



Safe Communities Foundation New Zealand

**Dr Carolyn Coggan
Director**

**Business Plan:
Safe Communities Foundation
New Zealand**

Report Number: Two

December, 2004

Safe Communities Foundation New Zealand (SCFNZ)
10 College Hill, Ponsonby, PO Box 90640, Auckland Mail Centre, Auckland 1030, New Zealand.
Tel: +64 9 360 8846 Fax: +64 9 360 8849 www.safecommunities.org.nz
Certifying Centre of the WHO Safe Community Network;
Affiliate Safe Community Support Centre of the WHO Collaborating Centre on Community Safety Promotion; &
Affiliate Centre with Certifying Authority of the International Safe Schools Movement.

Table of contents

1.0	Strategic Intent	3
2.0	Background Rationale	5
3.0	Operating Environment	7
4.0	Similar International Organisations	10
5.0	Structure of Foundation	12
6.0	Funding Options	14
7.0	Key Relationships and Strategic Partnerships	16
8.0	Service Deliverables	18
9.0	Key Success Measures	21
10.0	Marketing Options	22
11.0	Key Strategic Risks	23
12.0	Projected Budget	24

1.0 Strategic Intent

It is intended that the Safe Communities Foundation of New Zealand (SCFNZ) will work collaboratively with other key stakeholders to further support the development of community-based safety promotion and injury prevention. The primary function of the SCFNZ will be to increase the number and quality of accredited Safe Communities throughout New Zealand.

The SCFNZ will become a visible national champion in promoting community-based injury prevention and safety promotion. It will provide an opportunity for all relevant stakeholders to increase action on injury prevention and safety promotion.

The SCFNZ has adopted the **vision** of the New Zealand Injury Prevention Strategy (NZIPS): *A safe New Zealand, becoming injury free.*

The **goal** of the SCFNZ is:

To work collaboratively with communities, industry and government agencies to improve community safety through the creation of a sense of awareness, understanding, support and leadership to implement effective community safety programmes, to create safe environments and to contribute to reducing the social and economic costs of injuries in New Zealand.

The key **objectives** of the SCFNZ are to:

- Raise awareness of, advocate for, and support the development of safety promotion and injury prevention at local, regional, national and international levels;
- Increase the number of community safety programmes throughout New Zealand through participation in community networks and other collaborative opportunities;
- Facilitate access to regional data to identify groups at high risk of injury;

- Provide information and resources to improve knowledge of proven and promising community-based safety promotion and injury prevention strategies;
- Provide training and resources to support communities to engage in safety promotion and injury prevention at local, regional and national levels;
- Provide evaluation training and support for the evaluation of New Zealand Safe Communities at local, regional and national levels;
- Establish and apply criteria for the accreditation (including re-accreditation) of New Zealand Safe Communities, based on the guidelines and principles of the Safe Communities Foundation of Canada; and
- Maintain links with, and participate nationally and internationally in, the accreditation of WHO Safe Communities based on indicators as published by the World Health Organisation (WHO) Collaborating Centre on Community Safety Promotion, Karolinska Institutet, Sweden.

2.0 Background Rationale*

Injury is a major threat to health in every country of the world. Injuries due to accidents and violence are responsible for nine percent of global mortality and 12% of the total burden of disease world wide. This proportion is predicted to rise over the coming years. Seven of the 15 leading causes of death for people between the ages of 15-44 years are injury-related. For all societies the burden of injury is immense in terms of resulting disabilities, health expenditures, lost productivity, personal suffering and loss of quality of life.

In New Zealand, injury (unintentional and intentional) is the leading cause of death for ages 1 to 34 years, and the second leading cause of hospitalisation. Injuries currently result in approximately 1,600 deaths and 42,000 hospitalisations per year. Injuries also account for more potential years of life lost than cancer and heart disease combined. In childhood, injury accounts for approximately 60% of all deaths and by adolescence and young adulthood, injury (including suicides) accounts for approximately 80% of deaths. Additionally, during 2002/03, over 1.5 million injury claims were accepted by the Accident Compensation Corporation (ACC).

Injury is also an important cause of disability and costs New Zealand taxpayers, employers, insurers and individuals billions of dollars each year. Current evidence indicates that the social and economic costs of injury are high, approximately \$6-7 billion per year, yet many injuries and their consequences are preventable. The impact of injury on a person, their family, their friends and the community as a whole can be devastating. Many injuries result in lifelong changes for all those involved. It is recognised that the costs of injuries are far greater than treatment and rehabilitation costs alone, and that the cost of a life, of lost potential and opportunities foregone are immeasurable.

* As is normal practice, references have not been included in this Business Plan. SCFNZ Report Number One contains relevant references.

Although injury prevention is a relatively new discipline, there is increasing recognition nationally and internationally that active partnerships between injury prevention specialists and communities are an effective means of producing a positive sustainable impact on reducing the injury burden. Injury prevention is an investment in maintaining wellness and provides an opportunity to encourage the development of a safety culture within individuals, families and the wider community. Consequently, injury prevention is necessarily a collaborative undertaking involving many stakeholders.

In order to both increase safety and reduce the burden of injuries experienced by individuals, families, businesses and communities, it is necessary to develop appropriate safety promotion and injury prevention interventions. Community-based injury prevention occurs when people and organisations collaborate as communities to design and implement strategies to promote safety, reduce the incidence and/or severity of injury in their population, and reduce the prevalence of injury determinants in the community. Current evidence suggests that community-based injury prevention will work best when it:

- addresses the multiple factors that contribute to injury;
- encourages environmental and behavioural change;
- engages the people who are most at risk;
- involves action across all sectors of society; and
- is sustained and reinforced over time.

3.0 Operating Environment

The WHO Safe Communities model provides an approach to injury prevention and safety promotion by creating an infrastructure in local communities for improving safety through the building of local partnerships. Within the Safe Communities model, the leading role is played by the community itself. The term 'Safe Community' implies that the community aspires to safety in a structured approach, not that the community is already perfectly safe. Creative methods of environmental change and education, along with appropriate legislation and enforcement, are an important beginning for the safety of a community. No single approach is sufficient for changing existing behaviour patterns.

Since 1989, over 80 communities have been formally designated WHO 'Safe Communities', with populations ranging from 2,000 to 2 million. Currently there are also a further 47 projected Safe Community designations. Two New Zealand communities have been accredited as WHO Safe Communities. The WHO Safe Communities model is recognised worldwide as an effective and acceptable intervention which reduces the burden of injury experienced by individuals, families, and communities. For example, 145 small businesses in three Ontario Safe Communities reduced their claims costs by over 50% and their injury rates by 22%. It is the intent of the SCFNZ to increase the number of New Zealand accredited Safe Communities significantly over the next five years.

The New Zealand Injury Prevention Strategy (NZIPS), launched in June 2003, is an expression of the Government's commitment to working with organisations and groups in the wider community to improve the country's injury prevention performance. The NZIPS provides a strategic framework for injury prevention activity in New Zealand. The framework is a guide for action by a range of government agencies, local government, non-government organisations (such as the SCFNZ), communities and individuals. The establishment of a Safe Communities Foundation in New Zealand with

an established set of criteria for accrediting Safe Communities geographically located throughout New Zealand will assist with achieving the NZIPS vision of: *A safe New Zealand, becoming injury free* and its goals of *developing a positive safety culture and safe environments* to be realised.

In an attempt to reduce the burden of injuries in New Zealand, in 2002 the ACC established 23 ThinkSafe Communities Projects (TCP). This operational model was designed to focus on core activities for each TCP region. The major stream in this model provided for: strategic partnerships; the building of community coalitions; strategic targeting; profiling, analysis and planning; and the implementation of prioritised interventions. Other key strategies included: facilitating employer involvement; use of the media; project performance monitoring; community capacity building; and consideration of the Treaty of Waitangi between Maori and the Crown. The ACC have indicated strong support for the need for a Safe Communities Foundation based in New Zealand to further support the development and accreditation of communities working under the umbrella of ACC ThinkSafe. Additionally, recent discussions with a wide range of representatives from Territorial Local Authorities and individuals involved in community-based safety promotion and injury prevention initiatives indicated that they were also very enthusiastic in their support for the establishment of a Safe Communities Foundation based in New Zealand.

At the recent Safe Communities Conference in Prague and the World Injury Conference in Vienna (June, 2004), discussions were held between representatives from Australia, Canada, New Zealand and the leader of the WHO Collaborating Centre on Community Safety Promotion, Professor Leif Svanstrom. These discussions centered on how best to proceed in accrediting Safe Communities both within countries and internationally. It was acknowledged by all present that, due to the high cost associated with accreditation being undertaken by WHO representatives from Europe, a different model needed to be adopted. It was determined that, under instruction from Professor Svanstrom, international representatives within their regions would be responsible for

accrediting WHO Safe Communities and that national Safe Communities Foundations (such as the Canadian Safe Communities Foundation) would be responsible for accrediting Safe Communities within their own countries. For New Zealand to be able to accredit New Zealand Safe Communities, a SCFNZ would need to be established.

The unique value of establishing a SCFNZ would be the accreditation of communities currently engaged in safety promotion/injury prevention (and in some cases crime prevention and/or alcohol and other drug misuse) initiatives. At present, no New Zealand criteria exist for determining the value or worth of community-based safety promotion/injury prevention initiatives. An accreditation process provides, not only support for communities, but an indication of a level of achievement within the field of safety promotion and injury prevention. For some communities attaining status and recognition as New Zealand Safe Communities will be sufficient for their requirements, however, others will see the New Zealand accreditation as a stepping stone to achieving WHO status as a Safe Community.

4.0 Similar International Organisations

European community countries are provided with support for their Safe Community initiatives by the WHO Collaborating Centre on Community Safety Promotion based at the Karolinska Institutet in Sweden. They are also supported by a number of Affiliate Support Centres based throughout Europe and other parts of the World. Professor Leif Svanstrom, the head of the WHO Collaborating Centre on Community Safety Promotion, has already indicated his strong support for the establishment of a Safe Communities Foundation in New Zealand and has indicated that, accreditation of the SCFNZ as an Affiliate Support Centre, would be achieved following submission of an appropriate application.

In Canada the Safe Communities Foundation, which was established in 1996, is recognised as a *"centre of excellence and an organisation which is able to provide the glue between government agencies and communities"*. The goal of the Canadian Safe Communities Foundation is to make Canada the safest country to live, learn, work and play. Acting as a catalyst, the Foundation unites Safe Communities across Canada in one common vision – *the reduction of injury and human suffering*. The Canadian Safe Communities network currently includes 45 Safe Community coalitions covering approximately 444 geographical areas and 22% of the total Canadian population (for additional information refer to: www.safecommunities.ca). The Foundation's mission is to help people come together in the community to create a sense of awareness, understanding, support and leadership to implement effective local programmes to eliminate injuries and suffering. The Canadian Safe Communities Foundation has also focused on bridging the work and non-workplace injury prevention groups and resources together in a unique *"whole community"* approach to its work. The Canadian Safe Communities Foundation has agreed to mentor the establishment of the SCFNZ.

Based on the Canada Safe Communities Foundation, Australia have recently (June, 2004) established an Australian Safe Communities Foundation. The mission of the Australian Safe Communities Foundation is: *"Together we can make Australia the safest country to live, learn, work, travel and play – one community at a time. By 2010 one-third of Australia's population are living in a Safe Community. By 2020 Australia will be the first country to be designated a Safe Country"*.

The SCFNZ will adapt and build on the established models, resources and criteria of the WHO Collaborating Centre on Community Safety Promotion, and the Canadian Safe Communities Foundation. Additionally, a close and collaborative working relationship has already been established with key individuals involved in the Australian Safe Communities Foundation.

5.0 Structure of Foundation

A not-for-profit national organisation has been established with charitable trust status. The legal advisor for the SCFNZ is Chapman, Tripp. A Board of Trustees has also been established to provide governance, financial and strategic direction. The inaugural Trustees are:

- Mr Chris Beath, Consultant and former General Manager of Shell Todd;
- Mr Garry Wilson, CEO ACC;
- Mr Philip de Lisle, Accountant; and
- Associate Professor Carolyn Coggan, former Director of the Injury Prevention Research Centre.

The appointment of further Trustees is imminent. It is intended that Trustees will meet formally four times a year in March, June, September, and December.

To ensure that the Foundation is able to achieve its vision, goals and objectives, the Foundation will need strong leadership. Associate Professor Carolyn Coggan has been appointed as the inaugural Director with overall responsibility for the management and operation of the SCFNZ. In order to carry out the management of operational functions, the Director will need to establish a team of relevant staff. The Director will be accountable to the Board of Trustees and for the preparation of quarterly and annual reports for the Board of Trustees.

Due to the considerable expertise of New Zealand community-based injury practitioners, a National Advisory Group of community-based injury prevention practitioners (WHO and ACC TCP) will be established to support the Director and other staff of the SCFNZ. The establishment of such an advisory group will help to ensure that the operation of the SCFNZ is responsive to the emerging issues of community-based injury prevention practitioners. It is proposed that this group meet two or three

times a year with regular email or teleconference communication in-between to maintain collaboration and support.

To acknowledge the various interest groups involved in supporting community-based injury prevention initiatives, it is proposed that a National Awards Dinner be held annually. The exact number of Awards to be granted will depend on available funding. However, it is anticipated that a minimum of three Award categories will be available, with each Award winner being granted up to \$5,000 to further support their injury prevention and safety promotion initiatives and/or to improve their knowledge base. The Awards ceremony will also be used to share key highlights of the Foundation's achievements over the previous 12 month period and to showcase the work of Safe Communities throughout New Zealand.

6.0 Funding Options

Sustainable funding for a minimum of three to five years will need to be established.

Options for funding include:

- a. attracting government funding;
- b. attracting sponsorship from business; and
- c. being awarded funding from Charitable Trusts and other community funding agencies.

It is anticipated that major sponsorship be sought from appropriate government and businesses and that the number of major sponsors be restricted from four to six to maximise their exposure.

Major sponsors will be acknowledged on materials produced by the SCFNZ. This is likely to include their logos and names on: selected billboards at boundaries for designated New Zealand Safe Communities; selected safety promotion and injury prevention resources developed by the SCFNZ; the website; conference presentations; and on materials associated with Awards. Major sponsors will also have a high profile at the Awards dinner. Major sponsors may also have the opportunity to have an Award named after them or their organisation. Further development of the profiling of major sponsors will be necessary once funding is secured.

In addition to major sponsors, it is proposed that the Foundation seek one-off funding from other relevant government departments, industry, charitable trusts, other community funding agencies, organisations such as Rotary, and individuals. The aim is to obtain \$10,000 from 100 sources. It could be that larger government departments, industry, trusts or groups will donate more than one \$10,000 amount. Each donation of \$10,000 will receive two-tickets to the proposed National Awards Dinner of the SCFNZ for the next three consecutive years.

Assuming major sponsors are found, it is intended to initially invest the money from one-off sponsors, to ensure the continued sustainability of the Foundation. The interest on this investment will be used each year to support the Awards and for community initiatives.

The Director, with support from the Trustees will initially be responsible for attracting funding. However, if this is not successful then professional fundraisers will need to be contracted.

7.0 Key Relationships and Strategic Partnerships

It is essential that the SCFNZ adopt a collaborative style to its work. To achieve this it is critical that the SCFNZ Director, Trustees and staff, foster strategic partnerships with government agencies, industry, non-government groups and the wider community. A wide range of key relationship and strategic partnership will need to be formed including but not limited to the following:

International level:

- WHO Collaborating Centre at Karolinska Institutet;
- Canadian Safe Communities Foundation;
- Australian Safe Communities Foundation;
- WHO Safe Schools network;
- WHO Affiliate Support Centres; and the
- Wider international injury prevention and Safe Communities network.

National government level:

- NZIPS secretariat;
- ACC;
- Ministries (e.g., Health, Local Government, Police, Transport, Social Development, Labour, Te Puni Kokiri, Justice, Pacific, Housing, Education);
- Other relevant government agencies (e.g., Alcohol Advisory Council (ALAC), Land Transport Safety Authority (LTSA), New Zealand Fire Service);
- Territorial Local Authorities (TLA);
- Runanga;
- District Health Boards; and
- Public Health Units.

National organisational level:

- Injury Prevention Network of Aotearoa New Zealand (IPNANZ);
- Injury Prevention non-government organisations (e.g., Safekids, Water Safe NZ);
- Other national non-government organisations (e.g., Plunket, Aged Concern, Mental Health Foundation of New Zealand, Federated Farmers, Drug Foundation of New Zealand, St Johns);
- Maori injury prevention organisations/groups;
- Industry and other businesses;
- Injury Prevention Research Unit (IPRU);

- Injury Prevention Research Centre (IPRC);
- Combined Trades Union and other union organisations;
- Employers' and Manufacturers' Associations; and other
- Professional Bodies and organisations.

Regional/local level:

- Local community injury prevention coalitions;
- Community injury prevention practitioners;
- ACC injury prevention consultants;
- Maori injury prevention coalitions;
- Road safety coordinators;
- Elected members and staff of local districts and councils;
- Pacific and other migrant group injury prevention coalitions;
- Industry and other businesses;
- Educational institutes, schools and the early childhood sector;
- Marae and whanau groups;
- Police;
- Fire Service staff;
- Regional representatives of national government and non-government organisations (NGO's); and other
- Community and service groups.

8.0 Service Deliverables

Although the SCFNZ has offices geographically located within the Auckland region, SCFNZ resources and staff will be available to support community groups, ACC and other government and non-government agencies/organizations, TLA, industry and businesses throughout New Zealand.

To address objective one, the Director and staff will use every avenue that currently exists to promote the services provided by the SCFNZ. It will also attend all relevant international, national and regional conferences and meetings to raise awareness of, and advocate for, the further development of safety promotion and injury prevention.

To address objectives two, four and five, the SCFNZ will develop relevant injury prevention and safety promotion resources. The SCFNZ will also provide individually tailored training on *an "as needs basis"* to support communities wishing to apply for accreditation as Safe Communities. It will also be important for the SCFNZ to demonstrate a commitment to working in partnership with Maori to address injury prevention and safety promotion. At this stage, it is anticipated that SCFNZ staff will be guided by Maori representatives on the SCFNZ National Advisory Group, the Maori cultural manager at ACC and the IPNANZ National Maori Advisor. Financial support for the conduct of community forums on injury prevention and safety promotion will also occur. A series of relevant fact sheets and a community resource directory will be produced by the SCFNZ. Additionally, the SCFNZ staff will visit local regions to add their support and expertise for the establishment or expansion of community initiatives.

To address objective three, the SCFNZ staff will facilitate access to regional injury data by liaising with the relevant research units, the ACC, the Ministry of Health and the Injury Information Manager based at Statistics New Zealand. It may also be possible for the SCFNZ to assist with the interpretation of injury data and to provide assistance with the preparation of regional injury data reports.

To address objective six, SCFNZ staff will provide evaluation training and support. An evaluation training manual may also be developed by the SCFNZ. SCFNZ staff will also work with other relevant international and national groups to ensure that an appropriate list of impact indicators for measuring changes in community safety at local and national levels is established. It may also be possible for SCFNZ staff to conduct evaluations of specific community-based injury prevention initiatives on an *“as needs basis”*.

To address objective seven, SCFNZ staff, with advice from Trustees, the National Advisory Group, the Safe Communities Foundations in Canada and Australia and the Affiliate Support Centre network, will develop a set of criteria for accreditation of New Zealand Safe Communities. The Director has already been contacted by communities throughout New Zealand wanting to know more about this process. The Director has also been contacted to provide information and assistance with regard to the WHO Safe Schools accreditation process. Additionally, the ACC TCP communities are very interested in achieving accreditation status. Development of, and appropriate distribution of resource material, including a pamphlet demonstrating the value of establishing Safe Communities and an outline of the benefits of achieving accreditation will be developed by SCFNZ staff and distributed widely. Site visits to specific communities and existing networks (e.g., ACC, IPNANZ, LTSA, IPRC) will be used to advocate for the potential value of New Zealand Safe Community accreditation. The Director and one or two of the Trustees will also need to be available to accredit regions throughout New Zealand as Safe Communities.

To address objective eight SCFNZ staff will need to maintain a close and good working relationship with the WHO Collaborating Centre on Community Safety Promotion at the Karolinska Institutet in Sweden. Active participation in the Affiliate Support Centre network for community safety will also be important. SCFNZ staff and Trustees will also need to be available to accredit WHO Safe Communities internationally. Additionally, it is essential that SCFNZ staff and possibly Trustees, attend relevant international conferences to ensure that the profile of the SCFNZ is enhanced and to

ensure that those involved with the SCFNZ are kept fully up to date with new developments.

The key service deliverables established for the SCFNZ are:

- relevant dissemination of information on the services provided by SCFNZ to a minimum of 1000 New Zealand groups and organisations.
- attendance at a minimum of 20 networking meetings per annum to support the development of community safety programmes throughout New Zealand.
- respond to requests for regional data support. At a minimum, support for communities wishing to access regional injury data will be provided to selected communities applying for accreditation status as New Zealand and/or WHO Safe Communities.
- develop and disseminate information on injury determinants and proven or promising safety promotion and injury prevention strategies for both the injury priority areas of the NZIPS and other relevant injury areas.
- respond to requests for training and support. At a minimum, regional training will be provided to selected communities applying for accreditation status as New Zealand and/or WHO Safe Communities.
- respond to requests for evaluation training and support. At a minimum, regional evaluation training and support will be provided to selected communities applying for accreditation status as New Zealand and/or WHO Safe Communities.
- to support a minimum of five New Zealand communities per annum achieving accreditation status as New Zealand and/or WHO Safe Communities.
- Respond to requests for participation in WHO Safe Communities nationally and internationally, including the accreditation of WHO Safe Communities.

9.0 Key Success Measures

Inaugural success measures have been determined for the SCFNZ and include:

- an increase in the number of regions working towards Safe Community accreditation;
- an increase in the number of New Zealand accredited Safe Communities;
- quality and uptake of resources produced;
- quality and number of community forums held;
- an increase in the number of individuals/organisations participating in the Awards;
- an increase in government acceptance of community-based injury prevention as an important component to reducing the injury burden throughout New Zealand;
- improvements in injury and community safety indicators by New Zealand and/or WHO Safe Communities compared with other comparable communities and national trends; and
- reductions in the injury burden (numbers, rates, costs and claims as measured by NZHIS and ACC data) by New Zealand and/or WHO Safe Communities compared with other comparable communities and national trends.

At the annual Awards dinner and in reports to the Board, the SCFNZ Director will be reporting on the extent to which the above measures (excluding assessment of injury trends due to time lag in accessing injury data) have been achieved and highlighting any challenges to reaching the targets.

10.0 Marketing Options

The SCFNZ will be officially launched during the Bold Perspectives Conference being held in Auckland in March, 2005. Mr Paul Kells, Founder of the Canadian Safe Communities Foundation will be attending this launch and will be giving a keynote address prior to the official launch of the SCFNZ. The Minister responsible for ACC will be addressing the conference immediately after this launch. At this conference relevant documentation relating to the key functions of the SCFNZ will be available for conference attendees. Conference organisers are working with the Director to ensure that wider media attention is also utilised.

Additionally prior to the launch, the Director and Trustees will be meeting with the Minister for ACC, key stakeholders and community representatives. The purpose of these meetings will be: 1) to ensure that all parties are informed of the rationale for and proposed structure of the SCFNZ; and 2) to ensure that the SCFNZ is responsive to the needs of communities and other key stakeholders.

All existing international and national networks of Trustees, the Director and staff will be used to ensure that the services offered by the SCFNZ are widely known. The domain name: www.safecommunities.org.nz has already been registered for the SCFNZ. A website (with appropriate links) will also be developed to allow for the downloading of all materials produced by the SCFNZ.

Once the SCFNZ is operational, it is recognised that a marketing strategy for the SCFNZ will need to be developed with input from the SCFNZ's Trustees, National Advisory Group, major sponsors, the Director and staff, and appropriate marketing specialists.

11.0 Key Strategic Risks

The following table outlines the key strategic risks for the SCFNZ and identifies potential options for mitigating and managing these risks:

STRATEGIC RISK	RISK MANAGEMENT STRATEGY
Inability to attract sufficient levels of funding to support the operation of the SCFNZ.	The SCFNZ will not be established until sufficient funding has been secured.
Inability to attract sustainability funding. It is essential that the SCFNZ is sustainable in the long-term to ensure that it is able to contribute to reductions in the injury burden experienced by people in New Zealand.	Government agencies will be encouraged to provide funding for a 3-5 year period. Major sponsors will be encouraged to provide funding for longer than one year. The Trustees and Director will actively source sustainable funding options.
Inability for communities to be able to attract sufficient funding for them to be able to apply for accreditation as New Zealand and/or WHO Safe Communities.	It is essential that the SCFNZ advocate for sustainable funding for community-based injury prevention activities. Depending on the level of funding which the SCFNZ is able to attract, it may be possible for the SCFNZ to distribute funding to further support evidence based community safety/injury initiatives.
Change in support by individual government agencies for community-based safety promotion and injury prevention.	It is vital that the SCFNZ demonstrate the value of community-based safety and injury prevention initiatives to government agencies.
Involvement of ACC may deter other funders and strategic allies.	ACC are the lead agency for the implementation of the NZIPS. It is therefore appropriate that they be involved with the SCFNZ. It is essential that the SCFNZ demonstrate the value of ACC's involvement to community groups and other key stakeholders.
Inability to attract suitable staff due to lack of established record of the SCFNZ.	Due to the high profile and track record of the Director and Trustees in injury prevention it is anticipated that suitable staff will be attracted to the SCFNZ. Employment conditions will also need to be comparable with other organisations.
Perception of other national bodies that the SCFNZ is a threat to the sustainability and operation of their organisation.	The establishment of a National Advisory Group for the SCFNZ will help to ensure that other national bodies see the value of the SCFNZ to their own organisation. For example, the current and former chairpersons of IPNANZ have agreed to be part of the SCFNZ National Advisory Group.
Withdrawal of support by the WHO Collaborating Centre on Community Safety Promotion thereby limiting the ability of the SCFNZ to accredit communities as WHO Safe Communities.	The Director of the SCFNZ has a very good working relationship with the leader and staff based at the WHO Collaborating Centre on Community Safety Promotion. To ensure ongoing support for the SCFNZ, it will be essential for the Director, staff, and potentially Trustees, to be actively involvement with the international Safe Communities movement.

12.0 Projected Budget

As required by the Trust Deed, all financial transactions of the SCFNZ will be audited by a qualified accountant on an annual basis. Section Six, funding, of this business plan details the range of options for securing funding.

At this stage of development funding targets will need to be flexible. Expenditure estimates should not include, in the first instant, the following services: data analysis of routinely collected injury statistics; the conduct of comprehensive evaluations for a large number of community-based initiatives; the development of a comprehensive range of community safety and injury prevention resources; or the provision of substantial funding to directly support community-based safety promotion and injury prevention initiatives.

Projected budgets will nevertheless need to be appropriate for the establishment phase and first year of operation of the SCFNZ. They will also need to be sufficient for achieving the service deliverables as detailed in section eight of this business plan. A draft budget has been developed by the Director and accepted by the SCFNZ Trustees. Initial funding has been approved by the ACC. Once the SCFNZ is able to demonstrate the value of its services to improve safety and injury prevention efforts through the appropriate accreditation of Safe Communities in New Zealand, then attracting additional funding should, theoretically, be achievable.