



# Contents

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# 1. Executive Summary

- 1.1 As a Scottish registered charity the Council is committed to undertaking activities which strengthen the governance of the Council, promote best practice across the accident prevention community and to promote a safer Scotland through the reduction of accidents in the areas of home, road and water and leisure safety.
- 1.2 This internal review seeks to ascertain the level of support the Council receives in doing its work and to identify ways in which the Council can engage and promote membership to best meet its objectives. Furthermore, the review seeks to promote best practice in its work and to ensure that its governance procedures meet the requirements of a modern charitable body.
- 1.3 The study clearly identifies a desire of the membership to promote the work of the Council during the increasingly difficult financial times being faced by the membership. In addition the review clearly identifies existing working practices that must change to ensure that the Council is a robust and sustainable charitable body with clear and tangible outcomes helping to make Scotland a safer place.
- 1.4 While it may be possible to use an off the shelf approach to policies and procedures, it is recommended that efforts are concentrated on developing a long term approach to improvement through the implementation of a practical quality management system and in addition utilise the grant funding from the Big Lottery to fund promotional products which members can use in their own areas to raise awareness. Should this prove successful, this sustainable approach and the 'quick-win' events could act as an excellent promotional tool to help develop a larger area wide initiative in later years.
- 1.5 Whilst a significant level of in-principle and paid membership support exists, unless specific outcomes are achieved and dedicated resources invested in order to raise awareness and secure a stronger level of member support, future work is unlikely to develop.
- 1.6 It is recommended that the Council support the implementation of the PQASSO system for quality management, place a new governance framework before the membership for support e.g. a new constitution and work to improve the membership offer whilst reducing fees for the year 2011 -12.

## 2. Introduction

### *Accident Prevention in Scotland*

- 2.1 Since 1932 the Scottish Accident Prevention Council has sought to develop and promote a Scotland in which the issue of accident prevention is taken seriously by policy makers. Founded in an age of heavy industrialisation the Council had a clear and defined role in improving Scotland woeful record in Safety from the 1930's.
- 2.2 Since 1932, the Council has brought together a range of policy makers predominantly from Scotland Councils and Health Boards promoting best practice and sharing information.
- 2.3 Whilst the objectives of the Council have stayed the same the political and policy geography of Scotland has changed beyond recognition especially in the latter half of the 20<sup>th</sup> century with the re-organisation of local government twice, the creation of the European Union and the creation of the devolved Scottish Parliament and government.
- 2.4 Continuing to promote a safer Scotland using an outmoded structure, the Council has found itself in an age of social networking and mass communication that many in the field of accident prevention are now using to promote their message, engage their membership, promote partnerships and critically enable them to deliver their objectives through tangible outcomes.
- 2.5 In addition, the field of accident prevention has become crowded in recent years with a range of organisations working at differing levels politically, financially and effectively. In a market place that is overcrowded the Council must innovate to enable its message and work to be viewed positively by its members, funders and the wider Scottish community.
- 2.6 The way forward for any organisation is often difficult after a long period of stagnation and even more so when the economic climate reduces financial resources. Nevertheless, the Council if it is willing to face the challenges has the opportunity to innovate in an arena that anecdotally has been unable to connect its message to the public in recent years.
- 2.7 Furthermore, the opportunity exists for the Council to mark itself out from other organisations that are heavily reliant on substantial public subsidy. In addition, the Council is directly representative off the majority of Scotland's local authorities working closely with the Convention of Scottish Local Authorities and public and private sector partners. The Council also recognises that it must broaden its partnership with the Community and Volunteering sector.

2.8 Many partnerships already exist though the Council is still the only body that is notionally representative of the three main accident themes, home, road and water and leisure. Cross membership of other organisations is highlighted in Fig 1. Cross membership

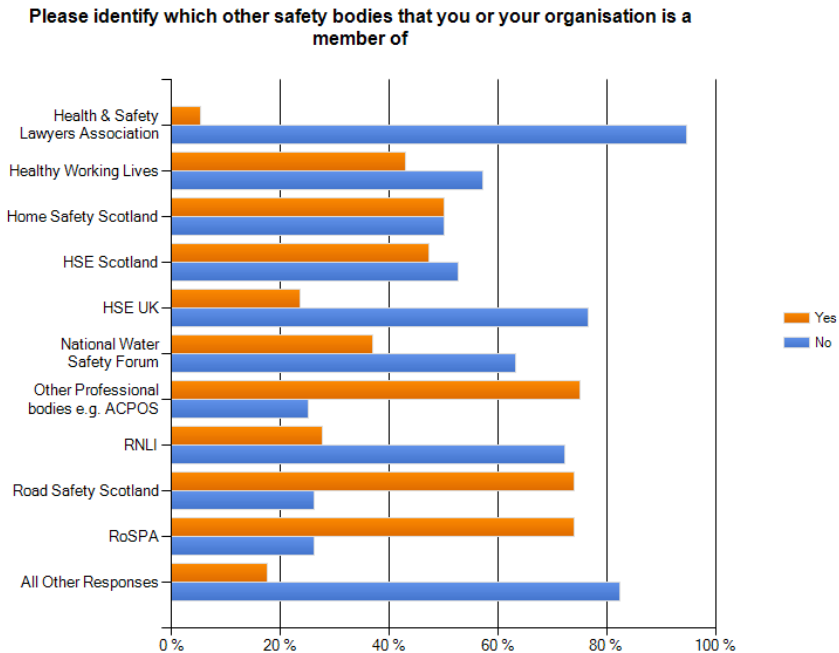


Fig 1. Cross Membership

2.9 Additional memberships have also been identified by participants, though these were limited to 1 respondent each

- Scots Traffic & Road Safety Working Group
- Chief Fire Officers Association Scotland
- Sub-Group Committee Community Safety Partnership
- CEC Road Safety Action Plan
- SPOKES
- Intuition Of Safety And Health (IOSH)
- AIRSO
- Fire Board
- Safety Wise Working Group
- Scottish Safety Camera Programme
- West Of Scotland Road Safety Forum
- Scottish Community Safety Network
- BRAKE

2.10 In addition, with an ever uncertain financial future, the question must be asked if we will see a correlation between increases in unemployment and increases in accidents. The unseasonal increases in accidents witnessed since the start of January 2011 already make grime reading. The Council could consider the following issues;

- *Improved targeted promotions for those most at risk of accidents*
- *Funding research to substantiate social as well as numerical evidence in accidents*
- *Consideration of the role of alcohol in accidents*

### 3. Stakeholder Consultation

#### ***Introduction***

- 3.1 In taking forward this review, it was agreed to consult with the membership through an online survey enabling the members to access the consultation in their own time, the consultation started in September 2010 to reflect feedback from the National Conference
- 3.2 The conference consultation “Choosing Our Future – A Safer Scotland” and the “Constitutional and Membership Review” have ran concurrently to gauge member and partner opinions of future direction.
- 3.3 In total 55 members have participated in the consultation process representing the majority of the 33 organisations that are full members as well as partner organisations.

#### ***Benefit of the review to accident prevention***

- 3.4 A critical element of the review has been to assist members in measuring direct costs upon our membership and their ability to secure financial gain through improvements in accident prevention policy. The responses have been interesting.

*“Not measured to the best of my knowledge.”*

*“As far as I am aware, our Council has never really calculated the financial costs of accidents within our authority area”*

- 3.5 Nevertheless, other members take a different view though this is linked to evidence compiled by the Scottish Government on a national basis rather than local information informing local policy and limited to Road Safety;

*“The direct cost to service users can be deduced from the accident and casualty costs provided by the Scottish Government annual publication Road Casualties Scotland. It is fair to say that local authorities can effectively measure those costs”*

- 3.6 Furthermore, the review has enabled members to articulate possible improvements in existing partnerships and measurement;

*“I would think that with the meagre budget which we have, every effort is made within home safety to get the message across to our community. The Health Service/Hospitals could give a better service by providing more statistical information and costs”*

*“The Scottish Governments withdrawal from its agency agreements with the local authorities has led to an now-visible deterioration in the*

*quality of traffic signing on the network...Communication on this particular matter is non-existent – there may be similar problems elsewhere”*

3.7 In practical terms respondents question the present effectiveness of existing partnerships in the shared services agenda in developing accident prevention strategies while there is broad agreement that policies exists their application is patchy

*“In line with SOA’s (Single Outcome Agreements) and Community plan’s. A shared partnership approach is promoted”*

*“Will not know till budget cuts have been decided”*

3.8 Though some members have created local partnerships to fill the gap

*We have an accident & Injury Prevention subgroup in .... (the) Council. This group has members from a number of internal departments and external partners. We try as far as possible to co-ordinate our efforts to avoid unnecessary duplication”*

3.9 Importantly members have recognised that the Council offers a window of opportunity to rectify this gap on a national basis. Fig 2 *Priorities* below shows a clear indication that the Council should continue to act as a forum for the expression and interchange of ideas as well as encouraging participation nationally and responding collectively on behalf of members to consultations.

The constitution states a number of methods by which SAPC will pursue its aims. Please consider these and the priority you would apply to each ranking from 1 – 9 with 1 = very high and 9 = very low

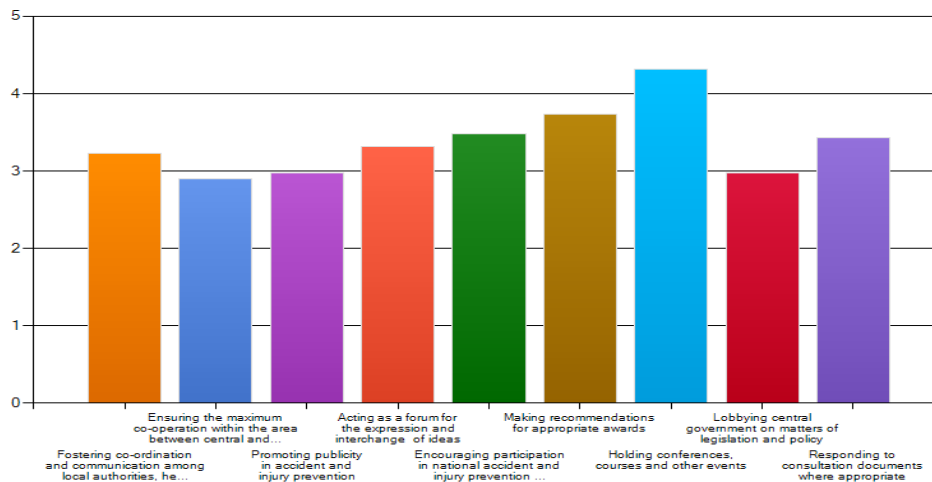
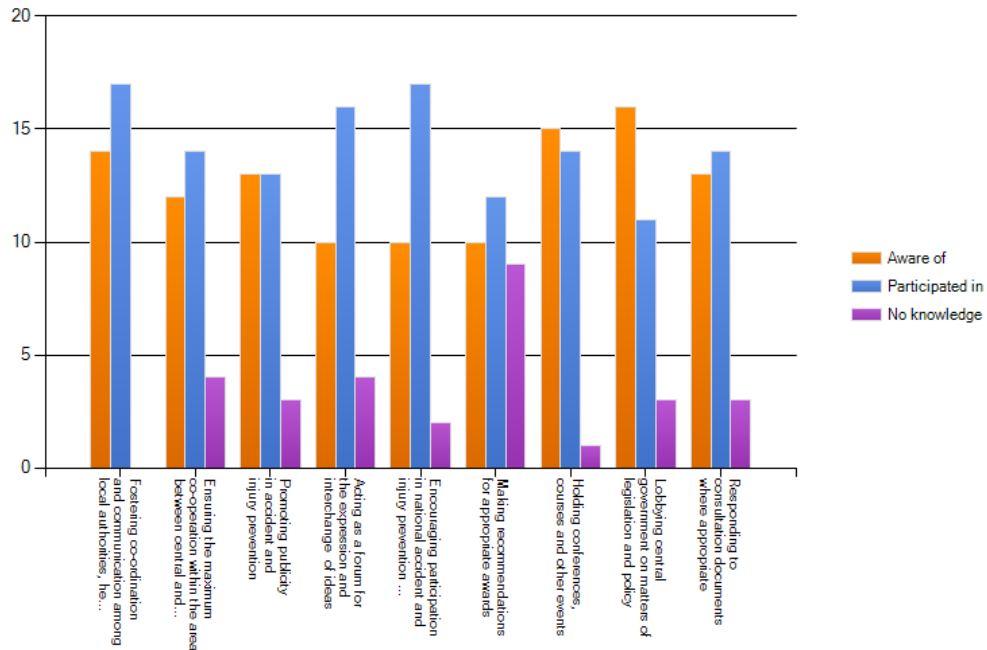


Fig 2.Priorities

3.10 This is taken still further by the membership having already utilised the Council as a national partnership vehicle as seen in Fig 3. *Engagement Awareness*

Fig 3. Engagement Awareness

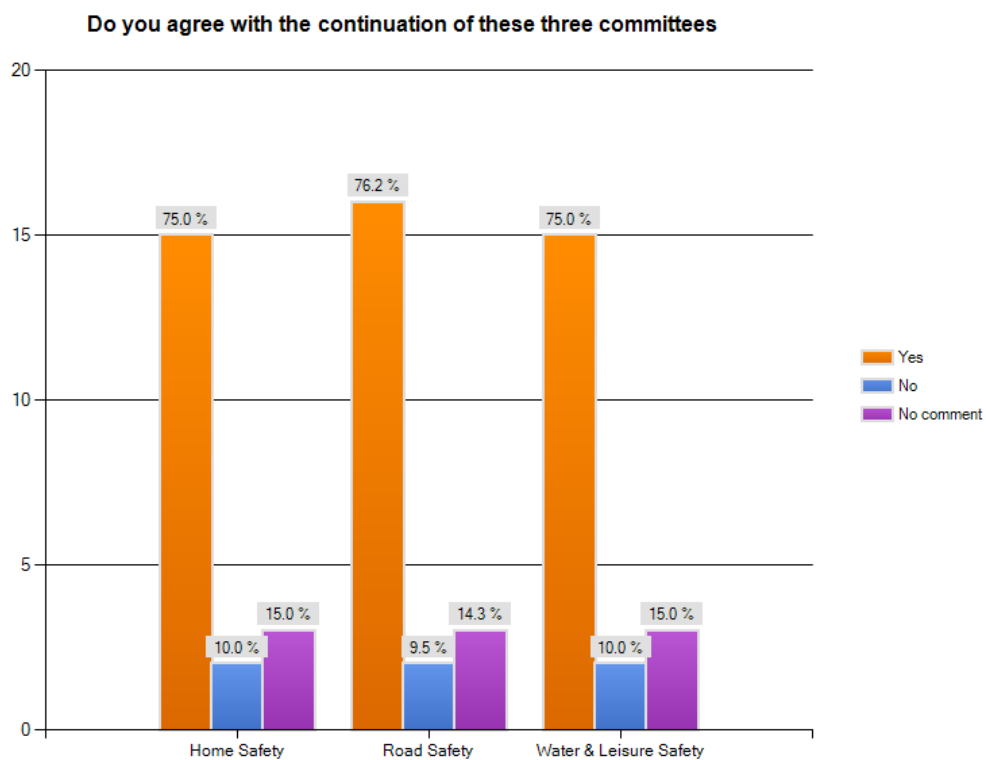
To allow us to consider your understanding of the constitution further, please consider the methods again this time ticking those which you are aware of / have engaged with.



3.11 Whilst reflecting on future opportunities to promote better working the constitutional review also underscores areas in which the Council can improve its membership offer against that being offered by other organisations. In Fig 2. *Priorities*, members recognise the present constitution offers areas of work that are not being properly meet notably in the field of co-ordination and representation. This should be reflected in any proposed constitutional changes

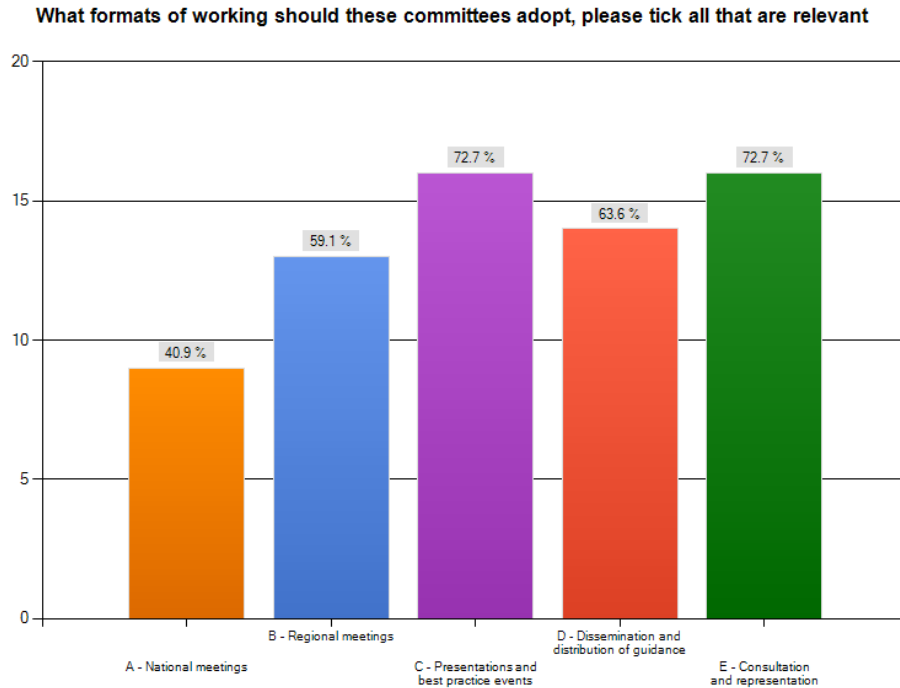
## Structures for Development

- 4.0 Notable in the structure of the Council and central to its present working is the committee structure. The present structure has been in effect the main platform for sharing information and decision making for considerable time. With the three committees home, road and water & leisure safety with an executive committee.
- 4.1 In recent years there has been discussion about the relevance of the three topic areas though during this review the vast majority of respondents have supported their retention as seen in *Fig 4. Committee Continuation*



*Fig 4. Committee Continuation*

4.2 In addition, in *Fig 5. Working Formats*, participants clearly identified the future working direction of the committees by highlighting the possible future role of the committees



*Fig 5. Working Formats.*

- 4.3. Furthermore, participants have made it clear in Fig 5. how the committees should be structured and linked to the constitutional objectives of the Council through the promotion of best practice and dissemination of guidance and representative activities.
- 4.4. Yet, participants are unable to assist in the delivery of issues such as the hosting of regional meetings with 52.6% stating that they have no facilities or capacity to enable this to happen within their organisations
- 4.5 This sits awkwardly with the response to the question of where meetings should be held with 65% of respondents wanting local authorities to host meetings. Clearly the budgetary restraints now being imposed on local authority members are having an impact on venue opportunities. An issue that may be addressed in membership fees, for example, hosting a meeting reduces annual subscription.
- 4.6 The frequency of meetings has also been placed before the respondents with 57.9% stating that the present format of 16 meetings a year is still meets their needs. Whilst this may be the case it is increasingly obvious that a decline in attendance at committee meetings are linked to reduced resources, and limited budgets. This is an issue that may become more prevalent in the months to come,

importantly the Council should recognise that whilst members would like to keep the 16 meeting calendar that the financial reality of the membership will dictate how often an organisation is represented at committee meetings or future events.

4.7 An interesting point mentioned by some respondents is the option for a correspondence membership where members have access to resources and representative opportunities.

4.8 In addition, respondents have recognised that a mixture of representation is required to maintain the relevance of the council to policy makers and implementers such as elected Councillors and Council officers with 36.4% supporting a equal mix of representatives.

4.9 Further questions have been asked of participants such as, what three things can SAPC do to improve its services to members? Respondents noted issues such as

- increase profile, link more effectively within Community Safety structures
- Dump it's 'fuddy duddy' image
- Could be a key leader in the field of injury but has never risen to this challenge
- Show examples of where SAPC has made a difference
- Clarify range of membership benefits
- Spread meetings throughout country - west members need to travel more
- closer linked with the SCSN.
- Continue to assist Members to appreciate the value of the scientific approach
- Set Targets
- Evaluate Successes & Failings

4.10 Participants have also been asked to identify gaps in accident prevention awareness raising coverage that you can identify? They include;

- Could benefit from un-cluttering landscape across community sector in Scotland
- Speed Management
- Design issues for Safer Roads
- Elderly and homecare
- Collating of local and national data that equates that accident prevention should be a priority to LA especially at this time whereby if the service isn't currently being delivered it is unlikely to be introduced.

## **5. Recommendations**

- 5.1 In presenting this study, a number of key recommendations are made in the areas of partnership development, profile, resourcing and quality assurance, and constitutional change.

### ***Partnership development***

- 5.2 Whilst seeking to promote the work of SAPC as a clearly identifiable independent organisation, the Council must build upon existing partnerships with COSLA and the Scottish Government to clearly show its relevance to its main membership. Quarterly reports should be submitted to the executive to improve the communication to the Council as well asking for feedback from the membership on issues on agendas, this same protocol should also be exercised in relation to all external representation e.g. home, road and water & leisure safety.

### ***Profile***

- 5.3 It is recommended that due to the low profile, SAPC volunteers should utilise future materials funded by the Big Lottery in their local authority areas. These events will raise awareness of the role and potential of SAPC to its existing membership and future members. Further work should be undertaken with the Scottish Government and Parliament after the Scottish Parliament elections in May 2011.

### ***Resourcing & quality***

- 5.4 In order to take forward the work of the Council, the executive is recommended to implement PQASSO a practical quality assurance scheme for voluntary organisations. This will promote best practice and critically ensure lines of responsibility are identified.
- 5.5 Furthermore, the executive should look to source financial resources to implement this process and recognise that improving quality requires the full backing of the executive and a willingness to engage with the process.

### ***Constitutional change***

- 5.6 The review has clearly identified the need for a governance framework that suits the modern requirements of a registered Scottish Charity a process that requires the approval of the Office of the Scottish Charity Regulator. The Council should seek the guidance of the secretariat in implementing this process.



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