

BUSINESS PLAN FOR SAFETY NET

Introduction

Working with Communities to keep children and young people safe

Safety Net exists to promote safety and well-being for children, young people and families in communities. We were established as a registered charity in 2005, having previously been part of a large national children's charity since 1995. Over this period of time we have developed a wealth of knowledge and experience about what supports communities to keep children and young people safe. Many children and families have told us about their concerns and we have worked with them to develop a range of innovative projects and lobbied to get these concerns heard. We have built up a practice base to support children, young people and their families and developed a range of training that has responded to needs within the community and voluntary sector.

We know that there is still a gap between the early intervention projects that most people want and what is generally funded and provided. We continue to support the view that giving help at an early stage is the most effective way of preventing problems from escalating and ensuring that people feel heard. We continue to develop work that helps to build life skills and provides tools to help people to feel and keep safe, while recognizing that in life we also need to learn how to take and manage risks.

This document sets out our achievements to date, strategic objectives over the next 3 years and a one year action plan. It has been developed in consultation with our trustees, staff team, stakeholders and children, young people and families.

Our Vision: Safety Net wants to see....

Communities where adults help children and young people grow and develop and work together to keep them safe. Communities where all children and young people are aware that they have the right to feel and be safe, and to get help when they need it.

Our Mission Safety Net will

Listen to children, young people and families concerns about safety issues in their communities,. Our aim is to take action to respond to these needs, and

lobby to improve the safety and well-being of children, young people and families, at home, school and in their communities.

Our Values

WE ALL HAVE THE RIGHT TO FEEL SAFE

For children, young people and parents this means that...

- Our direct work is built on the expressed rights and needs of children, young people and families to feel and be safe.
- We acknowledge and recognise that people need different things in order to feel safe.
- Children, young people and parents have a right to feel safe about the services that we offer to them.
- Keeping children safe is a community and shared responsibility.

For staff and service delivery

- That all staff have the right to feel safe at work and the responsibility to ensure that others feel safe with them.
- We will keep it simple and use approaches in our work that support choice and empowerment.
- We will 'risk on purpose' to develop innovative and creative approaches to safety and ensure that we continue to develop and learn.

NOTHING IS SO AWFUL THAT WE CAN'T TALK WITH SOMEONE ABOUT IT. This means that...

- We will communicate with each other and with service users and other services in a way that feels safe (is respectful and acknowledges rights and responsibilities, choice and control)
- We welcome and encourage positive and negative feedback on all of our services.
- We will work to develop networks of support for children, young people and families and for staff at work.

- We will adopt a partnership/networking approach to supporting and safeguarding children, young people and parents.

About Safety Net

Safety Net works principally across Brighton and Hove and in some parts of East Sussex.

Safety Net uses a programme called Protective Behaviours to assist in this process. The approach enables children, young people and adults to develop safety awareness skills by recognising and trusting their intuitive feelings and to develop strategies for self-protection and networks of support.

Services that we Provide

We provide a range of services, projects and training to support safety and well-being for children, young people and families in communities. This includes:-

- **Work with children and young people** in primary and secondary schools across Brighton and Hove. We provide peer support and bullying prevention schemes, keeping safe training as well as participation work to involve children in community safety issues in their neighbourhoods.
- **Early intervention and support to families** with children aged 5 - 11 living in the East Brighton area. The service includes home visiting, group work and community activities for families.
- **Training, consultancy and support** on safeguarding issues for the children and young people's workforce in the community and voluntary sectors principally in Brighton and Hove and across Sussex. For example safety Net has been commissioned to undertake an audit of safeguarding across the sector.
- **Community safeguarding projects**, training consultation and events to promote children's safety. For example running a child safety action group in a neighbourhood, or a community child safety event.
- **Home safety equipment scheme** to provide low cost home safety equipment to families in disadvantaged communities and information to support families in keeping their children safe from accidents in the home

Safety Net works in partnership with a number of organisations to achieve its aims and is a member of a number of strategic partnerships and groups locally including the Community and Voluntary Sector Forum, The Children and Young People's Network, The Local Children's Safeguarding Board, extended schools and the CDWC Training group

Management and Organisational Structure

Safety Net has a well- established and experienced Board of Trustees, Director and staff team who have a wealth of experience and knowledge in the field of organisational management, children and young people's services, community development, HR and Financial management.

Our customers and stakeholders

Our customers are principally the children, young people and families who we work with and support in East Brighton and wider communities. In addition we offer training and services to the Children and Young People's workforce as defined by the Department for Education and Skills. We also work closely with the Brighton and Hove Children and Young People's Trust. In developing this plan we asked our stakeholders about our progress to date and our priorities for the future.

Some facts and figures

- 74% of our training customers are from the voluntary and community sector, 17% from the statutory sector and 9% from the independent sector.
- 73% of our training customers come from the Brighton and Hove area, a further 27% come from surrounding areas in east and west sussex, surrey and London
- Of these services 51% worked with families in general,. 23% work with young people in youth and community settings, 12% work with adults, 10.5% work with under 5's in nursery and pre-school settings and 8.5% work with 5 - 11 year olds in primary school or after school clubs and groups.
- Our schools team has worked with 34 primary schools and 3 secondary schools over the last 2 years. 760 children have received safety through circle time training, 400 children have received playground buddy training.
- Our Familylink team has made 400 home visits during its first year of service and 353 children and parents have engaged with the service.

- In it's first 6 months our home safety equipment scheme has helped over 50 families

What they said

- Workers and volunteers in the community and voluntary sector want locally accessible, affordable training that is geared to their needs.
- Customers like the informal, approachable delivery of our training and resources.
- Families value the approach that family link has developed, in particular the focus on family strengths, working with the whole family, acting as a link into other services, home visiting and family activities.
- Families want continuity of services and staff to help build relationships.
- Family Link service fits alongside Triple P development and Parent Support Advisor Role

- Schools like that we actually go in and deliver the training to children, but they want some ongoing input to help with sustainability
- It is a comprehensive package i.e. we provide resources, consultation and follow-up.
- Our work in schools contributes towards schools' Healthy School status and fits in with SEAL
- There is a gap in services for more bullying prevention and safety work with children and young people outside of school.
- The children value the training and like consulting with other children and meeting up with children from other schools.
- Schools have reported that the buddy scheme works, i.e. has improved behaviour in the Playground.

This stakeholder feedback has influenced this Business Plan and has been taken into account in the resulting project plans.

Some of our recent Achievements

- A Conference on 'Putting Emotional Well-being at the Heart of Services which attracted over 100 delegates and some eminent speakers.
- Family Link staff were involved in the successful pilot of the Triple P Parenting Programme across the city.
- Children at Bevendean school were successful in bidding for new equipment for their community park, having talked with other children and community groups in the area.
- Schools workers piloted a new peer mediation scheme with year 6 children
- Last Year, 71 training courses were delivered to 819 participants in schools and colleges across Sussex and out of our Whitehawk Offices

Our work to date and the feedback from our stakeholders has helped us to review our plans and develop our strategic objectives for the next 3 years. We have 5 strategic objectives.

Safety Net Strategic Aims and Objectives for 2009 - 11

AIM 1: Safety Net will work with communities to safeguard children and young people
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Specific Aims:

- **Raise awareness of child safety and protection issues with children, young people, parents and community groups.**
- **Support families to improve the lives of children and young people.**
- **Work with children and young people to address bullying and other safety issues.**
- **Address child abuse including sexual abuse as a community issue.**

Objectives

1. **Deliver services, projects, training and information that are responsive to local need and that make a difference to the safety and well-being of children and families.**
2. **Maintain a significant presence in East Brighton as our principal service delivery base.**
3. **Ensure that all of our services have a community focus and aim to develop services that have significance to other communities.**
4. **Develop further community based approaches to safeguarding children and young people in line with National and local agendas and priorities.**
5. **Disseminate child safety information and messages that we have developed in working with schools, families and communities through learning events, the web-site, resources and toolkits.**
6. **We will use national child safety events as a vehicle to promote child safety messages.**
7. **Develop Protective Behaviours work in schools to address child sexual abuse prevention.**
8. **Explore the idea of the development of a ‘Safety Centre’ in communities.**

9. Ensure that we monitor our services effectively so that we know we are making a difference.
10. Each project area will explore the potential for providing/developing learning opportunities for service users, and other service providers as part of their project delivery

AIM 2: We will involve Service Users and Volunteers in the Development and Delivery of our work

Specific Aims:-

- **Consult with children, young people and parents to tell us what is important to them and whether we are meeting their needs.**
- **Promote and build on the participation work that we do with under 11's as a unique selling point for Safety Net**
- **Increase user participation in the governance of Safety Net**
- **Increase the numbers of volunteers who are involved in the delivery of services within Safety Net**

Objectives

11. Offer opportunities for feedback and evaluation from children, young people and families to inform our service delivery and include this in any marketing and communication.
12. Extend participative approaches into other project areas, such as training e.g. involving children in the delivery of training to other providers.
13. Develop parent buddying schemes to support hard to reach families.
14. Involve service users whenever possible in organisational processes such as planning, interviewing etc.
15. Identify potential roles for volunteers within the delivery of our services and in the organisation.
16. Explore the scope for hosting student placements within Safety Net.
17. Set up learning opportunities to support this, for example through a volunteer training programme.
18. Explore the potential for the development of community trainers and champions.

19. Provide opportunities for volunteers and service users to be involved in the governance and development of the organisation through the Board of Trustees.

AIM 3: Safety Net will be a lead organisation in promoting safe practice to safeguard children and young people

Specific Aims: We will:

- **Lead by example in having robust safe working policies and practice**
- **Lobby and Influence on behalf of the Third Sector in relation to safe working methods and practice in relation to safeguarding.**
- **Provide Learning opportunities for other organisations in relation to safe working**
- **Develop Protective Behaviours as a key methodology for promoting safety and well-being for children, young people and families.**

Objectives

20. Recruit all staff and trustees safely and have suitable training and qualifications and opportunities for learning.
21. Work within the GSCC social work standards
22. Adopt the PQASSO quality assurance tool in all areas of our work so that we know that we are making a difference.
23. The HR sub-group will work to attain Investors In People status for the organisation
24. Work to attain kite mark status, for example the NSPCC Safe Organisation Kite mark.
25. Continue to work the 3rd Sector Safeguarding Unit to influence and be known for our expertise.
26. Attend and provide a voice for the voluntary sector at key safeguarding and training forums and meetings both locally and nationally.
27. Help to shape local policies, procedures and developments for the Third Sector in relation to managing safeguarding.
28. Inform the Third sector about new developments in safeguarding, such as the ISA and ensure that we are compliant.

29. Continue to provide quality safeguarding and good practice training and guidance to the community and voluntary sector and seek funding to do this.
30. Incorporate relevant national or service guidance and recommendations into our project plans, for example CAF in relation to Family Link development, The National Safe at Home scheme in relation to home safety equipment, Bullying in the Community in relation to schools, RARPA Training quality framework and the CWDC in relation to training.
31. Provide new Opportunities In relation to Protective Behaviours, for example a PB Practice Network, PB training in schools in relation to child protection.
32. Ensure that Protective Behaviours and other 'good practice' models are integrated into all of the services that we deliver.

AIM 4: We will communicate effectively about our vision and how we achieve our goals

Specific Aims:

- **We will improve our marketing and promotion for projects and for the organisation.**
- **We will enable people to easily communicate with us from inside or outside of the organisation and have systems in place to support this**
- **Disseminate good practice**

Objectives

33. Establish clear marketing, branding and promotion for all project areas.
34. Market our services to a targeted and wide range of customers and stakeholders.
35. Develop a quality database
36. Invest in our IT system and web-site to support effective communication.
37. Establish consistent partnership agreements with external organisations about how we will work together.
38. Develop joint project work within the organisation.
39. Celebrate successes within and outside of the organisation and have a promotion action plan to support this.
40. Raise the profile of Safety Net by organising regular events and seminars.
41. Produce regular project information, for example termly newsletters for distribution to users and other organisations.

42. Ensure that we write up examples of good practice and disseminate them via our marketing and promotion opportunities.

AIM 5: We will ensure that our plans and services are sustainable
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Specific Aims:

- **Have a clear finance and fundraising strategy**
- **Build the social enterprise/trading arm of Safety Net.**
- **Ensure that we are contract compliant**
- **Support and develop our staff**

Objectives

43. Develop a fund raising strategy via the BDWG
44. ensure that there is clarity about project budgets
45. Seek to employ a fundraiser and marketing consultant via REACH
46. Target new markets which are able to pay, to support some of the non-profit making work.
47. Apply full-cost recovery to all areas of the project and in all contracts for work using a full-cost recovery template
48. Ensure that we cost out development time
49. Continue to tender for contracts of work and ensure that we are contract ready.
50. Lobby for 3 year contracts in line with government recommendations
51. Strengthen the governance of Safety Net by recruiting and developing new trustees.
52. Ensure that all project areas have clear sustainability or exit strategies.
53. Ensure that all staff have clear learning and development plans and opportunities for continual professional development.
54. Review our business plan on an annual basis.

Action Plan for 09-10

Strategic Objective	Action/Targets	By whom	Review date
Safety Net will work with communities to safeguard children and young people	All Projects to complete a project Action Plan	Project Leads and teams	Completion by end of June 09
	Review all previous projects and information in relation to community child safety work and develop a community toolkit in conjunction with BDWG	Terri and BDWG	
	Explore how pilot work such as community councils could be used as a model of good practice in other communities.	Den and Terri	Lottery application completed to take forward
	Each Project to identify opportunities for offering training which can be included in our new training brochure	Allen and Seniors	June 09
	Share Charities Evaluation service evaluation model with all staff	Terri	
	We will involve Service Users and Volunteers in the Development and	All projects to explore how they can increase participation and representation of service	Seniors and Teams

Delivery of our work	users within the development of their service. Strategy about how users will be involved in decision making processes such as Board of Trustees	Board of Trustees and Seniors	
	Identify sources of funding and make applications to expand schools and participation work in line with children and young people's stated priorities		
	All projects to identify potential roles for volunteers within their services	Seniors and project staff	By end of June as part of project planning
	Identify potential roles for volunteers within the organisation e.g. marketing, fundraising	Director and Board of Trustees	
	Seek funding to establish a training programme for volunteers	Allen and Terri	
	Establish a volunteering strategy for the organisation	Seniors via project planning and Board of Trustees	September 09
Safety Net will be a lead organisation promoting	Continue to attend key voluntary and statutory sector	Terri	

safe practice to safeguard children and young people.	meetings e.g. LSCB to lobby on behalf of the sector. Produce good practice kit for voluntary sector in relation to safeguarding		
	Link to National NSPCC Safeguarding Unit for the third sector	Terri	
	Ensure that all staff and Trustees have up to date CRB checks	Terri and Board	End of June
	Recruit 4 new trustees to the Board	Board of Trustees	
	Ensure that we are ISA compliant	Terri and Board	ongoing
	Sign up for NSPCC Safe Organisation kite mark	HR sub	By September 09
	Make an action plan for PQASSO and IIP	HR sub	By March 10
	Promote safeguarding training that we provide as a unique selling point	Allen via training brochure	By June 09
	Staff Training Plans to be completed via Appraisals and links made to Train to Gain scheme	Seniors/Terri	
	Ensure that all staff undertake diversity training and build into our plans and actions	Terri	

	Develop further areas of Protective Behaviours Practice for example child abuse prevention programmes in schools and a Protective Behaviours Forum for good practice	Allen and Terri	
We will communicate effectively about our vision and how we will achieve our goals	Annual project plans and user surveys will be carried out to inform the improvements needed.	Seniors and projects	
	<p>Develop a marketing strategy/plan.</p> <p>Produce a joint Training brochure to publicise all of the services across projects that can be purchased from Safety Net.</p> <p>Produce an IT action plan to ensure that our computing system is fit for purpose</p> <p>Update the Safety Net web-site to make it more accessible and up to date</p>	Seniors and Terri	

	<p>Organise joint project planning events during the year to address specific areas for development.</p> <p>Hold a profiling event for Safety Net as part of AGM</p>		
We will ensure that our plans and services are sustainable	<p>Ensure that we have a longer term financial and fundraising strategy in place BDWG to lead on this.</p> <p>Explore alternative funding sources for Family Link as extended services money comes to an end.</p>	Terri and Caroline	April 09 onwards
	<p>Produce stock of project resources that can be marketed</p> <p>Market Training including Protective Behaviours and Safeguarding training to customers in the business and private sector.</p>		

	<p>Develop Triple P Training Consortium by seeking customers in the business and independent sectors.</p> <p>Produce a Community Toolkit which could be sold to other communities/local authorities. Seek funding to support this.</p> <p>Explore role of volunteers and consortium of trainers as a means of extending our service delivery capability and building capacity.</p>		
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