



Revised Business Plan 2007 – 2009

Reference

- A: RoadSafe Business Plan 2006 – 2008
- B. RoadSafe Business Plan 2007 -2008

Mission Statement

RoadSafe's mission is to reduce road deaths and injuries through partnerships between the motor industry and related companies, traffic engineers, the police, public health authorities and road safety professionals by promoting the safe design and use of vehicles and roads and encouraging improved education and innovation.

Background

RoadSafe was established in 2002 as a safety partnership of leading companies in the motor and transport industries in Britain, the Government and road safety professionals. It aims to reduce deaths and injuries caused on the road and promote safer road use. RoadSafe has a discreet audience – professionals, influencers and decision makers in the field. The primary business objectives set for its initial years were to:

- Build credibility with road safety practitioners, the media and HMG.
- Promote best practice amongst those with a primary concern for road safety.
- Demonstrate the commitment of sponsors to improved road safety

RoadSafe is a company limited by guarantee and a registered charity whose board of directors are its trustees. The charitable objects are:

- To advance the education of the public concerning road safety.
- For the public benefit, to promote road safety through the provision of awards.

RoadSafe is now acknowledged as a leading forum for promoting and devising solutions to road safety problems. We operate at high level, bringing together the leaders in road safety education, engineering and enforcement, encouraging them to work together in partnership with us. We are highly regarded and are actively broadening partnerships further to include representatives from all the major stakeholders. Above all we punch well above our weight.

RoadSafe is unique in that it provides the only UK NGO dedicated solely to road safety in which a wide range of stakeholders can develop a common understanding of issues

in this field and through which sponsors are able to demonstrate their commitment to improved safety.

Our strategy has been to build partnerships, coalitions and alliances with other stakeholders in the road safety field to stimulate new thinking and spread knowledge on good practice more widely. This has earned us credibility and recognition for being independent, responsible, well connected and sensible with central and local government, the police, road safety leaders and the roads engineering community.

However with significant technical advances in vehicle safety engineering, a steady year on year reduction in casualties, and the ever increasing budgetary pressure, some sponsors wish to review the role and operational direction of RoadSafe. There is an increased wish for us to be more proactive and to use RoadSafe to demonstrate the industry's huge commitment to improving road safety in a way that is collectively more effective than the sum of the very valuable and hugely important individual initiatives.

Faced with this challenge and a steadily increasing diversity of sponsors and members this is an ideal opportunity to develop the business plan to meet the new challenges.

Facing New Challenges

For the last three years our business plan has reflected the need to address the following challenges:

- *Effective and acceptable speed management.*
- *Effective enforcement and appropriate penalties for traffic offences.*
- *Improved public and personal education.*
- *Sound primary legislation.*
- *A greater public understanding of the effects of alcohol and drugs.*
- *The rapid introduction and use of new vehicles with the latest safety technology*
- *Road safety at work.*
- *Reducing the risk to young drivers.*
- *Improved roads which encourage drivers to drive more safely.*
- *Not just meeting the targets but beating them.*

However at a recent PACTS event Professor Richard Allsop (a leading member of our advisory panel) outlined new priorities, which have generally been accepted by the road safety community. It is recommended that we embrace these within our revised business plan.

The priorities are:

Six priorities for the short term

1 Treat death or injury while **using the roads in the course of work** much more like death or injury at work in an office, factory or mine. For every death in these workplaces there are at least 3 while using the roads as part of the job.

2 Nurture our young drivers through the risky growing up from novice to mature driving by legal driving regulated in ways that recognise the realities of young people's participation in economic, social and cultural life.

3 Banish motorised thrill-seeking from the public roads whether on two wheels or on four.

4 Restore visible police enforcement of traffic law alongside the use of technology like cameras. Traffic crime is real crime - it kills like murder, it disables like grievous bodily harm and it damages property like arson, all on a vast scale, and police resources should be allocated accordingly.

5 Stop underinvesting in road safety engineering. Spend on this at the rate indicated by the obtainable rates of return until its potential for saving lives has been realised, and train the people needed to do this effectively.

6 Rejoin Sweden and The Netherlands as European leaders in road safety.

At the turn of the century we were acknowledged as such; now there is clear water between Sweden and The Netherlands and ourselves - they have 10 per cent fewer deaths each year per million population and the gap is widening

For the medium term - but starting today (or better still yesterday!) - 4 **wider aims:**

Safer road use as part of improved public health - including more active travel at lower risk from motor traffic

Safer road use as part of sustainable development - including less unsustainable transport in vehicles offering still greater protection to occupants and pedestrians than do those of today

Safer road use as part of livability in our surroundings - including more welcoming and homely streets and lanes in our cities, towns, villages and countryside

Safer road use as part of social inclusion - of all our fellow-citizens in all our many kinds of community

And in the longer term the vision endorsed by the Motorists' Forum of *reducing the risk of death per hour spent using the roads to the average risk of death while engaging in other everyday activities*. To get within a factor of two of this needs two more halvings of the current annual number of deaths on the roads

Target Audience

Our key audiences will continue to be those who have a professional responsibility for improving road safety and those who influence them. This will include police, road safety officers, researchers and officials at local and national level. It will also include company decision makers especially in the field of road safety at work and the media.

Governance and Organisation

To ensure transparency and aid delivery of the plan, RoadSafe will be reorganised into **three business areas** each working to promote improved education, innovation, and new thinking:

- **Management, Policy and Representation.**
- **Projects and Publicity**
- **The Prince Michael International Road Safety Awards.**

RoadSafe has a board of trustees selected from its key sponsors and three independent members. Policy and technical advice is provided by an advisory panel of road safety experts.

Programmes

Based on the challenges listed at Annex A, our main work programmes will concentrate on encouraging the rapid adoption of technology to reduce crashes and a greater sense of personal responsibility by all road users including the use of travel plans for all ages including schoolchildren and those who drive for work.

In priority order we will focus on:

- **Road safety at work**
- **Reducing the risk to young drivers and riders**
- **The rapid introduction of safer vehicles into the market**
- **Effective and sensible speed management**
- **A greater public understanding of the effects of alcohol and drugs**
- **Improved roads which encourage drivers to drive more safely**

Road Safety at Work

To encourage employers to recognise the implications that more than half of deaths at work take place in road traffic accidents and to encourage the availability of cost-effective measures to reduce their number, and give much higher priority to this part of their job, RoadSafe will:

- Continue to lead the development of The Occupational Road Safety Alliance (ORSA).
- Work with the fleet magazines to promote road safety at work messages.
- In partnership with media companies develop a series of regional workshops to promote ORS messages.
- In partnership with the commercial vehicle manufacturers, the Highways Agency and the haulage industry identify ways to reduce the level of commercial vehicle crashes.
- Support and encourage the establishment of a Fleet Safety Association.

A major programme will be to develop and co-ordinate a network of employer champions to promote good practice in order to catalyse a reduction in deaths and injuries caused by vans and cars used for business purposes. This Driving for Work Business Champions outreach programme will be funded by DfT grant aid. (See Annex B)

Young Drivers and Riders

To encourage those responsible for educating the young to realise their role in reducing death and injury among young people aged 17 to 25 through the encouragement of programmes to reduce risky riding and driving, RoadSafe will build an alliance of organisations to:

- Promote a more structured approach to learning to drive.
- Promote greater parental involvement.
- Promote the introduction of road user education into the secondary school curriculum.
- Raise the standards of driver training

RoadSafe's view is that additional restrictions on novice drivers are unlikely to have much impact and would simply be seen as unfair. Instead we recommend a fresh approach to aspects of preparing young people to drive.

Working with new partners and closely with the Driving Standards Agency and the Department for Transport, RoadSafe is urging that a fresh approach using a holistic and structured plan of education and training that addresses all goals of driver education is adopted along with the development of a new

type of instructor. The approach should be to educate potential drivers to cope with the risks they face rather than simply to enable them to pilot a vehicle along roads.

Safer Vehicles

To encourage the adoption of the development of safety features on vehicles as soon as they become available, in particular to encourage the rapid adoption of active safety systems and the development of pedestrian protection systems, RoadSafe will:

- Raise public awareness of new safety technologies
- Provide support material for three industry road safety campaigns each year.
- Promote the use of active safety systems and safety technology through the magazine and RoadSafe news.
- Provide generic information on active safety systems and safety technology to road safety professionals.

eSafetyAware

In 2001, the European Union therefore set a target of halving the number of road deaths by 2010. To achieve this ambitious goal, ensuring optimal protection in the event of a crash is not enough. More has to be done to prevent the accident from occurring in the first place. This is where intelligent vehicle safety systems, so called eSafety systems, can make a huge contribution.

RoadSafe has been accepted into the European eSafetyAware! Programme, which seeks to accelerate the market introduction of such life-saving technologies by organising information campaigns and dedicated events aimed at creating awareness of eSafety benefits among policy-makers and end-users. The communication platform is open to all with an interest in eSafety, and includes members from industry, public authorities and user organisations. The European Commission and DfT along with the main braking component suppliers including Bosch are strong supporters of the initiative.

eSafetyAware! http://www.esafetysupport.org/en/esafety_activities/esafety_aware/ will kick off with the launch of a pan-European information campaign on Electronic Stability Control in May 2007.

Tyre Safety. The Tyre Industry Council has reformed as TyreSafe and is now a RoadSafe sponsor with a reciprocal arrangement.

Effective and Sensible Speed Management

RoadSafe believes that eliminating **excessive speed will save lives. The challenge is for driving at inappropriate speed to be seen as anti social.** We will seek to work with others:

- To support and promote programmes of coordinated action in a whole range of areas including engineering, technology, training, communication, regulation and its enforcement.
- To develop integrated initiatives to encourage stakeholders to introduce sensible speed policies and modern technologies to give better driver information.
- To identify and promote local successful speed reduction initiatives and policies, then campaign to have them adopted nationally.

A Greater Public Understanding of the Effects of Alcohol and Drugs.

To support the Department for Transport and the Home Office in getting alcohol and drugs-related deaths and injuries back on the downward track, RoadSafe will

- Encourage and support the police and other drug agencies to quantify the problem and develop counter measures.
- Promote a much greater level of public understanding of the effects of both prescribed and illegal drugs.
- Work with the Portman Group and other agencies to gain a better understanding of the lasting effects of alcohol absorption rates and the 'morning after effect'.

Safer Roads

To highlight the success of advanced safety measures now being engineered into the road infrastructure on previously designated high-risk roads and encourage the adoption of such features on all roads, RoadSafe will:

- Support and promote EuroRAP.
- Promote the adoption of engineering features which provide drivers with additional support.
- Raise awareness of the cost benefits of road engineering benefits at accident hot spots.
- Support and promote the work of expert engineers and roads police in this area

Operations

RoadSafe is a knowledge transfer facilitator designed to demonstrate a commitment by our sponsors to road safety and to involve themselves with professionals by working together to provide a safer road environment. Our core activity will demonstrate this commitment. Our reputation rests on having good communications, with the road safety community and other key stakeholders are essential to RoadSafe. Resources will therefore be concentrated on:

- Representation
- Developing the web site
- RoadSafe magazine
- A twice monthly RoadSafe News
- Organising regular expert meetings
- Developing a series of events and conferences in association with partners to promote improved road safety at work.
- Developing a sound relationship with the media
- Through active participation in public road safety events
- Through private influence.

Delivery

Management, Policy and Representation

The core business activity will be managed directly by the director reporting to the board. The Road Safety Advisory Board will assist in the development of policy and in the representational task. RoadSafe is represented on the ministerial Road Safety Advisory Panel and works closely with a number of central and local government organisations to promote its key objectives.

Projects and Publicity

The time is now right to increase the number of events organised by RoadSafe. Whenever possible events will be organised in association with partners. This will provide for income generating opportunities to be managed as part of a knowledge management programme the magazine (see below), the website and the regular e-news messaging. The web site will be developed further to act as a resource for road safety professionals.

- **Driving for Work Business Champions Programme.** The Motorists Forum recommended to the Secretary of State that a systematic programme should be developed to support 'champions' - people who have adopted and benefited from good practice in their organisations and who are prepared to give freely of their time and effort- to spread the word to their business peers, by speaking at business networking events and generally reaching out to other organisations with a significant workplace driving activity. RoadSafe has now been appointed by DfT to deliver this programme with grant aid funding. The largest slice of RoadSafe resources will be allocated to this programme. Staff resources include two FT and one PT.
- **The Web Site** www.roadsafe.com launched in 2000 is now regularly visited and provides an essential tool for communication with interested parties. It is updated weekly with news releases and will be developed further to provide links with sponsor sites and other road safety information sources. Further development of the site to become a 'portal' for road safety information will include the addition of a 'best practice guide' area and the inclusion of interactive features. Forming network partnerships with other sites will also be pursued.
- **The RoadSafe Magazine.** A new RoadSafe Magazine is to be launched in April 2007 in association with Swordfish Publishing this will have a new format but with the same market – business leaders. The magazine will continue to focus on occupational road safety. It will form a key element of the Business Champions outreach programme.
- **RoadSafe News.** The circulation of our regular e-bulletin RoadSafe News steadily increased during 2005; there are currently 3,500 subscribers and some 50 to 60 new registrations occur each week. This newsletter is seen as a valuable resource by a wide range of practitioners. It will be issued twice monthly.
- **Expert Meetings.** RoadSafe is able to assemble a large number of experts in a wide range of safety areas. Most of these experts are keen to invest their time in meeting others in their field and to share their knowledge... A number of highly successful 'expert' meetings have been held and it is planned to organise three each year, each on current key topics. Such meetings stimulate

discussion and assist in the development of thinking. These events bring the experts in a particular field of road safety together with sponsors and other professionals to explore new solutions.

- **Developing Relationships with the Media.** A regular programme of media briefings, broadcast opportunities and one-to-one meetings supported by media releases, commenting on road safety news or events and emphasising what is currently being done by sponsors will remain a regular element of the business. To facilitate this, RoadSafe has developed limited media partnerships. We will also lead four campaigns each year in partnership with the auto industry.
- **Conferences and Road Safety Events.** RoadSafe makes good use of speaking opportunities, support and sponsorship at conferences organised by RoSPA, PACTS, TRL, LARSOA, IRSO and other bodies. RoadSafe is now well represented at most major road safety conferences. Additionally RoadSafe arranges two expert meetings or debates a year on topical issues.

In partnership with commercial organisations we will also support four local events each year to promote road safety at work.

The Prince Michael International Road Safety Awards

The highly successful awards programme underpins our prime purpose - to encourage and promote improved education, innovation, and new thinking. The scheme will be developed further both internationally and within UK itself. It will be managed by a sub committee of the board and judging will be simplified to allow for smaller panels each with a limited remit eg: Technology, Education, and Fleet Safety.

The Technology Award judging panel will consist of five technical journalists with technical experts from TRL, the automotive industry and other appropriate areas.

The Fleet Service award judging panel will consist of experts in the field.

The scheme is managed by one PT staff member.

International Support

There is a need to promote good practice among decision makers and road safety experts in the developing world. RoadSafe is working with The Department for International development to champion road safety as a member of the Global Transport Knowledge partnership (gTKP)

Sponsors

RoadSafe is the first port of call for sponsors for advice and guidance on road safety issues. Although all sponsors believe that it is important to demonstrate a commitment to road safety, it is essential that their commitment is maintained by communicating the value and relevance of RoadSafe. It is therefore essential that our **aims, objectives and plans are understood and supported by the key stakeholders.** This will be achieved through regular communication activity including:

- The Monthly RoadSafe News which has been re-structured to place more emphasis on core activity and to promote sponsors' involvement in safety initiatives.
- The development of our website to link with key stakeholders' safety initiatives

- A quarterly Sponsor Newsletter outlining activity and the circulation of the minutes of Board and Advisory Board minutes to all sponsors.
- Regular Updates for the SMMT sponsors through the SMMT Public Affairs Committee.

The utilisation of sponsors' internal communication channels is important in building credibility – e.g. internal staff / customer magazines with pre-written 'kits' (pictures, stories, copy etc) on specific issues.

Furthermore it is essential that contact with all key stakeholders is maintained through:

- The Annual Report
- Regular meetings with sponsors and a regular telephone round-up with sponsor's communications teams to identify stories about them and also through the involvement of all sponsors in hosting and supporting events including Awards presentations.
- Placing articles with in-house journals.

A full list of sponsors is at Annex D.

Developing the Financial Base

RoadSafe provides a unique opportunity for its sponsors to demonstrate commitment to road safety; above all it also provides an opportunity for them to engage with key influencers in this field and to become actively involved in a holistic approach to casualty reduction.

Underpinning the business is the need to work closely with our sponsors and to develop additional partners. Opportunities are continually sought to develop further sponsors with emphasis on professional highways engineering, component manufacturers, the tyre industry, fuel companies and consumer businesses.

Three new sources of income have been identified:

- RoadSafe provides the secretariat for the **Fleet Safety Association**. This includes support and promotion with the provision of a part time secretary and the use of the magazine to promote the services of the members.
- **DfT Grant aid funding** for the Driving for Work Business Champions outreach programme.
- The annual **Prince Michael International Road Safety Awards** ceremony now has a major sponsor – Speed Check Services and the development of the international scheme is supported by the FIA Foundation.

A summary of the financial plan is at Annex C.

Annexes:

- A Challenges.
- B Driving for Work Business Champions Programme
- C Financial Resources.

Looking ahead from PACTS 25th anniversary

No celebration of a first 25 years would be complete without asking about the next 25 years. **Is there another 25 years' work for PACTS** in *protecting human life through the promotion of transport safety for the public benefit?*

On the railways continued improvement in safety may well be challenged by intensification of traffic, open access and European harmonisation. In the air, current levels of safety may well be challenged by pressure on the capacities of airports and air traffic control from continued rapid growth in traffic.

On the roads, where nearly all the death and injury in transport takes place, and despite the great progress of the last 25 years, we have yet to really confront the **scandal of tolerance** of a risk of death per hour about 8 times what we tolerate in the rest of everyday life - matched only by the risk to elderly people of falling in their homes.

Here are **6 priorities for the short term**

1 Treat death or injury while **using the roads in the course of work** much more like death or injury at work in an office, factory or mine. For every death in these workplaces there are at least 3 while using the roads as part of the job.

2 Nurture our young drivers through the risky growing up from novice to mature driving by legal driving regulated in ways that recognise the realities of young people's participation in economic, social and cultural life.

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For the medium term - but starting today (or better still yesterday!) - **4 wider aims:**

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Safer road use as part of livability in our surroundings - including more welcoming and homely streets and lanes in our cities, towns, villages and countryside

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Whether this can be achieved in the next 25 years and how big a part PACTS will play in doing so will be down to us and our successors. We ask our friends both at Westminster and among all those with a stake in transport safety for their continued support and encouragement.

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10 May 2007

Annex B**Champions' Outreach Programme****Background**

1. The study initiated by the Motorists' Forum in response to a request from the Secretary of State for Transport for advice on how employers could be encouraged to give a higher priority to road safety for those who drive cars or vans for business purposes, made a series of recommendations. The key recommendations included:
 - a. The need to make employers aware that workplace Health and Safety Legislation applies equally to work-related travel and should be applied in the same way as in the workplace.
 - b. The need for a systematic programme of outreach designed to coordinate a network of employer champions drawn from public, private and voluntary sectors who will work through employer networks and associations to deliver awareness.
 - c. The exploitation of existing government funded advertising and major events as platforms to extend awareness.
 - d. A review by the DfT of its existing guidance in this area to assess its effectiveness and market penetration.
 - e. The introduction of a requirement for employers to report serious incidents relating to on-the-road work activities under the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 1995 (RIDDOR).

Control

2. The Secretary of State for Transport has delegated the development and management of the outreach programme to a Steering Committee which includes representatives of interested organisations under the chairmanship of a member of The Motorists Forum supported by RoadSafe.

Aim

3. To develop and co-ordinate a network of employer champions to promote good practice in order to catalyse a reduction in deaths and injuries caused by vans and cars used for business purposes.

Concept

4. The Steering Committee will direct a systematic outreach programme to develop and coordinate a network of employers and their associations in order to deliver awareness. It will engage partners, identify and support champions and deliver a programme of communication to support other DfT initiatives in a coordinated and sustained way.

Implementation

5. The outreach programme will be implemented in three phases:
 - a. Phase 1. Establish the Steering Committee and Core Delivery Group.
 - b. Phase 2. Launch a pilot programme focussed on a limited number of organisations within the home delivery market, possibly within a specific region.

- c. Phase 3. Develop and deliver a full scale programme expanding Phase 2 work into the car fleet management area.

Phase 1 - Steering Committee and Core Delivery Group

6. The function of the Steering Committee is to direct the outreach programme and coordinate activity between agencies.
7. Membership of the Steering Committee reflects the key constituencies likely to be leading partners for Phases 2 and 3. It also reflects those involved currently in parallel or complementary initiatives. Further detail is given at Annex B. (To follow)
8. RoadSafe is responsible for establishing the Core Delivery Group.

Phase 2 – Launch Pilot Programme

9. The initial work of the Phase 2 will concentrate on:
- a. Completing the work required to support the formation of the Steering Committee and set up the Core Delivery Group.
 - b. Implementing the Steering Committee's direction on the pilot programme.
10. On the basis of the Steering Committee's direction, further work is to be undertaken to:
- a. Establish and confirm the process and criteria for identifying champions in order that detailed work can be undertaken to link the pilot programme with the THINK Campaign on Work Related Road Safety (WRRS).
 - b. Define the objectives and parameters of the pilot programme.
 - c. Identify potential champions for the Phase 2 and 3 programmes from within existing partners.
 - d. Communicate with partners and, through them, the wider group of employers.
 - e. Evaluate the effect of the Phase 2 pilot programme.
 - f. Evaluate the impact of the THINK Campaign with the champions involved in the pilot programme

Phase 3 - Develop and Deliver a Full Scale Programme.

11. On completion of Phase 2, the full scale programme will be developed on direction from the Steering Committee and will be dovetailed into other DfT programmes. Key activities during this phase will include:
- a. The management of Champions' Workshops.
 - b. The identification of additional:
 - (1) Partners through the Occupational Road Safety Alliance (ORSA).
 - (2) Partners from among manufacturers and the Brake - Fleet Safety Forum.
 - (3) Champions, including those known to local authorities.

Financial Resources

Budget

Income	Management Policy and Rep	Projects and Publicity	PMIRSA	TOTALS
Motor Industry Sponsors	80000	80000		
Non Motor Industry Sponsors	35000	35000		
PMIRSA Sponsors	30000		30000	
PMIRSA Event	35000		35000	
Fleet Safety Association	2000	2000		
DFT Grant	250000	250000		
Magazine	10000	10000		
gTKP DFID	100000	100000		
	542000	115000	362000	65000
				542000
Expenditure				
Management Policy and Representation				
HR	70000			
Office	7000			
Travel and subsistence	6000			
Car	12000			
Professional fees	5000			
Total	110000	110000		
Projects and Publicity				
HR	150000			
Car	12000			
Web site	6000			
Fleet Service Association Costs	2000			
DFBB Office Support	12000			
DFBB Promotional Costs	70000			
gTKP and management delivery	30000			
gTKP operational costs	70000			
Total	282000	282000		
Prince Michael International Road Safety Awards				
HR	30000			
Publicity and promotion	4000			
Trophies	3000			
Travel and subsistence	8000			
Awards Ceremony	30000			
Total	75000		75000	
TOTALS		100000	282000	75000
Transfer to Reserves				85000