnerable while out in the community. Keep Safe places are identified by the I Am Me logo sticker in the window, although a full list of

Keep Safe places can be found on I Am Me Scotland's website at [www.iammescotland.co.uk](http://www.iammescotland.co.uk) or on the [Keep Safe Scotland app](#).

The Keep Safe Scotland app can be used to:

- Provide a full list of Keep Safe places across Scotland, with contact information and opening times for each business.
- Plan routes, highlighting Keep Safe places along the way, promoting independent travel.
- Find out information about local news and events.
- Submit a hate crime report to Police Scotland, through a confidential online form.
- Contact Police Scotland on 101 (non-emergency) and 999 (emergency), while giving the app user their approximate location.

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## Crimestoppers announce Scotland-wide CommuniTea events to launch new brand and celebrate 30<sup>th</sup> anniversary



To celebrate their 30<sup>th</sup> anniversary and new brand, the charity Crimestoppers Scotland has launched a series of 'CommuniTea' events, inviting people for a cuppa and a chat to find out about how they can speak up about crime, 100% anonymously.

Supported by Scotmid Co-operative, partners are equipping community groups from all over Scotland with tea hampers, filled with free food and refreshments to help them celebrate.

Communities are at the heart of Crimestoppers, who value their support in helping to make Scotland a safer place to live. In Scotland alone, 15,718 pieces of actionable

information were received by Crimestoppers in the year 2017/18, a 17% increase on the previous financial year

With a network of volunteers spread right across the UK, the events will run from the summer until the autumn.

**Minister for Community Safety, Ash Denham, said:** "Scotland continues to be a safe place to live with recorded crime at its lowest level for 44 years. The Scottish Government's vision is of a safe, just and resilient country where people can live their lives safe from harm."

*"Crimestoppers provide a vital service and these 'CommuniTea' events are an excellent way to build support for the organisation and increase public awareness of how they can help make Scotland's communities safer. Crimestoppers contribution to reducing crime over the past 30 years has been invaluable and I would like to congratulate them on their anniversary."*

Read more on the CommuniTea events [here](#).

The SCSN website has a wide range of useful information and services which are free to access, including case studies, briefing papers, policy and strategy documents, free eLearning courses, toolkits and guidance documents on a variety of topics and much more.

Visit our website at [www.safercommunitiesscotland.org](http://www.safercommunitiesscotland.org)

## Partnership Analyst Forum

On 17<sup>th</sup> July we welcomed 16 people to the Scottish Partnership Analyst's forum in Stirling. This was the first forum for a couple of years and it was great to see such a strong turnout and enthusiasm from all who attended – we had some really interesting conversations which we are looking forward to continuing at our next forum towards the end of 2018.

The analysts heard inputs from NHS Health Scotland's Local Intelligence Support Team on their work as the locally deployed 'arm' of Information Services Division. With the team's support the partnership analysts will be able to link up with their local LIST analyst and gain access to health data to enhance their work. A lively discussion on data linkage across systems, understanding the health needs of whole communities across different geographical areas and the health needs of different cohorts e.g. people who have experienced the criminal justice system took place. In the coming months we will aim to share any joint work that arises between the partnership analysts and the LIST.

The analysts also heard from National Records Scotland on the various NRS publications that are available and some insight into 'Scotland's Population' profile, projections and implications. The group had a conversation about data availability at a lower

geographical area given the new requirements on locality-based planning.

We welcomed some new members of the forum who spoke about their work - the Scottish Fire and Rescue (SFRS) data team who shared their focus on quality assurance and benchmarking, Telling the data story and the narrative, self-serve analytics and data visualisation; RoSPA spoke about water safety and drowning data and strategic work on unintentional harm; and Community Justice Scotland. We look forward to welcoming them to future forums.

The day was peppered with conversations hosted by the analysts – we spoke about GDPR and the impact on information sharing, Adverse Childhood Experiences (ACEs) and some work being done locally on these, Third Sector Interfaces, restructures and summer crime and antisocial behaviour trends. The last part of the forum focused on the future – we are pleased with the consensus on the forum's role as networking and peer learning, professional development and, with maturity, to develop some joint work. We will meet twice per year with a virtual network too.

Thanks to all who attended! Please contact [hannah.dickson@scsn.org.uk](mailto:hannah.dickson@scsn.org.uk) if you are interested in finding out more about the Partnership Analyst Forum.

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## SHARE YOUR NEWS!

If you would like to submit an article, request information or share good practice in our newsletter, please get in touch! Email [info@scsn.org.uk](mailto:info@scsn.org.uk)



The closing date for the September newsletter is 5 September.



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