

SCOTTISH ACCIDENT PREVENTION COUNCIL

Comhairle Casg Thubaistean na h-Alba

Business Plan 2011 // 2012

Promoting Accident Prevention Across Scotland



Contents

Consultation // Partnership // Profile // Resource & Quality // Change // Delivery

1. Forward	3
Mission	
Values	
Aims	
2. Introduction	5
The New Geography of Scotland	
Leadership in Scotland	
Committee Objectives	
Cross Cutting	
3. Consultation	9
Our membership	
Improvement	
Standard	
4. Partnership	11
Local partnerships	
Scottish partnerships	
Other partnerships	
5. Profile	12
Debate	
Lobbying	
6. Quality	13
Benefits	
System	
7. Change	14
Driving Change	
8. Financial Management	15
8. Delivery	16

i. Forward

Having been President of the Council for a number of years I have never been so pleased or so scared in presenting our Business Plan. Our recent history has seen monumental change in how we govern our Council, engage with the Scottish Government and the introduction of a new secretariat provider in 2010. In 2009 the Scottish Government agreed to fund the provision of our secretariat for the year 2010 -11 and it is our hope that this relationship will continue in 2011 -12.

2010- 11 saw the impact of the severest winter in nearly 40 years with prolonged sub zero temperatures, with a diverse impact on accidents in Scotland. We have also seen unseasonal increase in winter weather deaths, substantial impact on the fabric of the transport network and a physical impact on the wider community at home, on the road on the water and at play. Furthermore, we have seen the Council play a critical part in the Inland Water Rescue Stakeholder Group, and CoSLA Community Safety Committee during 2010 -11 and hope to see increased membership involvement during 2012.

I am heartened that 2010 -11 has seen the publication of a range of indicators showing that Scotland is becoming a safer place to live, work and play. Nevertheless, we are ever mindful of the financial crisis the country now faces and the subsequent decisions that members notably local authorities are making especially in relation to home safety an arena that accounts for a substantial number of accidents in Scotland.

In addition, the Council is aware of the continual impact of alcohol and narcotics in all aspects of accident prevention and will seek to support measures that reduce addiction, reduce deaths and critically improve our nation's accident record.

Without doubt a major concern for the Council has been the U.K. governments proposed re-organisation of the Maritime and Coastguard Agency during 2011. We will continue to discuss in a collegiate fashion with the U.K. Government the impact of these proposals up on the wider Scottish water using community and will seek common ground on re-organisation that is efficient and effective across these islands.

We are also hopeful that our national representative role on the U.K. national Water Safety Forum will see discussion and possible implementation of the WAID (the WAter Incident Database) across Scotland.

The Council is grateful for the support of the Scottish Government and our membership in maintaining faith with the Council in these difficult times and we hope that this business plan will enable them and the wider accident prevention community to continue to play a part in helping the Scottish Accident Prevention Council to meet its aims during 2011 - 12

Brian A Topping
President

Mission

- To prevent accidents, promote accident prevention and foster safety education across the communities of Scotland

Values: How we work is just as important to us as the success we've enjoyed. It's one of the attributes that helps make us unique as Scotland's voice in the field of accident prevention.

At the core of how we work are our organisation values. We will measure ourselves against them in our performance management processes PQASSO (Practical Quality Assurance for Small Organisations) during 2011 - 2012. We hope that our values will shape the culture we wish to achieve as a charitable organisation that they allow more organisations and individuals who share our perspective to work with us in 2011 - 2012.

- **Quality:** We are member and client centred; we expect high standards for our members and wider accident prevention community.

- **Develop:** We understand the need to invest in the development of the Council and take advantage of the many opportunities open to us for the future.
- **Reliability:** We are impartial and objective. We make sure that the organisation is effectively and properly run, meeting our commitments and are trusted by all our stakeholders.
- **Partnership:** We combine the skills and knowledge of our members and volunteers to succeed. Working together, with our partners we foster relationships that seek to meet our needs.
- **Respect:** We recognise and value our users and build good relationships with them and ensure that they are central to the design, delivery and review of our services and activities.

Aims

- To foster accident prevention co-ordination and communication amongst the membership and the wider accident prevention community
- Foster co-operation between local and central government in the promotion of accident prevention, particularly with the view to encouraging education across the communities of Scotland, whether geographic, social or economic
- To act as a forum for the expression and interchange of ideas, tried and tested or radical that reduce accidents, extend life expectancy and improve the life of our communities
- To reduce accidents in the field of home, road, water & leisure safety in Scotland

2. Introduction

The new geography of Scotland

Since 1999 Scotland has undergone a transformation in governance seldom seen in Western Europe, the introduction of the Scottish parliament and the devolvement of areas of policies and decision making have had a profound impact up on the accident prevention community. These changes have been challenged in recent times by the financial crisis now facing most development nations.

The challenges in Scotland are not dissimilar to those being faced elsewhere, increased need, reduced budgets, increased awareness of duplication, and outcome focused investment. For the accident prevention community we have seen even in difficult times reductions in accidents across the country but have become increasingly aware of the entrenched nature of accidents notable in home, road, water and leisure safety that are still at high levels.

Whilst Scotland may be changing our approach to accident prevention would seem to be caught in a time warp with reduced impact on a more distant demographic.

Leadership in Scotland

The onus is on the entire community of Scotland to play its part in preventing accidents that have an adverse impact on people and society, e.g. increased long term conditions, additional burden upon carers, increased welfare and reduced employability. The Council seeks to meet these challenges head on and ensure that the membership and wider community recognise the Council as the only body in Scotland representing a cross section of accident prevention policy.

Committee Objectives

Since 1932 the Council has had in some form three standing committees' home safety, road safety and water & leisure safety. They have in recent years become more focused on discussion than on delivering outcomes. Through the membership review of 2010 -2011 it has become clear that whilst the name of the committees remain the objectives for each committee should be clearer and set out within this business plan;

Home Safety Committee

Objectives	Priorities 2011 2012	Outcomes
To produce evidence of the range of home safety provision across the 32 local authorities (including CSP's and CPP's) of Scotland and the NHS Boards of Scotland to better inform planning and sharing of services to reduce accidents within the home	<ul style="list-style-type: none"> To improve our knowledge of home safety strategies across Scotland To promote best practice To promote cross boundary work 	<ul style="list-style-type: none"> Reduce accidents in the home across Scotland Improve access to information for the membership and wider accident prevention community Reduce duplication of services Raise the profile of SAPC across the home safety community Improved partnerships

Road Safety Committee

Objectives	Priorities 2011 2012	Outcomes
To explore Scotland's awareness of 'road safety and to examine the relationship between the lived experience of road safety and the meanings that we attribute to accident prevention services, and public safety messages.	<ul style="list-style-type: none"> To improve knowledge and learning in the accident prevention community specifically road accident prevention strategies To promote best practice across the accident prevention community To promote cross boundary and agency work To understand the wider community's needs in relation to accident prevention strategies 	<ul style="list-style-type: none"> Development of user-driven accident prevention awareness campaigns that recognise the diversity of our communities' identities. Improve access to information that will inform future, large-scale investigations into road safety Improvements in the quality of accident prevention campaigns Recognition of community need Reduce accidents in on the road Reduce duplication of services

Water & Leisure Safety Committee

Objectives	Priorities 2011 2012	Outcomes
To produce evidence of the range of water & leisure safety strategies across the accident prevention community including Scotland's 32 local authorities, harbour masters, other partners and leisure activity providers	<ul style="list-style-type: none"> To improve the knowledge of water & leisure strategies across Scotland To promote best practice To promote cross boundary work 	<ul style="list-style-type: none"> Improve access to information for the membership and wider accident prevention community including the Scottish and U.K. governments Reduce accidents in the water & leisure field across Scotland To improve communication strategies across the water & leisure safety community

Executive Committee & Full Council

Objectives	Priorities 2011 - 2012	Outcomes
<ul style="list-style-type: none"> Conference 2011 & 2012 Fostering co-ordination and communication Hold a range of events and seminars across the three committee headings Offer Lobbying Opportunities Promoting co-operation between local and devolved government in the field of accident prevention Respond to Consultations 	<ul style="list-style-type: none"> Encourage innovation in the field of accident prevention Promote debate in the field of accident prevention Reduce duplication To engage existing and new users / partners To improve the knowledge accident prevention strategies across Scotland To promote best practice To promote cross boundary work 	<ul style="list-style-type: none"> Improve access to information for the membership and wider accident prevention community including the Scottish and U.K. governments Reduce accidents across Scotland To improve communication strategies across the community of Scotland

Cross Cutting

Across the Council and its membership we recognise the cross cutting themes of accident prevention policy

- Reduce deaths attributed to accidents
- Role of effective marketing in a digital age
- Role of individuals and communities in taking responsibility for themselves, each other and the wider Scottish community in relation to accident prevention
- Role of local, devolved and national government in promoting effective accident prevention strategies

Each objective of the Council is cross linked through its membership ensuring that each of our objectives reflects the wider membership and our collective knowledge, reducing duplication and enabling change.

3. Consultation

Our Membership

During 2010 -2011 the Council has undertaken a range of consultative reviews with its membership and stakeholders from a Conference review to a full Governance and Constitutional review. Each review has had at its core the need to better reflect a user centred organisation. In addition, the Council recognises the need to better reflect the needs of its users in future developments. This business plan is a central part of delivering on the recommendations of the reviews.

As a Scottish registered charity the Council is committed to undertaking activities which strengthen the governance of the Council, promote best practice across the accident prevention community and to promote a safer Scotland through the reduction of accidents in the areas of home, road and water and leisure safety.

Our reviews have sought to ascertain the level of support the Council receives in doing its work and to identify ways in which the Council can engage and promote membership to best meet its objectives. Furthermore, the review seeks to promote best practice in its work and to ensure that its governance procedures meet the requirements of a modern charitable body and better reflect the needs of the accident prevention community

The reviews clearly identify the desire of the membership to promote the work of the Council during the increasingly difficult financial times. In addition the reviews have clearly identified existing working practices that must change to ensure that the Council is a robust and sustainable charitable body with clear and tangible outcomes helping to make Scotland a safer place.

Improvement

While it may be possible to use an off the shelf approach to policies, procedures and strategies, our reviews have underlined the need to concentrated on developing a long term approaches to improvement through the implementation of a practical quality management system. In addition the Council will utilise grant funding from the Big Lottery to ensure access to promotional products which members can use in their own areas to raise awareness of the Council and critically accident prevention strategies. This sustainable approach and the events will act as an excellent promotional tool to help develop initiatives in later years.

The Council recognises that whilst a significant level of in-principle and paid membership support exists, unless we deliver on our specific outcomes and have dedicated resources invested in order to raise awareness and secure a stronger level of member support, future work is unlikely to develop.

To this end the Council will seek to enable the implementation of the PQASSO system (Practical Quality Assurance for Small Organisations) for quality management, and place a new governance framework before the membership during 2011

Standard

The Council recognises and values its members, clients, partners, funders and users and will seek in the years ahead to build and improve its relationship with them. With this in mind we will ensure that

- Services and activities are based on the identified needs of the organisation's users, including disadvantaged groups
- The Council plans, promotes and delivers its services so that it is fully accessible to its users
- User feedback is encouraged and recorded, and complaints are dealt with openly and promptly
- Users are clearly defined and targeted to prevent unfair discrimination or exclusion from services

4. Partnerships

Council recognises that working with others and being better connected will translate in to outcomes that benefit our community, critically reducing the numbers of accidents and deaths attributed to them. With this in mind, the Council will seek in the following year to improve and build relationships with our existing partners and the wider Scottish community in differing ways, locally and nationally.

We understand the benefits of closer partnership will enable the Scottish Accident prevention Council to achieve its aims and improve the way we work with others, enabling us to identify new partnerships and improving the opportunities to influence change.

Our strength comes from the diversity of our membership and critically our relationship with other organisations. We will seek to enhance the profile of our aims with;

Local partnerships

- Community Health Partnerships
- Community Planning Partnerships
- Community Safety Partnerships
- Third Sector Interfaces

Scottish Partnerships

- ACPOS
- CPOAS
- CoSLA
- NHS Scotland
- Scottish Government & Ministers
- Scottish Parliament and Parliamentarians
- SCVO

Other Partnerships

- Appropriate U.K. Government Departments and Ministers
- U.K. Parliament Scottish members and other appropriate members
- Appropriate U.K. accident prevention forums e.g. National Water Safety Forum
- Appropriate E.U. accident prevention forums e.g. TISPOL
- European Parliament Scottish members and other appropriate members

5. Profile

The Scottish Accident Prevention Council has learned in its 80 years of existence that building a visible profile for accident prevention strategies is critical to maintaining momentum and delivering reductions in accident numbers and attributed deaths. Council is keenly aware that it has a role to play in ensuring that it communicates effectively with our membership, users, funders and beneficiaries. Thus enhancing the accident prevention message across the communities of Scotland and in the year ahead the Council will undertake work that will (*The Council is grateful to the Big Lottery Fund programme Awards for All for the investment in this area.*)

- Communicate our aims and objectives effectively
- Create a visible profile for the Council and accident prevention strategies
- Promote the Council's services and the opportunities we offer to the wider accident prevention community

Debate

The Council offers its members and users the opportunity to meet on a regular basis to debate and discuss a range of topic and subject matters from hair straightener burns impact on children to road barrier design. In 2011 -2012 the Council will further enhance these opportunities by welcoming debates in areas that are innovative and sometimes controversial, for example;

- Addiction and accidents
- Deprivation and accidents
- Socially accepted risk
- Failed campaigns

Lobbying

Whilst debate is constructive in promoting a range of improvements the link to taking those innovations and implementation on the ground can often entail lobbying. The Council is keenly aware that it has a role to play in enhancing politicians, political parties, civic society and the wider community's understanding of accident prevention with the aim of reducing accidents. To this end we will use our influence to promote evidence based approaches to accident prevention with

- Scottish Local Government Councillors
- Members of the Scottish Parliament
- Scottish Ministers
- Scottish civic society
- Wider accident prevention community

6. Quality

For some time we have recognised that as an organisation that has deep roots in the public sector that we have had a perspective on quality that at times is reactive. It no surprise that in recent years that as a Scottish charitable body that we have had to refocus our approach to quality in light of the legislative changes in charitable regulation since the advent of the Office of the Scottish Charity Regulator.

To further enhance our quality standards, the Council will during 2011 -2012 utilise the PQASSO system of quality assurance. This is a quality mark that is supported by the Scottish Government through the Supporting Voluntary Action programme and its Third Sector Division and is a mark that is straightforward, practical and critically focused on voluntary organisations small, medium or large.

PQASSO benefits

- Effective organisational systems
- Improved quality of service
- Improved communication across members, executive and partners, funders and volunteers
- Increased motivation
- Greater credibility and legitimacy with funders
- More creative approaches
- Enhanced development
- Continuous development

PQASSO System - For the Council the system is designed for our type of organisation, as it;

- Puts users at the heart of the Council
- Values our members and volunteers
- Promotes equal opportunities and values diversity
- Promotes environmental and ethical responsibility
- Promotes effective communication
- Places the ethos of being a learning organisation at the heart of what we do

7. Change

The Council recognises that change can be a difficult process, that it can be difficult for individuals, members, and partners. Nevertheless, the Council recognises the climate in which we now live, financially and socially and will seek to promote change that is based on openness, fairness and user needs. This will ensure that we are capable and able in meeting our aim of reducing accidents across Scotland in the years ahead.

Driving Change

Our Council commits itself in the years ahead to communicating a vision that inspires the membership, motivates our membership and enhances the message that accident prevention has a critical part to play in creating a safer Scotland. We will do this by

- Building support and building a collective sense of purpose
- Making sure our organisation knows across the membership about and understand our mission, purpose, plans and key outcomes
- Provide appropriate resources and information on which to base future strategy, get our work done well and ensure the support for quality improvement
- Working alongside our communities encouraging them and leading by example in accident prevention

8. Financial Management

During recent years the financial management of the Council has rightfully come under the spotlight of regulation from the Office of the Scottish Charity Regulator. Whilst some charities have seen this as an additional burden, the Council sees this regulation as an important step in the right direction for promoting financial management, build robust financial systems, improve the utilisation of our existing income, increase and diversify our income streams, and improve our accountancy.

In the last year the Council has undertaken improvements in management by

- Appointed a new independent examiner
- Appointing a Treasurer
- Implemented a monthly financial reporting scheme to the Executive Council
- Recruiting a volunteer Clerk to the Treasurer

Though these changes have made improvements it is critical that the Council maintain momentum in financial management we will ensure that

- Present a realistic and affordable annual budget and that adjustments are made in the light of regular income and expenditure information and forecasts
- That in line with our aims the organisation identifies a range of income streams agreeing priorities and targets for income generation for the year ahead
- We will meet financial regulation requirements

9. Delivering Results

Improving our performance has one single goal, delivering results that meet our aim of reducing accidents in Scotland. We will in the year ahead seek to ensure that our outcomes show positive trends over time and compare well with those of similar organisations.

We will do this by

- Building on learning taken from our results
- Identifying good practice that work well
- Identifying positive and negative outcomes
- Incorporating learning from monitoring and evaluation into strategic and operational planning processes
- Using learning to improve our performance
- Using member, volunteer and stakeholder views to influence what we do and how we do it

Critically we will ensure that our results assist us to

- Achieve efficiencies and savings where appropriate in the use of environmental resources
- Demonstrate a contribution to the wider Scottish community
- Ensure that Council is known, respected and relevant to our membership, users, partners and the wider Scottish community
- Ensure that expenditure is within budget
- Generate enough income and sufficient cash flows to carry out our plans
- Remain solvent
- Show improvements related to quality actions plans



SAPC

Arcadia Business Centre
Miller Lane
Clydebank
G81 1UJ

T: 0141 280 0122
E: secretary@sapc.org.uk
W: sapc.org.uk
T: ScotAPC

A Registered Scottish Charity SC011561