RoSPA Scotland
Evaluation of MORR activities funded by Scottish Government

Draft report
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1. Introduction and method

About this report

1.1 This report evaluates RoSPA Scotland's (RoSPA) programme of activities around MORR (Managing Occupational Road Risk). The programme was funded by Scottish Government, between 1 April 2018 to 31 March 2019. RoSPA activity was undertaken on behalf of of the Scottish Occupational Road Safety Alliance (ScORSA).

1.2 This report provides an independent analysis of the outcomes of programme activity, and what has worked well or could be improved for future delivery.

1.3 RoSPA Scotland's MORR activities are designed to contribute towards the following commitments from Scotland's Road Safety Framework:

- RSF30: Encourage and support the Royal Society for the Prevention of Accidents (RoSPA) with the formation of the Scottish Occupational Road Safety Alliance (ScORSA) in order to raise employer's awareness of the need to have a policy on the Management of Occupational Road Risk (MORR).
- RSF 60: Encourage young drivers to undergo post-test training, by engaging with the private sector including the insurance industry to explore incentivisation, and support national coordination of the use of outcome based evaluation in post-test training.
- RSF 83: Support initiatives to raise awareness amongst older drivers and their families of their vulnerability and ways in which they can address this in order to make informed choices about safe driving.
- RSF 69: Support the voluntary use of intelligent speed adaptation (ISA) and other technologies designed to encourage compliance with speed limits, through engagement with employers and the commercial sector.

1.4 The key objectives of RoSPA's funded activities are to:

- raise awareness amongst small to medium sized enterprises (SME's) in Scotland of the need to implement Management of Occupational Road Risk (MORR) policies; and

- provide the resources to enable ScORSA members to implement a MORR policy.

Evaluation aims

1.5 RoSPA Scotland commissioned this independent evaluation to assess:

- the extent to which outputs and activities have been delivered, in relation to the above objectives, and
- the outcomes (or changes brought about by) the ScORSA activities.

1.6   This is a small scale evaluation of ScORSA activities from April 2018 to February 2019. It is based on monitoring data collected by RoSPA and surveys completed by ScORSA members at workshops. The evaluation is outcome focused, and will provide an overview of progress towards the following outcomes:

- increase the awareness and development of MORR policies amongst SME employers in Scotland; and
- increase capacity of ScORSA members to develop, implement and or improve their practical management of occupational road risk.

1.7   This report also provides an overview of delivery and outputs from April 2018 to February 2019. Although the funded activity period run through to March 2019, the majority of ScORSA activity took place within the evaluation period.

Method

1.8   This evaluation involved:

- a review of quarterly monitoring data reported by RoSPA Scotland;
- a survey of ScORSA workshop participants;
- a staff discussion group; and
- two facilitated discussion groups with ScORSA members.

Review of monitoring data

1.9   RoSPA Scotland routinely gathers data on its membership, participation in workshops and programmes, and delivery of key awareness raising activities. We carried out a review of the reported data in February 2019, when the majority of delivery had been completed.

Surveys of workshop participants

1.10   RoSPA Scotland staff issued surveys to all members attending the first ScORSA workshop and the annual seminar. Survey data was input by RoSPA staff and analysed by Research Scotland. The survey was completed by 48 of the 73 members attending these sessions - a response rate of 66%. Survey respondents were from a range of different sized organisations. Seventeen respondents identified their organisations as a small to medium enterprise (< 250 employees). Most respondents were from large organisations with between 300 – 10,000 employees.

1.11   The survey was designed to capture outcome focused information around improved awareness, understanding and implementation of MORR policy, as well as any wider impact of ScORSA membership.

Staff discussion group

1.12   Research Scotland conducted a discussion with two RoSPA staff members in January 2019. This discussion focused on the key elements of challenge and success over the past ten months of delivery, and identified areas for development in the future.

Facilitated discussion with ScORSA members

1.13   Research Scotland attended two ScORSA workshops in Falkirk and Perth in January and February 2019. Working closely with RoSPA staff, we facilitated discussions with a total of 17 individual workshop participants. Three participants attending the workshop in Perth had also attended the workshop in Falkirk and contributed to discussions at both workshops.

1.14   The discussion groups were conducted as a mix of a whole group discussion, and small group discussion, with time for each group to feedback.

2.   Delivery

Introduction

2.1   This section outlines the ScORSA delivery and outputs from April 2018 to February 2019. It is based on monitoring data gathered by RoSPA and a discussion with key RoSPA staff. It discusses:

- awareness raising and promotional activity;
- direct support and guidance;
- seminars and workshops;
- reach of the programme; and
- effectiveness of delivery.

ScORSA awareness raising and promotional activity

2.2   Monitoring reports and discussions with RoSPA staff indicate that RoSPA has undertaken a range of actions in order to raise awareness and promote ScORSA. In particular, RoSPA has aimed to raise awareness amongst small to medium sized enterprises. Outputs during this funded period included:

- Providing secretariat for ScORSA – including at two steering groups each year, responding to queries or issues from members and delivering resources (as agreed with Road Safety Scotland).

- Development of social media activity – RoSPA used Twitter and LinkedIn accounts to communicate key messages about driving for work and promoting road safety. The Twitter profile is updated daily with a mixture of retweets and original content.

- Continued maintenance and restructuring of the ScORSA website to ensure resources are well signposted and easily accessible.

- Promotion of ScORSA membership through trade associations – RoSPA staff have attended four relevant trade fairs and events to deliver information about the benefits of ScORSA membership.

- In addition to the activities listed above, RoSPA regularly encourages ScORSA members to share information amongst their own networks, to further promote ScORSA and raise awareness.

Seminars and workshops

2.3   Seminars and workshops form a key element of RoSPA Scotland's programme delivery in relation to MORR.

2.4   From April 2018 to February 2019, RoSPA delivered three workshops (Edinburgh, Falkirk, Perth) and one annual seminar (Edinburgh). A further workshop is planned for delivery in Edinburgh. The table below provides a summary of the workshops and seminar delivered up to February 2019. A second workshop focusing on Young and ageing drivers is scheduled for 26 March 2019 with 18 members registered to attend.

Type	Location	Number	Focus area
Workshop	Edinburgh	18	Incident review processes
Seminar	Edinburgh	55	Strategic governance and influence of MORR policy
Workshop	Falkirk	10	ScORSA toolkit
Workshop	Perth	10	Young and ageing drivers
Workshop	Edinburgh	tbc	Young and ageing drivers

2.5   Workshops and the seminar were well attended by those who had booked. However, attendance at both workshops and the seminars were not as high as in the previous year of funded activity, where RoSPA had engaged 72 members through workshops and 67 at the seminar.
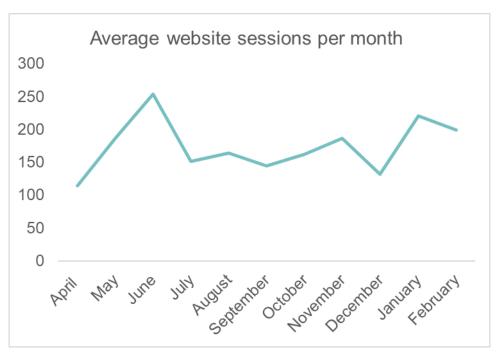
Direct support and guidance

2.6   RoSPA delivered three presentations to organisations seeking support and advice on occupational road risk and grey fleet management.

2.7   RoSPA also developed and expanded the ScORSA toolkit, which has been the basis of the workshops during this funded period of activity.

2.8   RoSPA offered a free online Driver Profile tool to all member organisations. Only four organisations took up the offer. Similarly, no organisations have taken up the offer of an in-depth workplace policy review. The workplace policy review has been promoted through all ScORSA outlets and workshops, however encouraging uptake remains challenging.

2.9   In order to further promote the offer and encourage uptake, RoSPA has considered including the monetary value of the review within the description, to raise awareness of the value of the offer.

Reach of the programme

2.10   During the delivery period RoSPA planned to increase the membership of ScORSA, particularly amongst small to medium sized enterprises. However, it also undertook a review of membership, to comply with the new EU General Data Protection Regulation (GDPR), which came into place in May 2018. After reviewing the full membership database of over 500 members it was found that some were no longer active members, and that some members had moved on to other roles or organisations. A full update was undertaken and as at February 2019, confirmed membership stood at 381.

2.11 At the time of this report the process of reviewing membership was ongoing. Once this process is complete, RoSPA expects that, although the actual number of members will fall, the level of activity will remain stable, as many contacts in the database were no longer valid. In the longer term, RoSPA hopes that having a more accurate membership database will help it to grow membership and to target relevant organisations, such as small to medium sized organisations, and organisations with large numbers of grey fleet drivers.

2.12 As at February 2019, the ScORSA Twitter account had a total of 123 followers. From April 2018 to December 2018, the website hosted an average of 174 sessions per month, with an average of 150 users accessing the site per month. This is lower than the average sessions per month during 2017/18, which was 287. However, data from 2017/18 had some gaps and showed significant fluctuation in website activity. During most of the current funded period the number of sessions per month has remained relatively steady, between 114 and 254.

2.13 Activity peaked in June, possibly due to RoSPA issuing circulars regarding forthcoming events. However, RoSPA reported that there was no change in viewer profile. A number of these circulars were made through partner organisations, which continue to be utilised.
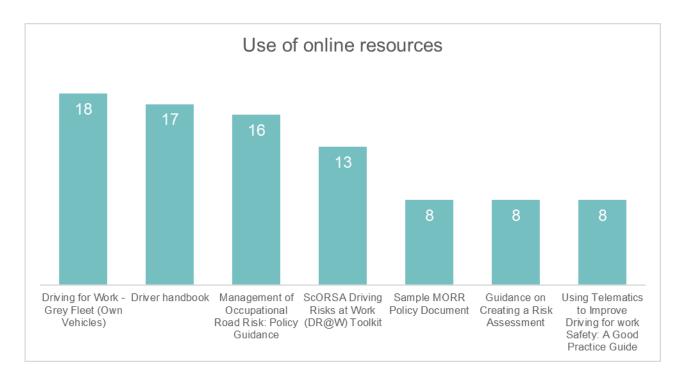
Views on the effectiveness of delivery

2.14 Workshop surveys and discussions explored what works well about the delivery of RoSPA's MORR activities, and how these might be improved.

What works well about ScORSA

2.15 Generally, ScORSA members commented positively on their experiences. Half of all survey respondents had previously attended other ScORSA

workshops or events. And most people we spoke with at workshops had accessed the ScORSA website and used resources.

2.16   Most workshop participants said that they had joined ScORSA to get advice or information. Many also wanted to gain a better understanding of legal issues, and some wanted support to develop an action plan or undertake a risk assessment. A few participants also mentioned that they had joined ScORSA in order to create a MORR policy, to better understand the potential financial savings or to become familiar with best practice in the industry. One member said that he had joined in order to have access to relevant, up-to-date resources, and he felt that RoSPA was a trusted source for this information.

2.17   Of the participants, a few mentioned that they had received and used specific resources from RoSPA, such as a safety camera handbook or policy guide.

2.18   A few participants at one workshop said that they appreciated that membership, workshops and resources were free. They noted that other organisations offered similar support but that none were available free of charge.

2.19   People we spoke with at workshops identified the following benefits of ScORSA membership:

- learning about MORR;
- identifying gaps in their own policies;
- learning from other ScORSA members / picking up ideas from others;
- access to online resources;
- opportunities to share best practice;
- networking opportunities; and
- reputational benefits of membership.

2.20   A few workshop participants said that they had benefited from networking and sharing ideas with others. For example, learning about additional functions within existing driver monitoring systems, and the best way to encourage use of driver monitoring systems.

2.21   Workshop participants also noted that the topics covered were very useful, and were relevant to their needs.

2.22   When asked what the most valuable aspects of the workshops were, participants reported the following:

- Information on:
    o Roles and responsibilities of employees, organisations and authorities
    o Policy structure
- Examples and case studies

- Relevant statistics on incidents and road safety
- Sharing of ideas and practical suggestions
- Networking
- Emphasis on the importance of MORR
- Emphasis and reminder to regularly review MORR policies.

2.23   Some workshop participants said that they liked that ScORSA and RoSPA were independent from their own organisations. This allowed them to relay messages back to their drivers from an independent organisation, rather than their own fleet team.

2.24   Workshop participants we spoke with also said that they liked the range of topics covered at workshops. They felt that RoSPA was able to support them with a variety of different issues, relating to their needs. They also appreciated the locations of the workshops, as they were easily accessible and had ample parking.

2.25   Overall, participants felt that the national seminar was a good opportunity to bring people together and deliver an overview of information. The regional workshops provided an opportunity to focus on a specific topic, to make contacts and share ideas.

2.26   However, most participants also told us that they did not know about the full range of support and advice available or what they could expect from ScORSA. And one participant said that this was his first attendance at a ScORSA workshop and he had no understanding or awareness of what he could get out if it.

2.27   ScORSA members completing the survey felt that the resources provided through ScORSA were useful. The most used resources by survey respondents were:

- Driving for Work – Grey Fleet (Own Vehicle)
- Driver handbook
- Management of Occupational Road Risk: Policy Guidance
- ScORSA Driving Risks at Work (DR@W) Toolkit.

2.28   Similarly, workshop participants told us that they had used the online resources, particularly the Toolkit.

2.29   The chart below shows the extent to which survey respondents had used the various ScORSA resources.

Use of online resources

- Driving for Work – Grey Fleet (Own Vehicles): 18
- Driver handbook: 17
- Management of Occupational Road Risk: Policy Guidance: 16
- ScORSA Driving Risks at Work (DR@W) Toolkit: 13
- Sample MORR Policy Document: 8
- Guidance on Creating a Risk Assessment: 8
- Using Telematics to Improve Driving for work Safety: A Good Practice Guide: 8

2.30 Respondents (7) selecting 'Other' reported that they were new to ScORSA and had not yet used any resources.

2.31 Most survey respondents said that they found the resources to be helpful and easy to use, with a few stating that they were "excellent".

"Everything has been useful and I have been using this to help the companies I am working with." - Workshop participant
"A very useful resource." - Seminar participant

Suggested improvements for ScORSA

2.32 Generally, workshop participants were happy with the support and resources they had received from ScORSA. In terms of workshop content, one survey respondent noted that they would like more information on grey fleet management and drivers with lower level interaction. And one respondent reported that they found the website difficult to navigate.

2.33 It was also noted that the workshops assumed some prior knowledge of RoSPA and ScORSA. One participant, who was a new member suggested that a brief introduction, highlighting the support available, would be useful.

2.34 Workshop participants suggested the following areas for improvement:
- Awareness – almost all participants felt that more could be done to increase awareness of RoSPA, ScORSA and the range of support available.
- Media and Social Media content – some participants felt that ScORSA could provide more media content that organisations could share across their network and social network platforms.

- Provision of take-home materials – participants suggested a range of resources such as presentations and posters, that could be modified for in-house delivery to drivers and office-based staff.
- Benchmarking – a few participants enquired whether or not RoSPA could facilitate data sharing of telemetrics, to allow organisations to benchmark their activity.
- Increased presence during Road Safety Week – one participant enquired if RoSPA could provide additional support or deliver events to help their organisation promote Road Safety Week.

2.35 During workshops, the topics generating the most discussion were around benchmarking and providing more information that could be shared directly with drivers.

2.36 In terms of workshop content, participants said that they would be keen to learn more about how to manage:
- young drivers;
- inexperienced drivers; and
- the mental health and wellbeing of drivers.

2.37 In particular, they noted that they would like more information around identifying hazards for drivers, and how to support drivers to manage fatigue and high pressure situations.
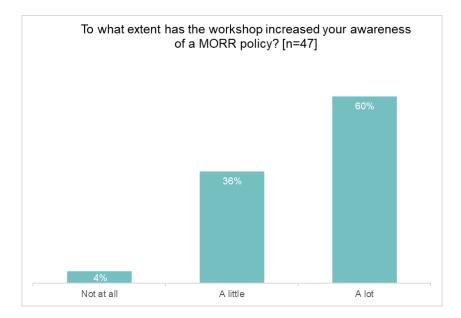
3.   Outcomes

Introduction

3.1   This section will discuss the outcomes achieved through ScORSA activities from April 2018 to February 2019. It is based on surveys completed by ScORSA workshop participants, and two facilitated discussions with workshop participants.

3.2   The key intended outcomes for ScORSA are to:

- increase awareness and development of MORR policies amongst SME employers in Scotland; and
- increase capacity of ScORSA members to develop, implement and or improve their practical management of occupational road risk.

3.3   Overall, feedback from ScORSA members and workshops and seminars indicates that RoSPA activities have helped them to:

- increase awareness of MORR policy;
- increase understanding of MORR policy;
- develop MORR policies; and
- increase confidence in practical management of occupational road risk.

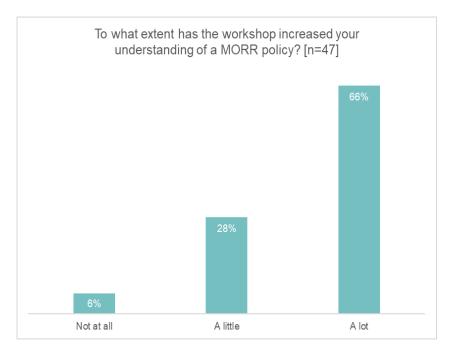## Increase awareness of MORR policies

3.4   Survey respondents were asked if attending a ScORSA workshop had increased their awareness of MORR policies. The majority of respondents (60%) said that it had increased their awareness 'a lot'.

To what extent has the workshop increased your awareness of a MORR policy? [n=47]

Not at all	4%
A little	36%
A lot	60%

Increased understanding of MORR policy

3.5   Similarly, most survey respondents felt that attending workshops had helped them to better understand MORR policy. Workshop participants we spoke with explained that attending workshops provided a useful opportunity to discuss different aspects of MORR policy and how it is implemented by other organisations.

To what extent has the workshop increased your understanding of a MORR policy? [n=47]

Not at all	A little	A lot
6%	28%	66%

3.6   Overall, workshop participants and survey respondents said they were confident about the practical management of occupational road risk, and implementing MORR policy. Almost all (99%) survey respondents reported that they were 'quite confident' or 'very confident'.

How confident do you feel about the practical management of occupational road risk, since joining ScORSA? [n=47]

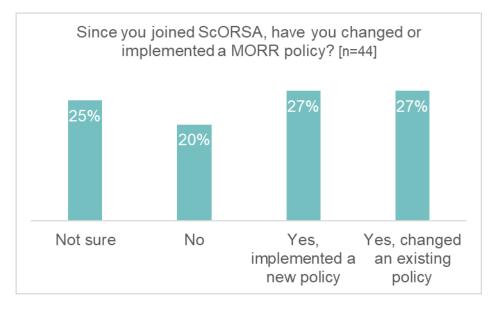| Not at all confident	Not confident	Quite confident	Very confident
0%	2%	72%	26%

3.7   Workshop participants said that they felt a little more confident about managing occupational road risk, since they had joined ScORSA. Primarily, this was because ScORSA resources helped them to highlight any gaps in

their MORR (or fleet) policies. A few participants said that it was good to be part of recognised, national organisations, and to know that they were working towards the same standards as other similar organisations. And one participant said that although their organisation already had an established MORR policy, it gave them confidence to know that ScORSA and RoSPA resources were available if required.
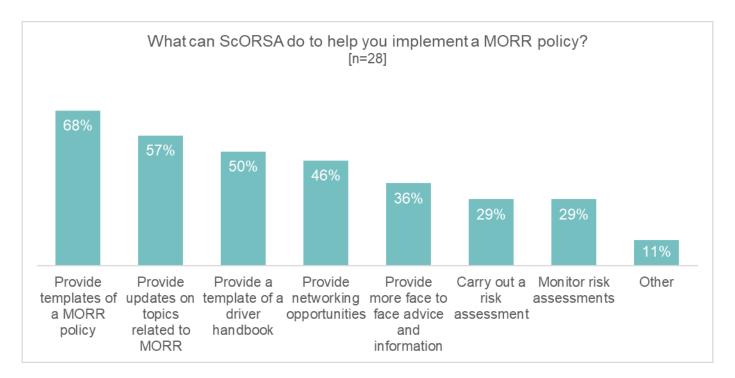
"It gives you the confidence that you're doing the same as others." – Workshop participant

Development and implementation of MORR policies

3.8   Of the survey respondents, over half had implemented a new MORR policy or changed an existing policy within their organisation.

3.9   Survey respondents identified areas for additional support, to help them implement a MORR policy. As shown in the chart below, the areas that most repondents felt RoSPA could support them with were around providing:

- templates of a MORR policy;
- updates on MORR related topics;
- templates of a driver handbook; and
- networking opportunities.

What can ScORSA do to help you implement a MORR policy?
[n=28]

Category	Percentage
Provide templates of a MORR policy	68%
Provide updates on topics related to MORR	57%
Provide a template of a driver handbook	50%
Provide networking opportunities	46%
Provide more face to face advice and information	36%
Carry out a risk assessment	29%
Monitor risk assessments	29%
Other	11%

3.10 Workshop participants identified similar areas of support, suggesting that ScORSA could provide templates or generic information, which organisations could then personalise and amend.

3.11 Of the workshop participants, a few commented that since joining ScORSA, they had changed or implemented MORR within their organisation. One participant had created a Road Wise policy, using resources provided by ScORSA, and another had developed a leaflet for winter driving, based on information that they had gathered at a ScORSA seminar.

3.12 Other participants said that they had started providing drivers with useful driving accessories, such as ice scrapers and cloths and working on more familiarisation for their new and younger drivers.

3.13 A few workshop participants noted that their organisation's policies were designed for whole fleet management, covering a wider remit than MORR - and that any changes to policies needed to be agreed at a senior management level, or even at a national organisational level. These participants still felt that a MORR review could be beneficial, to help them identify any gaps in policy, but noted that they would be unlikely to use RoSPA support to implement new policies in their organisation.

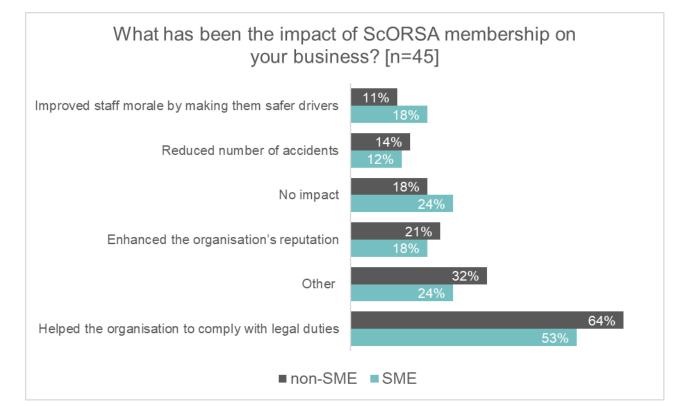*"I wouldn't be in a position to dictate, but I could probably influence." Workshop participant*

3.14 At one workshop, some participants said that they felt the MORR review was intended for small to medium enterprises, and that as a larger organisation, they did not feel it would be suitable for their needs.

"I thought it was aimed at gap analysis, and I think most of us here probably have that already." Workshop participant

3.15   And others noted that their organisation already had a comprehensive policy that had recently been reviewed, so they were not in a position to use this resource from ScORSA. However, one member from a large, national organisation said that attending a workshop had prompted her to look at when their policies had last been updated, and that she felt her organisation might be ready for an independent review.

"It's probably a good time for an independent review." Workshop participant

Wider impact of ScORSA membership

3.16   Workshop and seminar participants were asked to comment on the overall impact of ScORSA membership on their organisation. Most felt that it helped them to comply with their legal duties and that it was good for their reputation.

What has been the impact of ScORSA membership on your business? [n=45]

Category	non-SME	SME
Improved staff morale by making them safer drivers	11%	18%
Reduced number of accidents	14%	12%
No impact	18%	24%
Enhanced the organisation's reputation	21%	18%
Other	32%	24%
Helped the organisation to comply with legal duties	64%	53%

3.17   Broadly, the proportion of SME and non-SME organisations commenting on impact in each area was similar. Overall, most organisations felt that membership had helped them to comply with their legal duties. However almost a quarter of SME's responding to the survey felt that ScORSA membership had not had any impact on them. Some of these respondents reported that they were new members and that it was too soon for them to be able to comment on impact.

3.18   Respondents selecting 'Other' said that ScORSA membership helped them through:

- keeping up to date with relevant changes to legal duties;
- providing useful suggestions;

- providing a focus on MORR policies and procedures for businesses; and
- enabling them to assist and advise other organisations.

3.19   Twenty-four participants identified practical actions that they would be taking forward, as a result of the attending the workshop. Most of these participants said that they would review their MORR policies (or check when the last review was conducted) and make better use of the online resources. A few participants noted that they wanted to involve ScORSA more, or develop a more formal relationship with ScORSA.

3.20   The range of actions included:

- implement more detailed policies
- review the organisation's policies and arrangements for drivers
- download and use ScORSA online resources
- promote safe driving using information from the workshop
- issue specific guidance on fatigue
- issue specific guidance on winter/poor weather driving
- investigate in-house systems and recording procedures.

3.21   Workshop participants highlighted that ScORSA resources were a useful reference and research tool. One participant described the resources as a 'safety blanket', because they gave him reassurance of what he was doing and where to go for information.

3.22   Another participant noted that, whilst her organisation had not changed its MORR policy directly through ScORSA, it was useful to attend workshops and use the information in other ways. For example, she found ScORSA materials complemented her other road safety communications well, and uses them as part of a range of resources.

"It just prompts you…anything that crops up here makes you go back and look at it."
Workshop participant

3.23   Participants also said that they liked that, through ScORSA, all of the resources they needed were in one place. They felt that some of the information was likely to be available from other sources, but that it was easier to use through ScORSA as everything was pulled together.

"It's all here in one place, you don't need to scuttle about to find things." Workshop participant

4. Conclusions

Introduction

4.1   This section will discuss the overall achievements of the programme during the funded period from April 2018 to February 2019.

4.2   Overall, evidence indicates that RoSPA has taken steps towards meeting its key objectives to:

- raise awareness amongst Small to Medium sized Enterprises (SME's) in Scotland of the need to implement Management of Occupational Road Risk (MORR) policies; and
- provide the resources to enable ScORSA members to implement a MORR policy.

4.3   RoSPA successfully delivered three regional workshops and held an annual seminar, reaching 93 members. A proposed workshop in March, 2019 has attracted 18 delegates to date.

4.4   Through an improved, more accessible website, and regular updates on social media, RoSPA has aimed to reach as many small to medium sized enterprises as possible. Although new members joined ScORSA, the review of membership and subsequent removal of inactive members means that the figure for membership now sits at approximately 381, which is lower than in the previous year. However, the new, more accurate membership database will allow RoSPA to better understand the composition of its members, and to target membership accordingly.

Outcomes achieved

4.5   Evidence from surveys and discussions with ScORSA members indicates membership has helped to increase awareness and understanding of MORR. Members also expressed that they felt more confident to amend and implement policies within their organisations, due to support and resources from ScORSA.

4.6   ScORSA members spoke positively and enthusiastically about their experiences of workshops and seminars. They felt that it was useful and valuable to be a member of ScORSA. Some members were keen to use the information and resources available through ScORSA to implement positive changes in their organisation.

4.7   The main benefits of membership and workshops for ScORSA members were around:

- access to information and resources;
- reputational benefits;

- opportunities for shared learning; and
- opportunities for networking.

4.8 As part of its funded activity agreement, RoSPA has hosted two ScORSA Steering Group meetings, and will be hosting a further meeting in June 2019.

Key successes and challenges

4.9 The workshops and seminar were felt to be successful by both participants and RoSPA staff. In particular, the approach to delivery, whereby each session had a specific focus was welcomed by many.

4.10 Workshop participants also commented positively on the general delivery approach of RoSPA staff, the online toolkit and the variety of workshop locations.

4.11 The key challenges during 2018/19 were around growing membership and challenges raising awareness amongst organisations, particularly SMEs. RoSPA also faces a challenge in remaining relevant to the existing membership, while also building up new membership, from different types of organisations. Organisations have also been reticent to take up the offer of a free in-house MORR assessment or to use the free Driver Profiling tool.

Future development

4.12 Going forward, RoSPA plans to continue developing the websites and online resources. RoSPA also hopes to begin working more closely with drivers, rather than those managing occupational road risk, particularly in organisations with high numbers of self-employed or grey fleet drivers. This would ensure that ScORSA recognises the 'gig' economy of drivers who may not be regulated by employment law but who regularly drive for their job.

4.13 RoSPA is also keen to conduct a survey of its members, to better understand their needs, and to identify any gaps in provision.

4.14 In terms of resources, RoSPA hopes to offer an online MORR self-assessment tool for organisations to complete in their own time. RoSPA could then analyse the results and provide advice accordingly. RoSPA is also considering ways in which it can reduce barrier for smaller businesses, for example, going into organisations to deliver short sessions, rather than asking organisations to take a day off for a workshop.

4.15 We would recommend continued presence at relevant trade shows and events, to target more small to medium enterprises, and organisations with grey fleet drivers. This might include direct contact with trade bodies, business parks, the Federation of Small Business and businesses supporting third sector organisations.

4.16   In order to better understand and target membership, we would recommend monitoring the size of member organisations. This would allow RoSPA to gain a clearer understanding of the proportion of SMEs engaging in MORR activities.

4.17   RoSPA may also wish to consider development of further resources, in line with members suggestions. In order to improve uptake of RoSPA's existing offerings, particularly the MORR assessment, we would recommend further promotion of this resource, being clear that any advice or recommendation following the assessment was not a legal duty.