

SIRA PROGRAM EVALUATION

YOUNG DRIVERS TELEMATICS TRIAL

**STATE INSURANCE REGULATORY
AUTHORITY**

PROCESS EVALUATION REPORT

FINAL REPORT

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EXECUTIVE SUMMARY

THE YOUNG DRIVERS TELEMATICS TRIAL

The NSW Young Drivers Telematics Trial (the Trial), conducted between 5 July 2018 and 29 March 2019, sought to determine whether and to what extent, telematics-based feedback positively influences the behaviour of young drivers (those under the age of 25). The trial collected over 30,000 hours (4.1 million kilometres) of real-time data, anticipating that real-time feedback, triggered by undesirable driving behaviours, would help to reduce the occurrence of driving behaviours highly associated with vehicle collisions, such as speeding, harsh braking, harsh turning and rapid acceleration.

THE EVALUATION

ARTD was engaged in February 2020 to undertake process evaluations of four of SIRA's programs of activity. The main focus of the evaluation was to investigate the processes used to implement the Trial and to capture any learnings for future research projects led by SIRA. The evaluation adopted a mixed-methods approach to answer the evaluation questions, drawing on desktop research, existing documents, and interviews with key stakeholders (internal and external) involved in the design and delivery of activities. The evaluation methods were implemented as intended, without any limitations.

KEY FINDINGS

Overall, it is clear from the evaluation that the Trial was very well managed. The foundational documentation was strong, which enabled the project team to manage risks effectively and deliver on time and under budget. The project delivered useful outcomes; however, the key outcome of encouraging insurers to utilise telematics as a tool for providing discounts for insurance was not achieved.

HAS THE TRIAL BEEN IMPLEMENTED AS INTENDED?

According to interviewees, the Trial was implemented largely as intended. The project team developed a suite of documents to support implementation and engaged with a wide range of stakeholders to develop and implement the project. There were several factors impacting on the implementation of the Trial both positively and negatively.

- **Project planning:** It was acknowledged that the project was well planned, though there were different views on whether the planning phase timeline was sufficient or too long.
- **Project management:** The project was well managed through frequent communication, hands-on management, scientific approach, strong understanding of the project, appropriate staff resourcing as well as involving the right skills expertise. The project was well governed, and the committees and advisory groups provided an adequate level of governance for the project.

- **Multidisciplinary approach:** There were various parties involved in advising or delivering activities as part of this project. This included staff and consultants with background and expertise in risk management, project management, privacy, insurance, research and academia, road safety and technology. While at times difficult to balance competing points of view, the project benefited considerably from diverse perspectives from people of different skillsets and expertise. This helped ensure robustness in decision-making.

The main challenge was **project delays** early on. Other challenges included the high number of external partners involved and the fact that SIRA had not previously undertaken research of this nature. However, all these challenges were managed or avoided through good project management.

DID THE TRIAL ACHIEVE ITS INTENDED OUTCOMES?

The outcomes and findings from the Trial successfully added a reasonable amount of new information about the use of telematics by young drivers, which addressed one of the core project objectives. However, the key outcome of encouraging insurers to take up telematics was not achieved.

According to stakeholders, key outcomes of the Trial included a better understanding of the implementation issues with telematics as a tool for road safety, enhanced research strengths, and the development of the dataset which is being considered for ongoing research and analysis by the NSW Centre for Road Safety.

LESSONS FOR CONSIDERATION

While the program has experienced a number of challenges, these have generated useful insights that can be applied not only to this program, but also to the management and implementation of future projects.

- **Project management:** The project was very well managed, and the methodology and approach can be used as a model for SIRA to develop a more structured and consistent approach to project management for future projects.
- **Risk management:** The flexible and responsive approach to managing risk enabled the project to respond to issues and SIRA should work to ensure that this responsiveness is incorporated into all projects to reduce exposure to risk.
- **Data governance:** For projects that are generating datasets, ensure that SIRA has strong data governance in place. Clear documentation about data storage, ownership, sharing and usage after the project to formalise the dataset is essential. This project may provide a model for this going forward.
- **Collaborating with DAC:** For projects that involve data and analysis, engaging strategically with the DAC would maximise the benefit of their involvement.

1. PROGRAM BACKGROUND

1.1 PROGRAM OVERVIEW

The NSW Young Drivers Telematics Trial (the Trial) sought to determine whether and to what extent, telematics-based feedback positively influences young driver behaviour. It also sought to improve the understanding of young driver behaviour through the gathering of real-time data. The trial was part of SIRA's response to the NSW Road Safety Plan, Towards Zero, which included an action to "investigate with the insurance industry opportunities to reduce premiums for customers who adopt safer vehicle technology and telematics".

The Trial considered the feasibility—including costs, benefits and associated challenges of—incorporating telematics into existing road safety initiatives and explored the applicability of telematics to improve safety for motorists.

Overall, the Trial was expected to provide insights into driver behaviour that would inform the case for broader telematics technology adoption and an understanding of how the technology could improve road safety.

TIMEFRAME

The Trial was conducted in the 2018-19 financial year, commencing on 5 July 2018 and concluding on 29 March 2019. Over 30,000 hours (4.1 million kilometres) of real-time participant driving data was collected during the Trial.

HYPOTHESIS

The central hypothesis of the Trial was that telematics-driven feedback can assist in moderating risky driving behaviours in high-risk young drivers (those under the age of 25). This moderation was expected to occur in response to real-time feedback triggered by undesirable driving behaviours. This feedback would help to reduce the occurrence of driving behaviours highly associated with vehicle collisions such as speeding, harsh braking, harsh turning and rapid acceleration.

PARTNERS AND GOVERNANCE

The Trial was led by the State Insurance Regulatory Authority (SIRA) in partnership with the NSW Centre for Road Safety (CRS). The data analysis was conducted by the NSW Data Analytics Centre (DAC).

The project had a governance structure in place that included a Project Steering Committee, Expert Advisory Group and a Working Group.

TRIAL ACTIVITIES

- A **randomised control trial** of young drivers (under the age of 25): The treatment group (n=362) in the Trial were provided with a device to monitor their driving and provide feedback on their driving behaviour through a dashboard display and mobile phone app. The control group (n=255) received a device that collected data but provided no feedback to the driver. Driving data was collected over six months.
- A **pre- and post-intervention trial**: Driving habits of participants were monitored for three months using the device. They were then provided with the dashboard display and app and monitored for a subsequent three months. There were 100 participants in this group. Driving data was collected for a total of six months.
- **Attitudinal research** on young driver's perception and acceptance of telematics use.

2. EVALUATION OVERVIEW

2.1 PURPOSE OF THE EVALUATION

ARTD was engaged to evaluate the reform from February to June 2020. The purpose of this evaluation was to investigate the processes used to implement the Trial in order to capture any learnings for future research projects led by SIRA.

2.2 EVALUATION SCOPE

The evaluation focused on the design and implementation of the Trial process, and the extent to which it achieved its objective of testing the feasibility and effectiveness of the use of telematics to alter young driver behaviour. Evaluating the outcomes of the Trial and subsequent activities was not within the scope of this evaluation.

2.3 PROGRAM LOGIC

The first stage of the evaluation involved working with the project team to develop a program logic (see Figure 1). A program logic is a one-page diagram that shows the important components of a program and its expected outcomes. The diagram lays out the set of inputs that are required for successful implementation, as well as the immediate outcomes, intermediate outcomes and ultimate or longer-term outcomes.

The logic is read from the bottom to the top, with the lower-level outcomes being where SIRA has the largest amount of control, and higher-level outcomes where SIRA has least control.

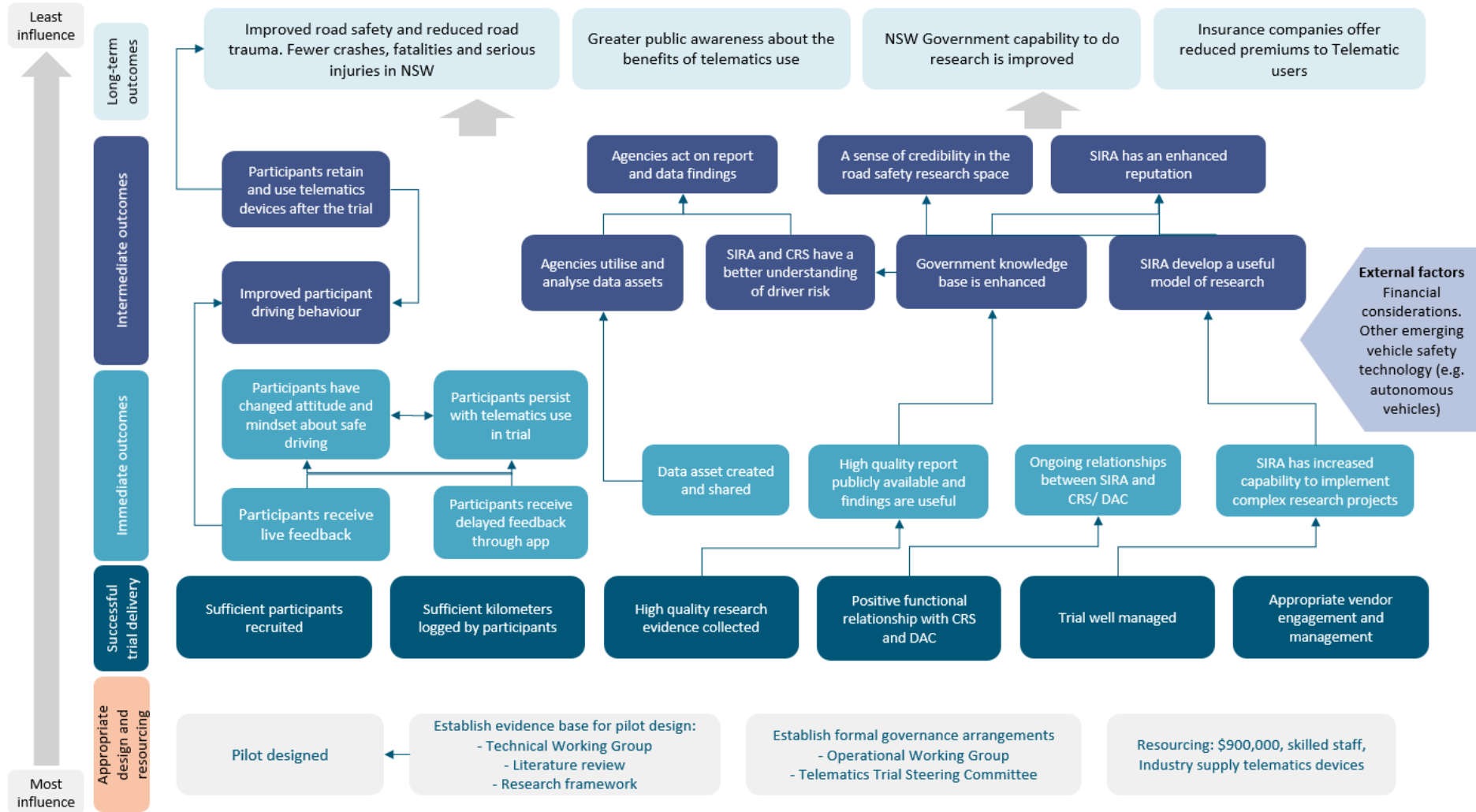
The bottom of the diagram shows that the foundational aspects of the Trial were ensuring it was appropriately designed and resourced—that is, it had an established evidence base, sound governance and budget, skilled staff and the required telematics devices. The foundational assumption of a program logic is that if these inputs are in place, then the Trial should be successfully delivered. This means that:

- sufficient participants were recruited, who then log sufficient kilometres
- high-quality research evidence is gathered
- the Trial is well managed, an appropriate vendor is engaged, and a positive relationship is established with the trial partners.

If the Trial is successfully delivered, it is assumed this will lead to immediate and intermediate outcomes. Firstly, there are a set of outcomes generated for the participants themselves, as their driving is improved through the use of the telematics device, both at the time of the Trial and beyond. The second set of outcomes relates to the dataset and the findings of the Trial, which are shared and continue to have value by adding to the knowledge of both SIRA and the broader community. The third set of outcomes are related to SIRA's enhanced relationships with the Trial partners and SIRA's increased capability to undertake research into the future.

These three sets of outcomes are interconnected and, together, should result in the four ultimate outcomes—improved road safety, greater public awareness of telematics, increased capability for undertaking research, and insurers offering reduced premiums to telematics users. The program logic also takes into account the external factors that may impact on the Trial’s ability to achieve the desired outcomes. These include financial considerations and other emerging vehicle safety technology.

FIGURE 1. YOUNG DRIVERS TELEMATICS TRIAL PROGRAM LOGIC



2.4 KEY EVALUATION QUESTIONS

The following evaluation questions were developed in consultation with SIRA stakeholders to guide the evaluation activities.

- Were Trial activities implemented as intended?
- Were there any challenges encountered in delivering the Trial? If so, how can future trials avoid these challenges?
- What were the main outcomes and learnings from the Trial and were these useful? How useful were these for SIRA, research partners and insurers?
- How well was the project managed?
- Were research partners satisfied with their role in the Trial? What worked well? What could be improved? Has the relationship with research partners been maintained since the completion of the Trial?
- Were there any unintended positive or negative consequences of how the Trial was delivered?

2.5 EVALUATION DESIGN

The evaluation adopted a mixed-methods approach to answer the evaluation questions, drawing on desktop research, administrative documents, and interviews with key stakeholders involved in the design and delivery of activities. Table 1 presents a matrix linking each of the methods with the key evaluation questions they intended to answer.

TABLE 1. EVALUATION QUESTIONS AND METHODS

Evaluation question	Desktop research	Program staff interviews	External stakeholder interviews
1. Were Trial activities been implemented as intended?	X	X	X
2. Were there any challenges encountered in delivering the Trial? If so, how can future trials avoid these challenges?	X	X	X
3. What were the main outcomes and learnings from the Trial and were these useful? How useful were these for SIRA, research partners and insurers?	X	X	X
4. How well was the project managed?	X	X	X
5. Were research partners satisfied with their role in the Trial? What worked well? What could be improved? Has the relationship with research partners been maintained since the completion of the Trial?		X	X
6. Were there any unintended positive or negative consequences of how the Trial was delivered?	X	X	X

2.5.1 DESKTOP RESEARCH

ARTD completed a desktop analysis of program documentation, including process and administrative documentation, business cases, review reports (including the outcomes report) and board update documents. This provided a description of the program activities in the context of policy objectives.

ARTD took a purposive approach to this process and focused on documents that were likely to contain qualitative and quantitative information relevant to answering key evaluation questions. The documents that were reviewed as part of this evaluation include:

- Young Drivers Telematics Trial Project Plan
- Young Drivers Telematics Trial Research Framework
- Telematics-based safety surrogate measures: Literature review and recommendations (Australian Road Research Board, November 2018)
- Young Drivers Telematics Trial Technical requirements
- Project Steering Committee Terms of Reference
- Expert Advisory Group Terms of Reference
- Project Working Group Terms of Reference
- Project governance document
- Outcomes report of the Young Driver Telematics Trial (September 2019)
- Board paper endorsement to proceed with the Trial
- Board updates April 2018 to August 2019 (n=7 total)
- Detailed project timeline (dated June 2018).

2.5.2 SEMI-STRUCTURED INTERVIEWS

ARTD conducted six semi-structured telephone interviews with a sample of stakeholders from both SIRA and the external organisations who were involved in the Trial. These stakeholders were selected by SIRA based on their involvement in the Trial process and the insights they would provide. This enabled us to ask detailed questions about process delivery, outcomes, achievement of policy priorities and identify opportunities for enhancing other trials or research activities in future.

Interviews explored:

- internal perceptions of the Trial
- the alignment of the Trial activities with policy
- process development and implementation
- process outcomes and outcome measurement
- strengths and challenges/ weaknesses of the Trial and associated activities.

No stakeholders from the Expert Advisory Group were invited to participate in the evaluation. The interview guide is provided in Appendix 1.

2.5.3 CONFIDENCE IN THE FINDINGS

The methods were implemented largely as intended, with the majority of planned interviews being completed and documents reviewed. From the data there is sufficient evidence to identify lessons for consideration for management of future SIRA projects.

3. EVALUATION FINDINGS

3.1 TRIAL IMPLEMENTATION

According to interviewees, the Trial was implemented largely as intended. The project team developed a suite of documents to support implementation, including a literature review of safety measures, a robust research framework, and a detailed project plan and timeline. The team also engaged with a wide range of stakeholders to develop and implement the project, including key project partners, the Steering Committee, Working Group and Expert Advisory Group members. There were several factors impacting on the implementation of the Trial both positively and negatively, as described below.

PROJECT PLANNING

The interviewees noted that the project was well planned from beginning to end, and that this contributed to the successful delivery of the Trial.

Some interviewees expressed a desire for more planning time at the outset of the project. One interviewee thought that it would have been useful to leverage the expertise of Working Group members more during the planning phase, particularly academics. Another stakeholder would have liked the objectives and purpose to be finalised sooner to allow more time for planning and to get into the project.

At the beginning, the project spent a significant amount of time determining the objectives of the Trial. Two stakeholders felt that there were too many people involved in the early discussions about the project and there should be less time spent on determining objectives and purpose in future. During the planning phase, the project leadership recognised this and narrowed it down. In contrast, a stakeholder group of key significance was not included in the planning phase: the insurers. The impact of excluding this group is of concern and discussed in Section 4.2, below.

More input from the DAC during the planning phase might have avoided some of the analysis difficulties during the project. However, it should be noted that the project was supported by a strong set of planning documents and the input of a range of key stakeholders. The foundational activities provided significant value to the project. In particular, the literature review helped inform the data required for collection and the analytical approaches that supported the development of the research framework with project partners. These tasks strengthened the Trial processes and enhanced SIRA's research capabilities.

PROCUREMENT

Stakeholders reported that the procurement process was appropriate and in line with procurement rules. The procurement process was effective and appropriate.

One stakeholder reported that the selected vendor was flexible, agile and responsive to the needs of the project. The key benefits of this were that SIRA was able to move quickly within the procurement framework and the vendor was able to do the coding adjustments for the app and data collection quickly. The vendor was also based locally in Sydney, which this stakeholder saw as valuable because issues could be resolved quickly through face to face meetings. The procurement process for this project was short and one stakeholder believed it would have been valuable for SIRA to have had more time to plan and consider the technological requirements.

PROJECT MANAGEMENT

The Trial delivery was perceived as excellent and all stakeholders we spoke with had highly positive feedback for the overall project management and the lead project manager. Stakeholders particularly valued the frequent communication, hands-on management, scientific approach and strong understanding of the project exhibited by the project manager. Two stakeholders recognised the value in having a full-time project officer (who was well supported by other staff in SIRA) to manage the project.

Project milestones were completed as outlined within the project plan, although there were delays in some activities. The main delays identified by stakeholders occurred due to:

- contract alterations for the vendor to supply telematics devices
- the need to acquire sufficient telematics devices to start all participants at once
- the need to obtain approval for the custom data collection app for access in the Play Store and App Store.

Overall, the interviewees noted that these delays had a limited impact on the Trial's ability to produce useful findings and outcomes. Senior stakeholders recognised that the project team was effective at identifying and addressing risks to the project quickly. The project team successfully adapted the Trial as needed to address the issues that arose.

The project was successfully delivered in an appropriate timeframe (even with the delays) with a clear outcomes report and was a strong response to the Ministerial priority.

SIRA project management worked with a variety of stakeholders to deliver the project. CRS was the main partner in the project and the DAC was involved in a contractor role for the analysis component. SIRA also worked with a third-party telematics vendor. There was strong senior executive support and buy-in from SIRA and CRS, which was critical for the Trial.

CRS played an important role in supporting the Trial and their inclusion as a partner was viewed by stakeholders as a right decision. Stakeholders from SIRA were very positive about the role of CRS in supporting the Trial. Their role included input on research design and methodology, providing guidance on the research questions, and supporting the validation of the findings and conclusions of the Trial. This relationship was effective as SIRA was able to lead the project and CRS provided regular support with specific guidance as requested.

One internal stakeholder felt the project had been run very well, with positive engagement across teams within SIRA, including the project managers, executive staff working on the project, and the communications and policy teams involved. The project provides evidence

that SIRA has developed improved research capabilities, commitment and relationships to engage with projects of this nature. External stakeholders also found the collaboration from the project team to have been excellent. The frequent, often daily, communications were valued by these stakeholders.

Another stakeholder believed that the Trial was one of the better managed projects they have been involved in with SIRA. This was due to the involvement of the right people at the right time and the willingness to identify and mitigate risks to the project. If issues occurred within the project, stakeholders said that the team and project sponsors noted that they were able to identify the issue, regroup, assess and put a response plan in place.

PROJECT GOVERNANCE

Overall, the stakeholders we interviewed believed that the project was well governed, and the committees and advisory groups provided an adequate level of governance for the project. One stakeholder liked the fact that the project was not over-governed, which they identified as a potential risk for a small project like this. In practice, decision-making responsibilities were handled by different groups (e.g. project managers or the Working Group) when it was appropriate and escalated or referred on when needed. In future projects, the decision rights could be fully formalised. The arrangements for this project allowed it to deliver continuously with balanced feedback from the Steering Committee when needed.

ENGAGING WITH INSURERS

Insurers were engaged initially during the development the Trial. Confidential discussions were undertaken with each of the Compulsory Third Party licenced insurers, in order to understand how they approach telematics, whether they were interested in participating in a pilot and any insights they would share. Insurers advised SIRA that they were willing to share insights directly with SIRA, but due to commercial sensitivities would not be willing to share with other insurers present. With this understood, SIRA determined that the best course of action was to:

- update all insurers periodically on the trial
- include the Insurance Council nominee on the Advisory Group
- include the insurers in a design workshop once the findings of the trial were concluded.

These actions were undertaken throughout the programme.

CHALLENGES IN IMPLEMENTING THE TRIAL

Aside from what has been mentioned above, there were some additional challenges that occurred throughout the project. The main challenge was project delays, which increased the risk that the project would not be completed as initially planned. However, sound project management ensured that overall project timelines did not need to be altered. Other challenges included the high number of external partners involved and the fact that SIRA had not previously undertaken research of this nature in-house. However, these challenges were avoided through good project planning and management.

While the project developed and maintained a risk register it did not engage with a risk expert from the beginning. The project successfully engaged with the Privacy Commissioner to discuss and resolve any potential issues relating to participants' data privacy. We recommend that future projects follow this practice.

3.1.1 SATISFACTION OF RESEARCH PARTNERS

Overall, the feedback from CRS stakeholders was positive regarding the Trial and the Trial process; however, there was mixed feedback about the role CRS had in the Trial. One stakeholder from CRS would have appreciated a better understanding of SIRA as an organisation. The engagement of this stakeholder was primarily through the project manager and so they weren't exposed to the structure of SIRA.

CRS also felt disconnected from the study follow-up and any ongoing decisions. It isn't clear to the CRS stakeholders what the next steps following the Trial were. This includes the policy outcomes or other benefits from the investment.

I would have liked better follow-up to the study. At this stage not clear what we will do with the study and that's a little disappointing. Implementation team did a great job. – CRS stakeholder

DAC played an important role in completing the data analysis for the Trial. There was mixed feedback from stakeholders about the analysis process and delivery from DAC. One stakeholder recognised that DAC saw this analysis as a priority and made the time for their staff to engage closely with it.

DAC were asked to comment on the research design early in process; however, their role in the project overall was operational rather than strategic. This was due to their business model. While this generated some complexity during the analysis of the data, it did not pose significant issues, as they were able to be overcome through adjusting how the analysis was completed. However, they could have been avoided altogether with more strategic engagement. Enabling this kind of engagement may require DAC to adjust their business model.

Although DAC successfully delivered the analysis for the project, key stakeholders at SIRA were anticipating a deeper analysis of the available data. DAC has team members with strong analytical skills; however, the lack of a road safety subject matter expertise within DAC limited the analysis. To mitigate this, SIRA engaged a member of the Expert Advisory Group to provide some expertise in road safety and guide DAC to enhance the analysis.

3.2 TRIAL OUTCOMES

The outcomes and findings from the Trial provided a reasonable amount of new information about the use of telematics by young drivers, which addressed one of the core project objectives. However, the key outcome of encouraging insurers to take up telematics was not achieved.

The report was scrutinised rigorously and reviewed by SIRA, CRS and expert advisors (including a peer review by a road safety expert to provide feedback), a process that proved effective and important for ensuring the report was accurate and useful.

According to the stakeholders we interviewed, key outcomes of the Trial and the process included:

- better understanding of the implementation issues with using telematics as a tool for road safety
- enhanced SIRA's research strengths, including in mixed-methods research using quantitative and qualitative elements
- the development of the dataset. CRS is already using the NSW Young Drivers Telematics Trial data to develop a predictive model to identify potentially dangerous intersections, based on the frequency and severity of harsh cornering and braking. Depending on the results, this model will help TfNSW prioritise infrastructure enhancement, by providing a more rigorous assessment of potential risky accident hotspots based on recorded driving behaviour.

3.2.1 UNINTENDED OUTCOMES

Stakeholders we interviewed recalled one main positive unintended consequence of the Trial—the development of the dataset. The development of this set was intended to support the research findings; however, a few stakeholders recognised the data as especially valuable for future research as it can be linked to the participants' survey responses. Another positive unintended consequence of the project was the strengthening of the relationships SIRA has with DAC and CRS.

REPORTING AND OUTCOMES

The final report was peer reviewed by Professor Mark Stevenson of the University of Melbourne. Professor Stevenson confirmed that the Trial evidence suggested that telematics use had some positive impacts on young driver behaviour and was consistent with current research into the effects of direct feedback and monetary incentives on driving behaviour. The outcomes of the Trial itself were captured and delivered in a report¹ published in September 2019.

¹ State Insurance Regulatory Authority (2019). NSW Young Drivers Telematics Trial: Findings, implications and lessons learnt. https://www.sira.nsw.gov.au/_data/assets/pdf_file/0010/556264/NSW-Young-Drivers-Telematics-Trial.pdf

4. CONCLUSIONS AND LESSONS TO CONSIDER

4.1 CONCLUSIONS

Overall, it is clear from the evaluation that the Trial was very well managed. The foundational documentation was strong and enabled the project team to manage risks effectively throughout the project. The project was delivered on time and under budget. Risks and challenges were exceptionally well managed. Overall, the Project Manager demonstrated strong project management processes and responsive risk management. This approach should be adopted by SIRA when managing projects internally, where appropriate.

A major benefit of the Trial was the research dataset, which will have significant value for future research. In addition, the project established and enhanced relationships between SIRA, CRS and DAC.

4.2 LESSONS FOR CONSIDERATION

There are several lessons for future project that emerged from the evaluation. These are outlined below.

- **Project management:** The project was very well managed, and the methodology and approach can be used as a model for SIRA to develop a more structured and consistent approach to project management for future projects.
- **Risk management:** The project took a flexible and responsive approach to managing risk. This is an appropriate method to respond to issues occurring in projects and SIRA should work to ensure that this responsiveness is incorporated into all projects to reduce exposure to and minimise risk.
- **Data governance:** For projects that are generating datasets, ensure that SIRA has strong data governance in place. Clear documentation about data storage, ownership, sharing and usage after the project to formalise the dataset is essential. This project may provide a model for this going forward.
- **Collaborating with DAC:** For projects that involve data and analysis, engaging strategically with the DAC would maximise the benefit of their involvement.
- **Multidisciplinary approach:** There were various parties involved in advising or delivering activities as part of this project. This included staff and consultants with background and expertise in risk management, project management, privacy, insurance, research and academia, road safety and technology. While at times difficult to balance competing points of view, the project benefited considerably from diverse perspectives from people of different skillsets and expertise. This helped ensure robustness in decision-making.

APPENDIX 1. INTERVIEW GUIDE

Hello [interviewee], my name is [interviewer] from ARTD Consultants. I am calling to chat with you about the Young Driver Telematics Trial process evaluation. Is now still a good time to talk? Thank you for taking the time to talk with me as part of the evaluation.

The purpose of the evaluation is to understand the process of delivering the Trial, not to repeat the outcomes report that has already been completed. We are interested in finding out what worked well, what some of the challenges were and what could be improved about the Trial process.

The information you provide is confidential and you will not be personally identified in any way.

Do you mind if I record the call, just for my note taking purposes only?

Do you have any questions for me before we start?

Questions

I would first like to understand how the Trial was implemented.

1. Which activities were you involved in?
2. What pleased you about how the Trial activities were implemented?
3. Were any of the activities delayed and for what reasons?
4. How well was the project managed? What would you do differently in retrospect and why? *Prompt:* how were risks managed, did the project have the right staff with right skills, Trial processes, how were delays managed?
5. We understand there were a number of committees established. Were roles clear, how did the committees communicate and how did decisions get made?
6. How well did the governance structures support implementation of the telematics pilot? What would you do differently for future trials?
7. Are you aware of any challenges encountered during the Trial? What did you do to address the challenges? How could future trials avoid/ overcome similar challenges?
8. What surprised you about how the activities were implemented? Were there any consequences for SIRA or the project?
9. What would you do differently if you were setting up a similar trial and why?
10. How useful were the Trial findings to SIRA? Other stakeholders?
11. Were you satisfied with CRS/ DACs role in the Trial?
12. What worked well about their/ your role?
13. How could SIRA work better with CRS/ DAC? What would you do differently if you were to collaborate again?
14. Have you maintained a working relationship with SIRA/CRS/ DAC since the Trial? If yes, why? If no, would you have liked to maintain a relationship?
15. Do you have any other comments you would like to make about the Trial process?

Thank you for your time.