



Strategic Plan

2015 - 2018



Forward

SCSN has come a long way since becoming a charity and company Ltd by guarantee in 2009. With the support and guidance of community safety practitioners across Scotland, SCSN has established itself as the network that brings together people involved in all aspects of community safety from across Scotland to share practice and information on current and emerging national and local practice. As a national network, SCSN has created an environment which encourages the effective development of policy, partnership working and effective practice sharing for community safety in Scotland and provides a unique and valuable contribution to making Scotland a safer place to live, work and visit.

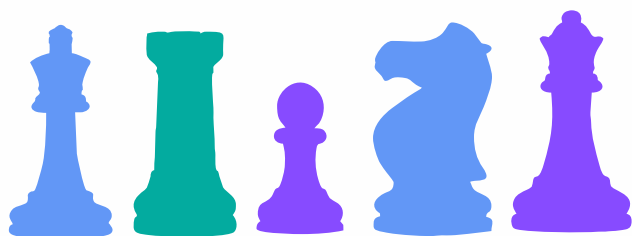
In recent years the only entity that has remained the same for the community safety sector is the constant need to change and evolve. The challenge of change can, if we adopt the right approach, be a very positive one. SCSN will continue to support the vital role community safety partners play in building safer communities; and recognises that the delivery of community safety is inherently a process requiring partnership working, involving strategic alliances between (and within) organisations in the public, private and voluntary sector operating at local, regional and national levels.

In order to support our members as a strong voice for community safety in Scotland SCSN will need to remain agile and responsive to national and local partners and build on the effective collaborative working arrangements we have with key players in the field such as: COSLA, Police Scotland, Scottish Fire and Rescue Service, Scottish Police Authority, Scottish Government and SOLACE. We will position ourselves at the heart of national strategies and initiatives, such as Building Safer Communities Programme, creating opportunities to inform policy and practice based on our collective expertise as a community safety network.

The next five years will undoubtedly have its challenges, not least the tight fiscal climate. SCSN will seek alternate funding sources and income generation to secure its long term sustainability. This will be achieved through wider partnership working, particularly with the private sector, as we strive to develop mutually beneficial collaborative working opportunities.

As with our membership, SCSN's ability to evidence outcomes is crucial to sustain investment in tackling the broad range of safety issues that impact on individuals and communities we serve. SCSN is committed to building its capacity, and that of its members, to evidence the impact of services and to promote and celebrate the excellent work being undertaken operationally and strategically to make our communities safer.

The delivery of this strategic plan with a small staff team is a challenge, however SCSN recognise and values the contribution and expertise of our members and partners; and with the continued support of these individuals and communities we can draw on these strengths to reduce crime, victimisation and unintentional harm in every community across Scotland.



The Vision and Objectives

The Scottish Community Safety Network (SCSN) brings together people who are involved in Community Safety in Scotland to work towards its vision that:

“ *People are safe from crime, disorder, danger and free from injury and harm; and Communities are socially cohesive and tolerant; are resilient; and able to support individuals to take responsibility for their wellbeing* ”

As a Company Limited by Guarantee, SCSN's Company Objectives are set out in the Articles of Association:

- The advancement of citizenship and community development through the development and promotion of community safety practice on a wide range of issues for the benefit of the public in Scotland and elsewhere as appropriate; and
- The advancement of education through raising awareness of community safety practice and wellbeing for the benefit of the public in Scotland and elsewhere as appropriate

The Outcomes

- 1 SCSN will promote leadership, championing community safety so that stakeholders are informed and engaged with new and emerging practice and national policy, and the capacity of our members is strengthened.
- 2 SCSN will collect and promote evidence of where partnership and other working has demonstrated an improvement so that members and others can evidence the impact of community safety interventions and shape local delivery and national policy.
- 3 SCSN will provide appropriate support and training to develop the capacity and confidence of local community safety partnerships and others so that they can deliver service improvements and engage with national policy.

Values

SCSN are an organisation that

- Supports the delivery of better outcomes for communities
- Consults and represents our membership with integrity
- Champions community safety and supports local and national delivery
- Promotes learning, innovation and forward thinking

SCSN Aims:

To provide leadership and be a centre of excellence for the community safety sector.

- Support effective local partnership working by collecting and promoting evidence of good and emerging practice
- Provide support to develop the capacity of local community safety partnerships and others delivering community safety work
- Improve collaboration around cross cutting issues to share evidence and learning from research and practice
- Support members to evidence the impact of community safety interventions with communities, across partnerships and nationally
- Provide current and timely information on a broad range of topics that impact on community safety

To champion community safety and influence the shaping and development of national policy and local delivery.

- Promote the value of community safety for the public, voluntary and private sector at a national and local level
- Represent the sector at a national level and advocate on behalf of the sector
- Broadly promote SCSN to increase the profile and value of community safety contributions
- Support and develop connections between new and existing partners to develop cross cutting links
- Proactively seek to influence, share and contribute to the development and implementation of national frameworks and strategies
- Build a strong evidence base of what works to shape local and national delivery

To be a collaborative learning, developing and sustainable network.

- Consult with and represent our membership with integrity; engaging and listening to our members so that services reflect current sector needs
- Provide relevant training and continuous professional development opportunities creating a more informed and skilled sector workforce
- Provide appropriate networking opportunities and facilitate events and forums which increase members capacity and improve partnership working
- Develop practical guidance and toolkits which increase resilience and empower people to deal with issues themselves
- Support the sector to evidence the value, cost benefits and impact of community safety so that sustainable solutions can be achieved
- Provide information, advice and support to increase knowledge and understanding of new and emerging practice

Statement and Purpose of Community Safety

The term community safety can be difficult to define. It encompasses a wide range of issues and is constantly evolving to take account of new developments such as the Christie Commission, Justice Strategy and Building Safer Communities Programme. There is no universally accepted definition of community safety; however, the most commonly accepted definition was devised by the Convention of Scottish Local Authorities (COSLA) and states that community safety is about:

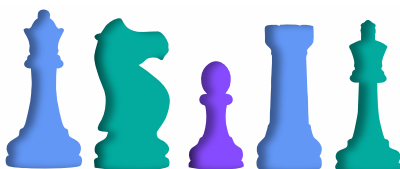
“ *protecting people's rights to live in confidence and without fear for their own or other peoples safety.* ”

Community safety is, therefore, about being able to feel safe at home, at work and at leisure. It relates to quality of life and supports individuals and communities, enabling them to live their lives safely and without fear of crime and disorder regardless of circumstance such as age, how long they have lived in the community, ethnic background, gender or religious belief.

Community safety has its origins in the late 1980's/early 1990's which saw the beginning of a more defined political will to create safer and healthier communities where people had the opportunity to thrive and reach their potential.

The term “community safety” was first used in the 1991 Morgan Report, which concluded that the best way to achieve safer communities was through partnership working.

Since then partnership working has developed with partnerships constantly evolving to be more effective. The emphasis is currently being driven by the Christie Commission and Building Safer Communities Programme with the focus on the co-production of local services which build on the assets and resilience of individuals and communities; on early interventions and preventative spend; and working together to achieve better outcomes.



Policy Context



The National Performance Framework sets the national outcomes for local and national delivery. Within Community Safety the main driver is

Outcome 9 - We live our lives safe from crime, disorder and danger.

However, the cross cutting nature and impact of community safety also contributes to a further five national outcomes:

Outcome 4 Our young people are successful learners, confident individuals, effective contributors and responsible citizens.

Outcome 6 We live longer, healthier lives.

Outcome 8 We have improved the life chances for children, young people and families at risk.

Outcome 11 We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others.

Outcome 16 Our public services are high quality, continually improving, efficient and responsive to local people's needs.

Local Community Planning Partnerships (CPPs) seek to realise these outcomes and Community Safety Partnerships (CSP) are a key component of this.

'Safer and stronger communities, and reducing offending' is one of the six key community planning priorities and CPPs have been advised to use principles long-established in CSPs such as early intervention, joint working and evidence-based strategic planning.

The Christie Commission on the future delivery of public services sets out recommendations under four key objectives which shape a programme of reform:

- Services built around people and communities
- Working together to achieve outcomes
- Prioritising prevention, reducing inequalities and promoting equality
- Improving performance and reducing costs

Summary of the Key Drivers

Policy/Frameworks

- National Performance Framework
- Christie Commission on the future delivery of public services
- Building Safer Communities Programme
- The Prevention and Management of Falls in the Community : A framework for Action for Scotland 2014/15
- National framework for Child Protection, Learning and Development in Scotland (2012)
- Making Justice Work Programme
- Multi Agency Public Protection Arrangements (MAPPA) National Guidance (2014)
- Preventing Offending by Young People: a Framework for Action
- Scotland's Road Safety Framework to 2020
- Getting It Right For Every Child (GIRFEC)
- Framework for Drugs and Alcohol Partnerships
- Adult Support and Protection Code of Practice

Legislative

- The Antisocial Behaviour etc. (Scotland) Act 2004
- Police and Fire Reform (Scotland) Act 2012
- The Regulation of Investigatory Powers (Scotland) Act 2000
- Children and Young People (Scotland) Act 2014
- High Hedges (Scotland) Act 2013
- Rehabilitation of Offenders Act 1974
- Serious Crime Prevention Orders
- Licensing (Scotland) Act 2005
- Equality Act 2010
- Criminal Justice (Scotland) Bill
- Community Empowerment (Scotland) Bill

Strategies

- The Strategy for Justice in Scotland
- National Public Space CCTV Strategy for Scotland
- Scotland strategy to Tackle Violence against Women and Girls
- Future Model for Community Justice
- Promoting Positive Outcomes; Working Together to Prevent Antisocial Behaviour in Scotland (2009)
- Scottish Fire and Rescue Service (SFRS) Working Together for a Safer Scotland
- Police Scotland Annual Plans

Public Sector Reform

SCSN will continue to support the public sector reform agenda building on the assets of the sector to support wider partnership working, workforce development, sharing practice, and improving access to data.

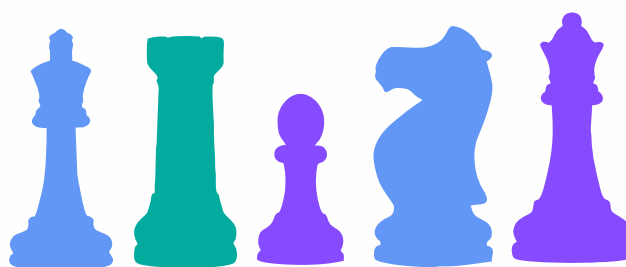
The changes associated with significant public sector reform are not without their local and national challenges. SCSN will continue to support the implementation of change acting as a critical friend on behalf of its membership to influence key decision makers across the public sector.

The Scottish Governments 'Building Safer Communities' vision for a:

“ *flourishing, optimistic Scotland in which resilient communities, families and individuals live their lives safe from crime, disorder and danger* ”

sets the foundation for all those working to make Scotland's communities safer for years to come.

This is underpinned by a plethora of frameworks; strategies, legislation and guidance covering the broad range of themes within community safety and cross cutting themes that impact on community safety.



Governance

SCSN is primarily a membership organisation with a current membership including local authorities, Police Scotland, Scottish Fire and Rescue Service, British Transport Police, Scottish Government and Network Rail.

SCSN was originally formed in 1997 as the Scottish Local Authorities Community Safety Forum (SLACS), to provide support and guidance to Community Safety Partnerships. The Forum became known as the Scottish Community Safety Network in January 2005, and became a Company Limited by Guarantee (SC357649) and a registered Scottish Charity (SC040464) in 2009.

As set out in the Articles of Association, SCSN is governed by a Board of Directors who, as a body, is collectively and corporately responsible for all the activities of the Charity/Company. Directors have a collective general duty of care for the Charity, and are expected to act together as a Board to realise the values and purposes of the Charity and to comply with legislative and regulatory requirements.

As such, the Board is responsible for the stewardship of the Company, public accountability and ensuring an appropriate strategy for the Charity in the years ahead. Each year, the Directors agree to assume responsibility for portfolio areas to assist the Company to direct the work of the Company/Charity.

SCSN also employ specialist services in relation Human Resources and legal advice for day to day enquiries; and appoint an independent financial auditor who reports annually to the Annual General Meeting (AGM). The financial sustainability of the organisation is crucial and the Board has developed a strategy to strengthen the financial resilience of the Company by diversifying funding streams through increased sponsorship, income generation and non-Government grant allocations.

The Board delegate responsibility for the day to day operation and management to the Manager who is charged with delivering the Business Plan and reporting performance at regular Board meetings.

At the AGM members elect up to a maximum of 12 directors (a minimum of three) for the coming year. Immediately following the AGM the Directors then elect the executive office bearers. The Manager also undertakes the duties of the Company Secretary.

SCSN regularly undertakes a self-evaluation and has undergone independent organisational health checks in 2012 and 2014, which demonstrates the Company's compliance with Charity and Company law and provides a risk management tool.

Implementation and Performance Management

The [Company Business Plan](#) sets out how SCSN will deliver on its objectives and provides details of the Company's key activities and associated outcomes. These activities are core to the Company's work, but SCSN aims to be proactive in seeking new partnerships and projects that will add value to the vital role partners play in building safer communities; ensuring SCSN's services are current and timely to meet the needs of members.

Progress against the Business Plan outcomes and targets is monitored through quarterly reports to the Board of Directors. Where funding has been received (eg Scottish Government) the board will ensure appropriate monitoring at quarterly meetings and report progress to funders in accordance with the individual funding agreements.

Baseline indicators and targets have been established to [measure performance](#) and include:

- 1 [Satisfaction measures](#) – seeking feedback through SCSN's annual survey and events.
- 2 [Process measures](#) – measuring corporate performance in serving members.
- 3 [Internal Processes](#) - measuring business systems including managing finance, staff support and environmental impact.



Contact us



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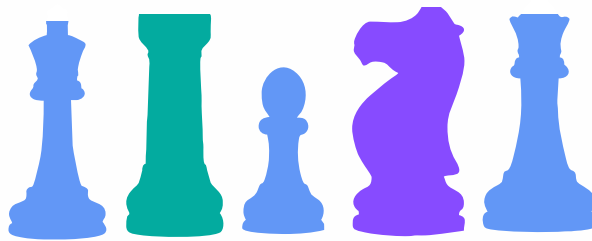
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