

**ScORSA**

connected through driving for work in Scotland

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# RoSPA Scotland

## Evaluation of MORR activities funded by Scottish Government

Highlighting innovative and impactful work

April 2021

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# CONTENTS

|    |                              |    |
|----|------------------------------|----|
| 1. | Introduction and method..... | 1  |
| 2. | Delivery .....               | 5  |
| 3. | Outcomes .....               | 15 |
| 4. | Strategic views.....         | 21 |
| 5. | Conclusions .....            | 27 |

# 1. | INTRODUCTION AND METHOD

## About this report

- 1.1 This report evaluates RoSPA Scotland's programme of activities around Managing Occupational Road Risk. The programme was funded by Scottish Government, from April 2020 to March 2021. RoSPA activity was undertaken on behalf of the Scottish Occupational Road Safety Alliance.
- 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 Management of Occupational Road Risk 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 employers' awareness of the need to have a policy on 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 priority focus areas for the work in 2020/21 are around:
  - Speed
  - Age
    - Drivers aged 17-25
    - Older drivers
  - Vulnerable road users
    - Cyclists
    - Pedestrians.

## 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 priority focus areas, and
  - the outcomes (or changes brought about by) the ScORSA activities.
- 1.6 This is a small scale evaluation of ScORSA activities from April 2020 to March 2021. It is based on monitoring data collected by RoSPA, surveys completed by ScORSA members and discussions with RoSPA staff and the steering group. 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.

## Method

- 1.7 This evaluation involved:
- a review of quarterly monitoring data reported by RoSPA Scotland;
  - a survey of ScORSA webinar participants;
  - interviews with three steering group members;
  - case studies on three ScORSA members; and
  - a staff discussion group.

### Review of monitoring data

- 1.8 RoSPA Scotland routinely gathers data on its membership, participation in webinars and programmes, and delivery of key awareness raising activities. We carried out a review of the reported data in April 2021 when the majority of delivery had been completed.

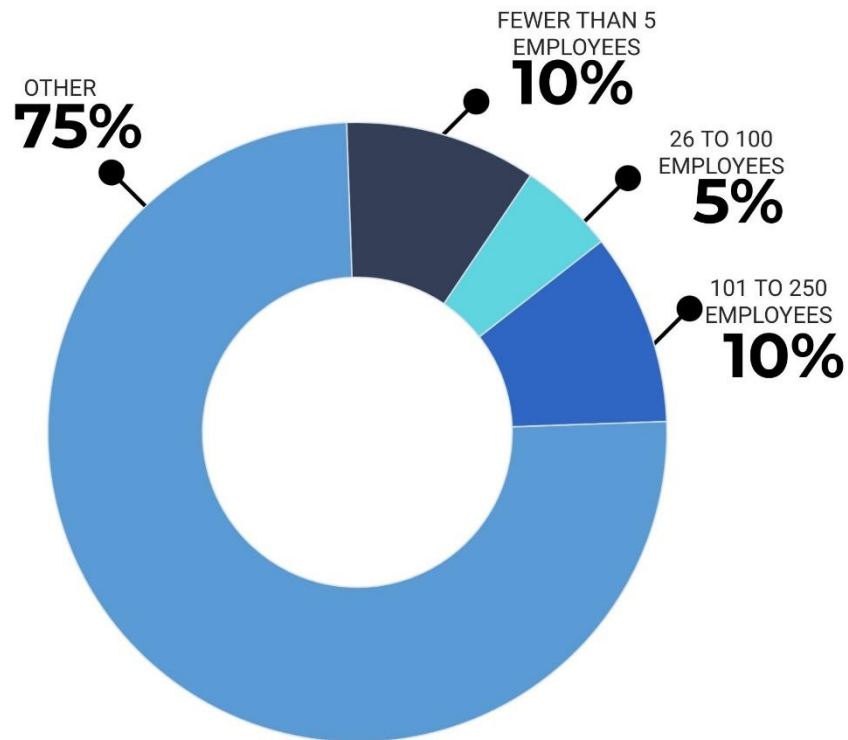
### Survey of webinar participants

- 1.9 RoSPA Scotland staff issued the digital survey to all members attending webinars and the annual St. Andrews seminar, which was held online. The survey was designed to capture outcome focused information around improved awareness, understanding and implementation of MORR policy.
- 1.10 The survey was completed by 20 members. This is significantly fewer than in previous years, when over 60 responses were received. In previous years, members were issued with paper surveys to complete at the end of a seminar. This year, members were issued with a digital link after attending a webinar. This changed how the survey was issued and is likely to be a factor in the reduced response rate. Only a small proportion of respondents completed the survey after attending a regular webinar, most respondents

did so after attending a session from the St. Andrews webinar series – a three-part series of sessions focusing on different aspects of road safety.

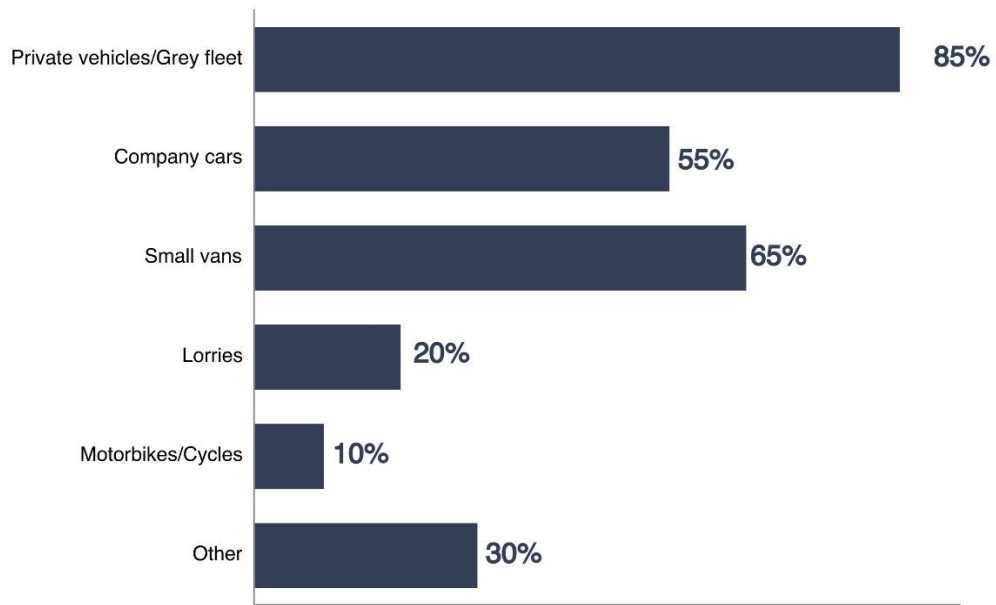
- 1.11 Survey respondents were from a range of different sized organisations. A quarter (25%, 5) of respondents identified their organisations as small to medium enterprises (< 250 employees). Most respondents were from large organisations with between 400 – 4,000+ employees or volunteers.

### How many staff does your business employ? [N=20]



- 1.12 Respondents indicated that employees and volunteers used a range of different vehicles. Most respondents indicated that they used private vehicles, company cars and small vans. A few also noted that they used minibuses or larger vans, lorries or trucks. And two respondents said that they used a car club or 'pool' of vehicles. One respondent said that they used electric vehicles – both cars and vans.

How would you describe your vehicles? [N=20]



## 2. | DELIVERY

### Introduction

2.1 This section outlines the ScORSA delivery and outputs from April 2020 to March 2021. It is based on monitoring data and activity reports developed by RoSPA. It discusses:

- awareness raising and promotional activity;
- direct support and guidance;
- webinars;
- 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 three steering group meetings, responding to queries or issues from members and delivering resources (as agreed with Road Safety Scotland).
- Development of social media activity – RoSPA used the dedicated Twitter account (@RoadRiskSco) to communicate key messages about driving for work and promoting road safety. As at March 2021, the account had 456 followers, an increase of 115 followers over the past year. The Twitter profile is updated regularly with a mixture of retweets and original content.
- ScORSA continues to update its LinkedIn group by inviting relevant parties to join and stimulate discussions. It has also used paid advertising on LinkedIn to raise awareness and promote ScORSA.
- Development of a new communications toolkit, which includes:
  - Volunteer Drivers Handbook
  - Young Drivers at Work Guide
  - Young Drivers at Work Presentation
  - Fatigue Factsheet
  - Fatigue and Driving presentation
  - Winter Driving Factsheet.

- Development of new marketing products, including branded hand sanitiser and bandanas with the ScORSA logo.
- The ScORSA website continues to be updated to ensure that resources are well signposted and easily accessible.
- Engagement with trade associations, including Food Standards Scotland, Scotland and Northern Ireland Plumbing Employers' Federation, SELECT and the Federation of Small Businesses.
- RoSPA staff attended, delivered, exhibited or presented at many events during this period to raise awareness of ScORSA and membership benefits and encourage sharing of partner messaging. These included the:
  - Safety and Health Practitioner (SHP) webinars
  - Ideagen webinar
  - RoSPA award winner and member webinar
  - RoSPA National Road Safety Committee
  - RoSPA Better Bikers webinar
  - Institution of Occupational Safety and Health (IOSH) webinars
  - Intersec webinar
  - Institution of Occupational Safety and Health (IOSH) Scotland conference
  - Cross Party Group on Accident Prevention and Safety Awareness
  - CSSE Edmonton (Canadian Society of Safety Engineers Edmonton Chapter) with a focus on driver health
  - The Sleep Steering Group, chaired by SOM (Society of Occupational Medicine) with ScORSA input based on fatigue and driving
  - British Psychological Society/SOM event for World Mental Health Day 'Sleep, fatigue and lifestyle – key drivers of poor mental health at work'
  - Scottish Government events
  - Talking Health and Safety podcast
  - Health and Safety at Work Conference, Driver Fatigue
  - Scottish Borders Road Safety Working Group
  - Discussion with Diabetes Safety Organisation on driver health
  - Food Standards Scotland staff briefing including ScORSA winter driving resource
  - Partnership on Health and Safety in Scotland (PHASS) webinar
  - Midlothian Road Safety Forum.

2.3 The events provided a useful space to deliver information about the benefits of ScORSA membership, develop partnerships and promote ScORSA to the target audience.



- 2.4 In the final quarter of this year, ScORSA also began a new communications campaign, which will run for one year. The campaign will aim to increase ScORSA membership, and to instigate a national conversation around the role of businesses in improving road safety outcomes.
- 2.5 The campaign will target specific sectors, including construction, scientific and technical, agriculture, forestry and fishing and wholesale, retail and repair sectors.
- 2.6 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. However we would note that the planned programme of events for both RoSPA and its partners has been significantly disrupted due to the COVID-19 pandemic and associated restrictions on movement.

## Seminars, webinars and training

- 2.7 Events and webinars form a key element of RoSPA Scotland’s programme delivery in relation to MORR. Over the past year, all delivery has been conducted online, with seminars reformatted as webinars. The webinar sessions are recorded and made available online, so members can listen again or catch up if they were unable to attend the live session.
- 2.8 The annual St. Andrew’s conference was redesigned as a three-part webinar series. Each session was delivered with presentations and Q and A sessions. The three sessions were delivered, online, during November, January and February, reaching between 28 and 50 attendees per session. In 2019/20 the seminar was attended by 79 people, and there were 67 attendees in 2018/19.

| Date     | Number of delegates | Focus area   |
|----------|---------------------|--|
| 29.04.20 | 80                  | Managing fatigue in the workplace and on the roads                     |
| 29.06.20 | 58                  | Waste Industry Safety and Health guidance during the COVID-19 pandemic |
| 02.09.20 | 30                  | Whole person, Whole Life Road Safety                                   |
| 26.11.20 | 32                  | Fatigue and driving for work   |
| 28.01.21 | 50                  | Road Safety Framework to 2030  |
| 25.02.21 | 28                  | Driving for Work – Getting the message home                            |

- 2.9 Overall, the online sessions attracted between 28 and 80 participants, with an average of 46 people per session.

## Other support and resources

- 2.10 Staff delivered one-to one advice sessions with four member organisations and continued to offer a MORR assessment, handbook and driver profiling support for members.
- 2.11 This year, ScORSA worked with Public Health Scotland to refresh the DR@W (Driving Risks At Work) toolkit, with updated information on sanitising vehicles. The toolkit is available on the Public Health Scotland Virtual Learning Environment as a free e-learning course.
- 2.12 ScORSA is working with Highland and Falkirk Councils on a pilot project linking in with foodbanks. The work will focus on increasing awareness of road safety amongst people working in the gig economy, and others working in community safety.
- 2.13 RoSPA has an online hub with a range of services and support (free and paid for) to support members to understand the issues raised by COVID-19. It has used the acronym 'PAUSE' to help share the messages, which were tailored for ScORSA members.



**Prioritise** your people



**Assess** the risk of fatigue, but don't forget the other risks associated with the work you do



**Update** your risk management plan



**Support** people and give them the opportunity to speak up



**Evaluate** the impact of managing fatigue. Are the changes you have made being implemented?

## Reach of the programme

- 2.14 ScORSA membership has increased from 428 in 2020 to 443 in 2021, demonstrating a 4% increase.

Membership numbers each year



- 2.15 As at 31 March 2020, the ScORSA Twitter account (@RoadRiskSco) had a total of 456 followers, an increase of 36% from the previous year.

Twitter follower numbers



- 2.16 From April 2020 to March 2021, the website hosted an average of 186 sessions per month, with an average of 136 users accessing the site per month. This is similar to the previous year, 2019/20 when the average number of sessions was 200 per month, and the average number of users was 137.

Average website sessions per month



- 2.17 During the current funded period, website use has shown an overall increase from 504 sessions in quarter one to 716 sessions on quarter 4. Similarly, there has been an increase in the number of users, from 385 in quarter one to 548 in quarter three.

## Views on the effectiveness of delivery

2.18 The survey for ScORSA members explored what works well about the delivery of RoSPA's MORR activities, and how these might be improved.

### What works well about ScORSA

2.19 Generally, ScORSA members commented positively on their experiences. Most survey respondents (68%) had previously attended other ScORSA webinars or events.

2.20 Survey respondents were asked what they found useful about the ScORSA resources and webinars. Respondents commented positively on the information, resources and advice available. More specifically, they said that they valued information on:

- Fact sheets
- Data and statistics relating to road accidents and driver fatigue
- Telemetric apps
- Resources on younger drivers
- ScORSA's future planning
- Road Safety Framework for 2030.

2.21 Overall, respondents felt that ScORSA provides a valuable network for them to engage with, although not all felt that they were able to use it fully. They also felt that ScORSA was useful for keeping awareness of road safety and occupational road risk high amongst SMEs, and keeping them up to date.

“There is a vast network of experience to tap into and we don't utilise it to the fullest by any means.” **Survey respondent**

“The webinar was useful to further raise awareness and keep it at the forefront of your mind that occupational road risk is a big part of what we do for work and can be one of the more hazardous activities.” **Survey respondent**

“The update from HSE on revision of guidance, as well as the development of the Framework in Scotland. We need something similar in England!” **Survey respondent**

2.22 A few respondents particularly valued speaking with other members, hearing what they were doing and sharing best practice. One respondent noted that the webinars highlighted that many of the members faced the same road safety challenges, despite coming from a range of different industries.

“Good networking opportunities, contacting other SCORSA members on good practice and current challenges.” **Survey respondent**

“No matter what the reason for driving everyone has the same issues...” **Survey respondent**

2.23 Respondents said that they appreciated the level of detail provided and the quality of the speakers at the webinars.

“I was impressed by many of those who contributed. I learned a lot about what businesses can do for their employees and that some still need to stand-up.” **Survey respondent**

2.24 Respondents felt that the ScORSA resources were useful, and the webinars helped to highlight the range of resources available.

“Also the webinars highlighted the resources available some of which I didn't know about!” **Survey respondent**

2.25 They indicated a number of different ways that the resources were used, including for background research and for benchmarking.

“I was very interested in lots of the stories, especially the use of the telematics and using scores as a competition...” **Survey respondent**

“Today's webinar was great and very informative especially the recorded data on road accidents in 2019 where fatigue has been a proven factor.” **Survey respondent**

“We have used previous resources such as MORR policies as a benchmark.” **Survey respondent**

2.26 Survey respondents were also asked how they felt about the transition to online delivery. Thirteen respondents commented on this, and most were happy with the change.

2.27 Respondents felt that the sessions were well organised. Several respondents commented that online sessions were preferable, as they did not have to travel to attend. They appreciated the efficiency, in terms of time and cost, that online sessions afforded.

“I prefer online meetings, it gives everyone an opportunity to join in! When at work normally I couldn't spare the time to

travel a long way for a meeting that would only last for an hour or so.” **Survey respondent**

“Much prefer online sessions, it enables me to attend when I can’t usually afford to take a whole day out to attend with the travel included for a short meeting. I’m hoping you will continue with them!” **Survey respondent**

“I think that the online sessions are the way forward, these help people to manage their time better, reduce travelling to the venues, help to cut their carbon footprint and obviously reduce road risk.” **Survey respondent**

- 2.28 The webinar sessions have been recorded, and one respondent noted that it was useful to be able to listen back, or to engage at a time that suited them, rather than attending in person on a fixed date.

“I prefer online sessions as I have more time to attend them or indeed listen again. It would be great to continue these but also complement with a couple of networking events in the year once lockdown eases.” **Survey respondent**

- 2.29 However, these respondents also noted that there were benefits to bringing people together in person, and suggested that an annual ‘in person’ seminar would still be appreciated.

“It is good however to be able to meet face to face so perhaps an annual gathering would still be beneficial.” **Survey respondent**

“Maybe have an annual physical meeting and also keep these webinars going please?” **Survey respondent**

- 2.30 One respondent felt that more people engaged in the online sessions, as they did not feel the same pressure as they might if they were speaking in public, or in an ‘in person’ group discussion.

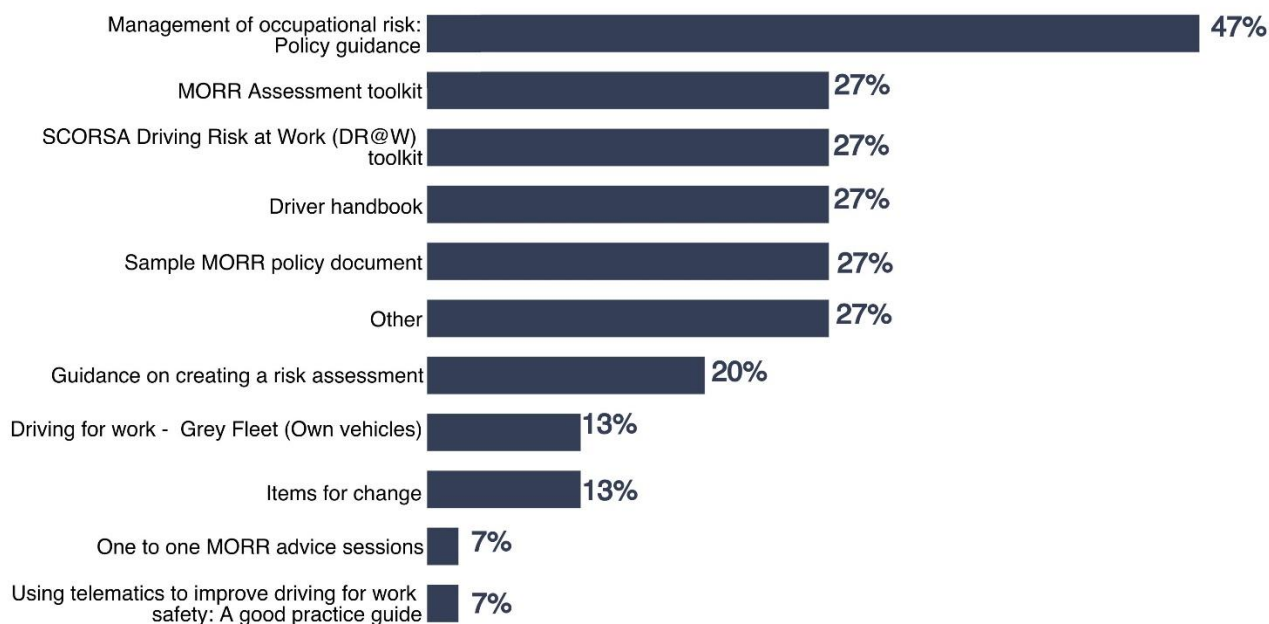
- 2.31 A few respondents commented that the website was easy to navigate and they were able to find what they needed.

“I think the new web site is much easier for people to find the resources available.” **Survey respondent**

“Found the resources easily available and a valuable information resource.” **Survey respondent**

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

### Have you used any of the following ScORSA resources? [N=15]



2.33 Most survey respondents said that they found the resources very useful. They felt that the resources would help them to consider their own policies and practices, if not now then in certainly into the future.

**“Very helpful to increase my road safety understanding.”  
Survey respondent**

**“We can see how useful the resources will be when we head full on into implementation.” Survey respondent**

**“It provides useful information that can be applied in the organisation.” Survey respondent**

2.34 Most respondents who selected ‘other’ reported that they had not yet used any resources. One of these respondents said that they had used the online fact sheets and resources for younger drivers.

### Suggested improvements for ScORSA

2.35 Generally, respondents indicated that they were happy with the current offering from ScORSA. A few respondents suggested the following areas for consideration:

- having themed sessions which bring similar types of organisations together;
- providing more information on management of ‘grey’ fleet;
- using polls within the webinar, to gauge immediate responses; and

- providing more links to other relevant resources.

“...maybe the breakaway sessions could have been more grouped with similar organisations to allow for more interaction between peer organisations?” **Survey respondent**

“Some in-webinar polling of attitudes to presentation content and the presenter would be good.” **Survey respondent**

“I would like to see more detail on grey fleet management as most companies have grey fleet even if they don't realise it!”  
**Survey respondent**



## 3. | OUTCOMES

### Introduction

3.1 This section explores the outcomes achieved through ScORSA activities from April 2020 to March 2021. It is based on surveys completed by 20 ScORSA webinar participants.

3.2 The key intended outcomes for ScORSA were to:

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

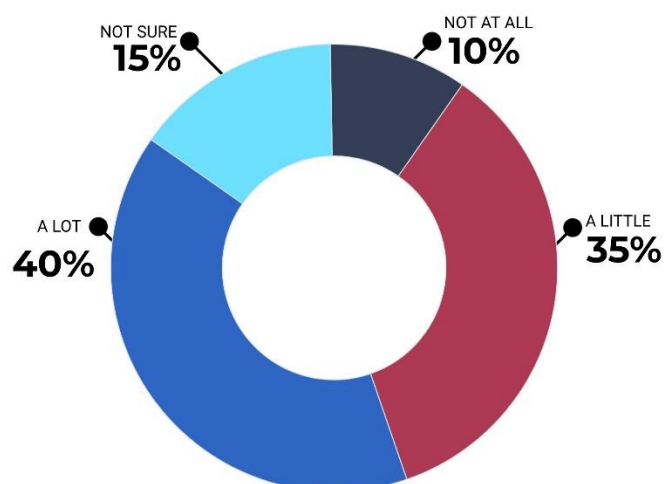
3.3 Overall, feedback from ScORSA members indicated that RoSPA activities have helped them to:

- 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

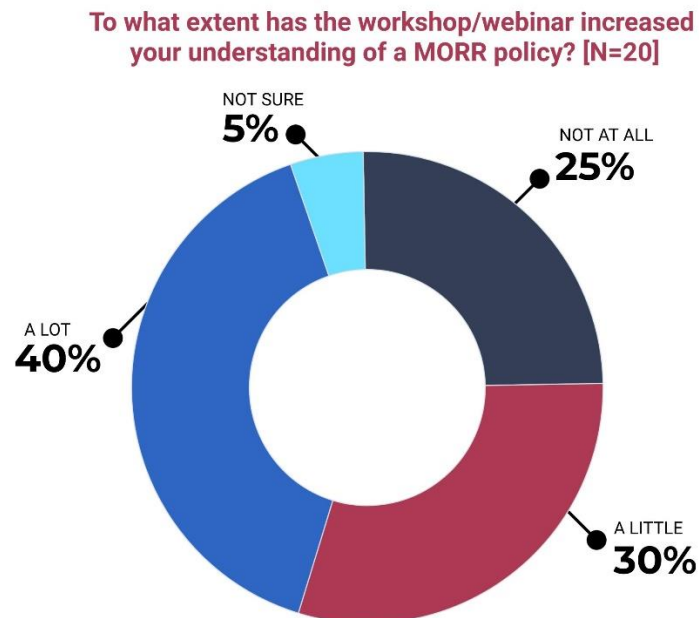
3.4 Survey respondents were asked if attending a ScORSA webinar had increased their awareness of MORR policies. The majority of respondents (75%) said that it had increased their awareness 'a little' or 'a lot'.

To what extent has the workshop/webinar increased your awareness of a MORR policy? [N=20]



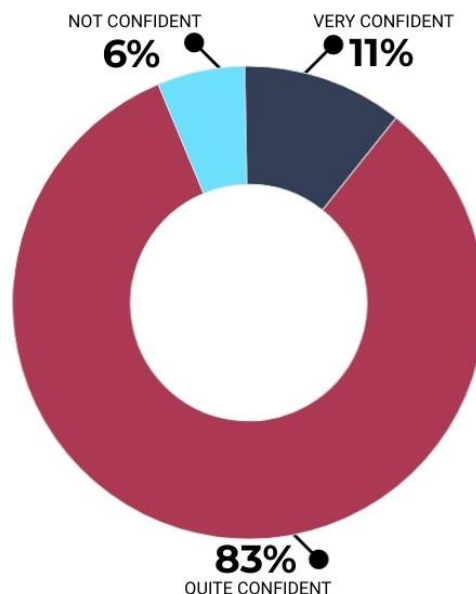
## Increased understanding of MORR policy

- 3.5 Similarly, most survey respondents (70%) felt that attending the webinar had helped them to better understand MORR policy, either 'a little' or 'a lot'. However a quarter of respondents did not feel it had increased their understanding.



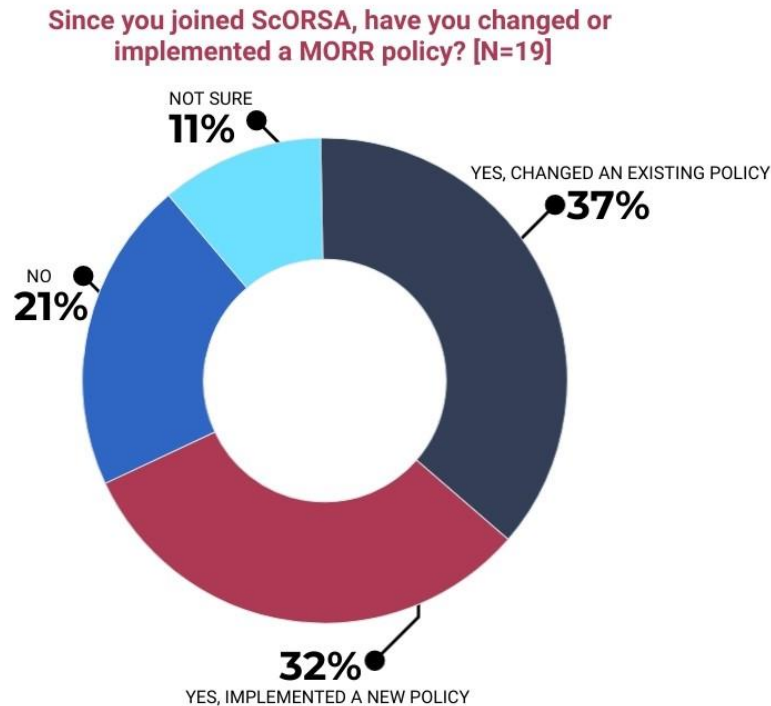
- 3.6 Overall, survey respondents said they were confident about the practical management of occupational road risk, and implementing MORR policy. Most (94%) survey respondents reported that they were 'quite confident' or 'very confident'.

How confident do you feel about the practical management of occupational road risk, since joining ScORSA? [N=18]



## Development and implementation of MORR policies

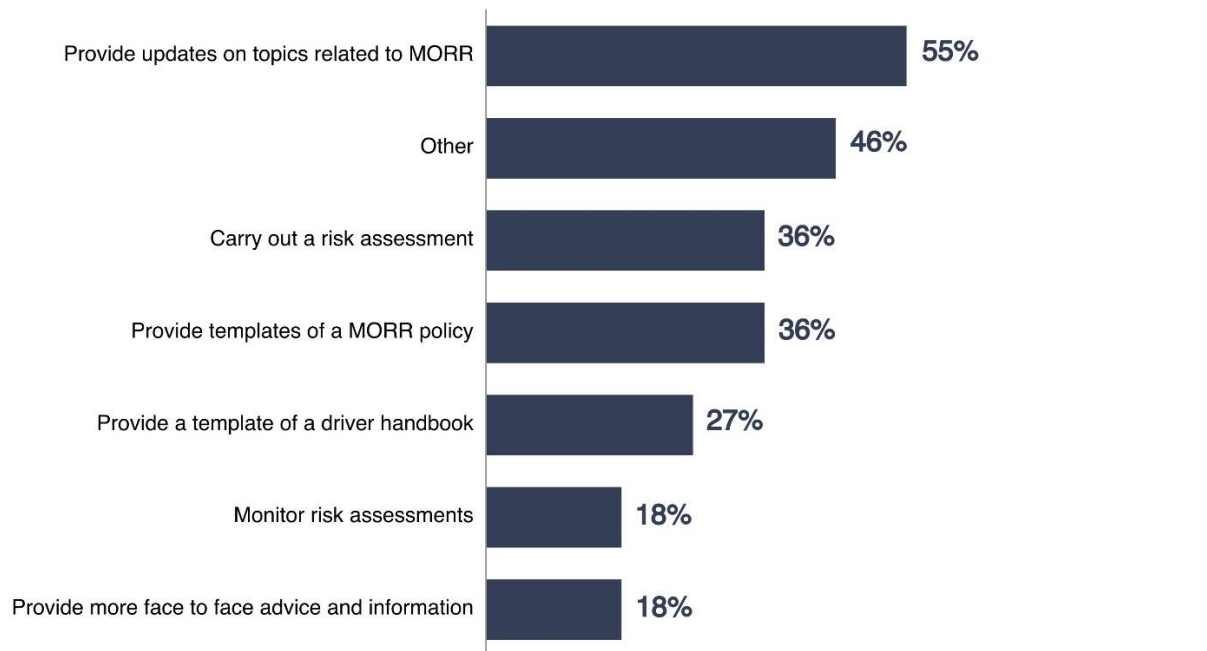
- 3.7 Of the survey respondents, most (69%) had implemented a new MORR policy or changed an existing policy within their organisation.



- 3.8 Survey respondents identified areas for additional support, to help them implement a MORR policy. These are broadly the same key areas identified from the survey in the previous two years. As shown in the chart below, the areas that most respondents felt RoSPA could support them with were around providing:

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

**If not, what can ScORSA do to help you to implement a Management of Occupational Road Risk (MORR) policy? [N=11]**



3.9 In addition to the support listed above, three survey respondents commented further.

3.10 One respondent noted that although they were not a ScORSA member, they felt all of the ScORSA support would be beneficial to their clients. Another respondent commented that in addition to the support listed above, they appreciated that ScORSA provided a broad road safety information platform that linked them with other likeminded organisations.

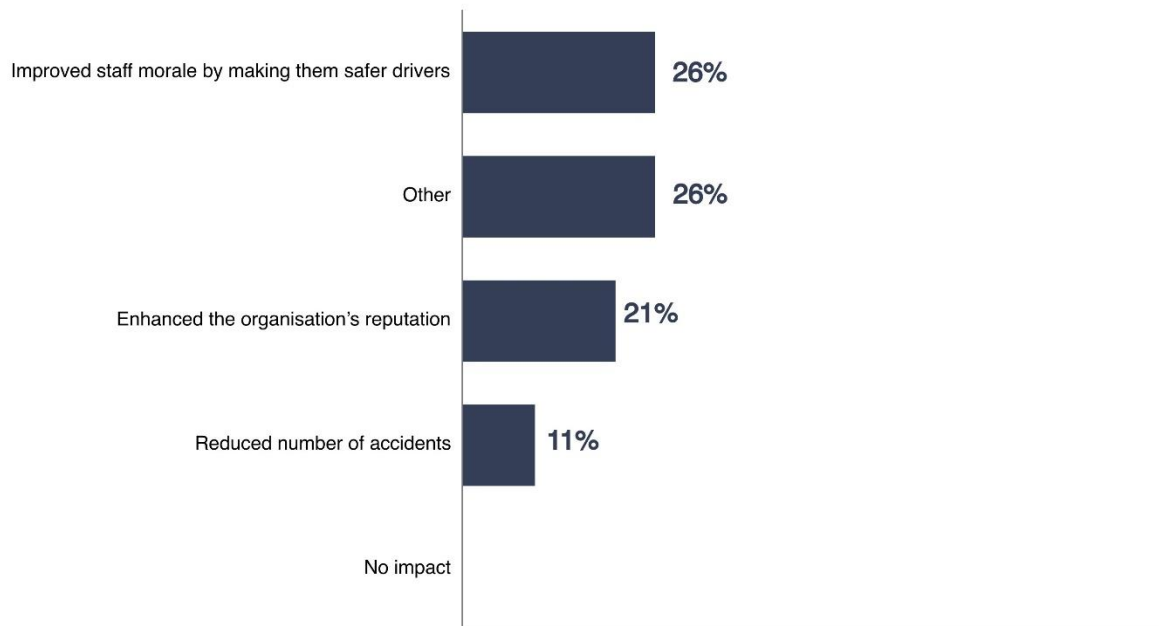
3.11 And a third respondent commented that, despite all the support from ScORSA, they still felt that they struggled to implement new systems to tackle occupational road risk. They felt that there were cultural challenges to overcome, when implementing a new system in a large organisation. They felt that structured guidance, including an implementation plan and scheduled meetings with a single point of contact from ScORSA would be beneficial.

3.12 Two respondents noted that support from ScORSA to implement a MORR policy was not relevant to their organisations.

**Wider impact of ScORSA membership**

3.13 Survey respondents 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. The responses were broadly similar to responses received in the previous year.

**What impact has your membership of ScORSA had on your business? [N=19]**



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

- understanding road safety in a wider context;
- increasing personal understanding of road safety and how it is dealt with by businesses;
- supporting policy changes; and
- energising key individuals in the organisation to improve road safety.

3.15 One respondent noted that the support from ScORSA helped encourage staff in the organisation to express their concerns relating to occupational road risk.

**“[ScORSA] helped support policy changes which in turn made staff feel safer and easier to speak out or report shortcomings.” Survey respondent**

3.16 Eleven respondents identified practical actions that they would be taking forward as a result of attending the webinar. Many of these respondents said that they would review their road safety policies and risk assessments, or further explore the ScORSA resources.

**“We want to review our policy for lone working and lone driving and perhaps introduce telematics with union and driver support.” Survey respondent**

“Update our MORR and include more info in our drivers handbook.” **Survey respondent**

“Have a proper kick off meeting with key people on site and set up a plan of action with full visibility to local management teams.” **Survey respondent**

- 3.17 A few respondents specifically said that they were keen to introduce or explore telematics. And a few noted that that they had engaged with road safety consultations for the UK Health and Safety Executive or Scottish Government. One respondent said that they wanted to showcase their work for others.

“I have just completed a response to the Government 2030 Consultation.” **Survey respondent**

“I have already advertised HSE's consultation survey on the revision of the INDG382 guidance to my focus sectors....”  
**Survey respondent**

## 4. | STRATEGIC VIEWS

### Introduction

4.1 This chapter sets out the views on the programme from a strategic perspective, as outlined by partners working in or closely with ScORSA. It is based on discussions with three members of the ScORSA steering group and two key staff members. It covers:

- what has worked well;
- what has been challenging;
- perceptions on outcomes achieved; and
- considerations moving forward.

### What worked well

#### Adapting to changing environments

4.2 ScORSA staff felt that they had adapted well to the new working environment required due to Covid-19.

4.3 All delivery was changed to online sessions, which have been well received and attended. In particular, changing the annual St. Andrews seminar to a series of online events was felt to have worked very well. Running the sessions online, over a period of months allowed ScORSA to engage a range of speakers, who would not otherwise have been able to take part. Staff noted that they planned to continue offering the sessions online, regardless of any change to Covid-19 guidance on group gatherings.

**“We had a great series of speakers and topics, and we may not have been able to get them if we had been asking them to travel.”**

**ScORSA staff**

4.4 Steering group members also felt that ScORSA had adapted well. One steering group member noted that the organisation would need to continue adapting in order to remain relevant and viable.

**“They tend to be very receptive to feedback.”**

**Steering group member**

## Presence and accessibility

- 4.5 ScORSA staff noted that one of the key successes of the past year was their continued momentum. ScORSA activity continued, without a break throughout the past year. They felt that this provided a strong presence for members, who could continue to access support as needed.

“I feel that the RoSPA approach has been to be accessible.”

**ScORSA staff**

“I feel we’ve bedded our role into the community.”

**ScORSA staff**

## Social media advertising

- 4.6 ScORSA staff felt that the paid advertising campaigns on Twitter and LinkedIn had been particularly successful. On Twitter, the sponsored (paid for) post resulted in 1,181 engagements, compared with an unsponsored post, which resulted in 41 engagements. Similarly, on LinkedIn the sponsored post resulted in 46 click and an 0.52% click through rate, where previously there had been none.

## Bespoke support

- 4.7 One steering group member noted that ScORSA is unique in its ability to support smaller businesses. They felt that larger organisations have the financial ability to access high level support, and that smaller organisations would not always be able to prioritise management of occupational road risk, without support from ScORSA.

“The beauty of RoSPA is that it can support smaller business. It provides a level of expertise and support that they wouldn’t be able to access.”

**Steering group member**

## Partnership working

- 4.8 ScORSA worked in close partnership with various partners and members of the steering group. Both ScORSA staff and members of the steering group felt that the partnership had worked well. They felt that the priority areas aligned well and that there was strong commitment from all parties.

“The people around the table are committed to what they are doing.”

**Steering group member**

- 4.9 Steering group members said that they enjoyed being part of ScORSA because it was positive, influential and well organised. They felt it was easy to get involved and stay involved in the steering group, and also that they did not feel pressured to commit more than they were able to.



“It’s really good to be part of something influential.”  
**Steering group member**

“It’s probably what a partnership *should* be.”  
**Steering group member**

- 4.10 They also felt that it was useful to be part of a group that looked at the wider transport system, beyond their own organisational priorities.

“It’s really beneficial to work with people on the steering group who have different perspectives. It’s so positive to hear what the developments are.”  
**Steering group member**

- 4.11 ScORSA was actively involved in sharing partner messages and promoting partner campaigns. In particular, it has worked closely with Road Safety Scotland to promote campaigns on fatigue and speeding.

“We can share their campaigns and messages with our members, with a bit of authority.”  
**ScORSA staff**

- 4.12 This type of partnership work has been mutually beneficial. ScORSA helped to share the campaign messages with its members, and also gained a wider audience through Road Safety Scotland.

- 4.13 ScORSA also engaged very closely with two road safety consultations for the Road Safety Framework to 2030 and for the Health and Safety Executive. ScORSA has promoted these with its members and encouraged them to take part. And ScORSA also contributed directly to the Transport Scotland Framework to 2020 Annual Report.

- 4.14 One steering group member felt that ScORSA had a crucial role in raising awareness of and helping organisations to implement the new framework.

“I think ScORSA is really the prime organisation to provide support to organisations and help them understand the ‘Safe Systems’ approach.”  
**Steering group member**

- 4.15 Within RoSPA, the ScORSA team has worked closely with the communications team, engaging in weekly meetings. These regular meetings have helped ensure that the communications team is aware of ScORSA and can support its promotional and awareness raising activities effectively. Together, ScORSA staff and staff from the communications team

developed blogs and social media posts, which were then promoted along with other RoSPA media.

## Challenges

- 4.16 Staff and steering group members felt very positive about ScORSA and did not identify many challenges. Despite the wider societal challenges of the COVID 19 pandemic, they felt that ScORSA had maintained a high level of visibility and engagement with members.
- 4.17 Two steering group members felt that a key challenge was reaching those who don't feel that ScORSA is relevant to them, particularly small to medium enterprises.

“We need to make sure they reach all these people, not everybody thinks about safety first. It's important to realise that there are competing priorities and road safety is not a priority for everyone.”

**Steering group member**

“ScORSA is such a valuable tool and people still don't know about it.”

**Steering group member**

- 4.18 Staff also noted that, whilst ScORSA continued delivery at full pace, many of the member organisations did not. Members may have been working different hours, or fewer hours, and ScORSA need to respond accordingly. To take account of this, staff ensure a longer lead times for events, and have ensured that members can still access support from ScORSA when they need it – via the website or direct contact with staff.

“We've had to be quite sensitive to the fact that there have been changes in our member organisations.”

**ScORSA staff**

- 4.19 ScORSA staff noted that they hoped to reach more small to medium enterprises over the coming year, through its emergent partnerships with trade bodies.

## Perceptions on outcomes achieved

- 4.20 ScORSA staff and steering group members felt that ScORSA was doing well to reach its audience and share key road safety messages.

“I think they're really, really trying hard to raise awareness.”

**Steering group member**

“The thing that really works well is the sharing of information...it’s second to none.”

**Steering group member**

- 4.21 Staff noted that there had been good engagement at the webinars, with members communicating, networking and asking questions. Staff also felt that the social media campaigns had successfully helped them to reach a wider audience. For example, the winter driving Twitter campaign resulted in 14 requests for driving kits from ScORSA.
- 4.22 One steering group member felt that ScORSA was very effective in raising awareness and setting a standard for organisations with a fleet.

“I think they’re setting the bar.... the awareness that they bring is, I think, having an overall positive impact.”

**Steering group member**

- 4.23 Whilst ScORSA staff felt that the membership had not grown as much as they had hoped, they felt that with continued awareness raising and campaigning, it would continue to grow.

## **Considerations moving forward**

- 4.24 Broadly, staff and steering group members hoped to continue growing awareness and membership of ScORSA.
- 4.25 Staff felt that one of the key challenges at the beginning of the year was around delivering shared pieces of work with partners, without being in the same physical space. However, they felt that by maintaining regular communications, digitally, they were able to manage this challenge very well.

“We’ve established a way of working that’s made the challenge almost imperceptible.”

**ScORSA staff**

- 4.26 For one steering group member, the overarching priority should be to have the driving seat recognised as a place of work, particularly due to the growing ‘gig economy’. They felt that, as this was not the case, RoSPA was currently filling a gap in legislation around those who drive for work. In the longer term, they hoped that ScORSA would help to drive this so that the driving seat is considered a place of work, through the Health and Safety Executive.
- 4.27 One steering group member was keen for ScORSA to be used as a lobbying organisation, to influence policy with Scottish Government. They also felt that, with ScORSA being promoted more widely, it could establish itself as an international standard bearer for occupational road safety.

4.28 One steering group member also noted that it would be useful to see more focused work around pedestrian safety and the effect of limited daylight hours in the winter months.

## 5. | CONCLUSIONS

### Introduction

- 5.1 This section discusses the overall achievements of the programme during the funded period from April 2020 to March 2021.
- 5.2 Overall, evidence indicates that RoSPA has taken steps towards meeting its key objectives to:
- raise awareness amongst Small to Medium sized Enterprises (SMEs) 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.
- 5.3 ScORSA successfully delivered six webinars, reaching a mix of members and non-members. The webinars attracted between 28 and 80 participants, with an average of 46 people per session.
- 5.4 Through an improved, more accessible website, and regular updates on social media, RoSPA has successfully raised awareness and increased its membership. Membership is now up to 443, an increase of 4%, and website and social media accounts are reaching more people than in the previous year.
- 5.5 Most webinar participants indicated that engaging with ScORSA helped them increase their understanding and awareness of MORR policy. Most also said that they felt confident managing occupational road risk in their organisation since joining ScORSA.
- 5.6 ScORSA members reported that they found the webinars and online resources useful. Those who had not already used them indicated that they planned to use ScORSA resources to develop or implement a MORR policy in their organisation. The most beneficial aspects of membership were identified as:
- networking opportunities;
  - updates on MORR related topics;
  - updates on relevant statistics and data;
  - information on telemetrics;
  - access to templates, fact sheets and resources;
  - support to develop and amend policies; and
  - information on future planning and the Road Safety Framework for 2030.

5.7 Most respondents to the survey (69%) had implemented a new MORR policy or changed an existing policy within their organisation. Going forward, people said that they planned to:

- review policies;
- review risk assessments;
- explore ScORSA resources further;
- explore use of telemetrics; and
- engage with government consultations.

## Key successes and challenges

5.8 Staff felt that ScORSA delivery had been successful. In particular, they felt that the St. Andrew's webinar events worked well to reach a broad audience and deliver a range of relevant information.

5.9 Staff and steering group members felt that over the past year, ScORSA was successful in:

- adapting to changing environments;
- remaining present and accessible to members;
- using social media advertising to consistently engage with the target audience;
- offering bespoke, tailored support; and
- working in collaboration with a range of partners to share messages and raise awareness.

5.10 The outbreak of COVID-19 and subsequent public health measures meant that all delivery was transferred online. Rather than posing a challenge, this change has meant that ScORSA sessions are now more accessible than before. Members can now attend webinars without travelling. And because the webinars are recorded, members can also access them more flexibly.

5.11 The main challenge for ScORSA continues to be reaching a wider audience, particularly small to medium enterprises. The survey was completed mostly by larger organisations, indicating that there is still a challenge around reaching smaller organisations.

5.12 Going forward, ScORSA hopes to continue growing the membership. In particular, it is hopeful that new partnerships with trade associations will raise awareness amongst a range of small to medium enterprises that have not previously engaged with ScORSA.