

Strategic Plan and Work Program

Vision

All businesses and organisations striving to eliminate serious injury and death from work-related vehicle crashes.

Mission

To ensure that:

- the benefits of minimising work-related vehicle crashes to the community are recognised and maximised;
- the leadership of all businesses and organisations recognise that work-related vehicle crashes are unacceptable and avoidable, and the responsibility of everyone in the organisation;
- minimising work-related vehicle crashes is a shared responsibility;
- approaches to minimise work-related vehicle crashes are based on current and best evidence; and
- addressing work-related vehicle crashes becomes a sustainable program.

Objectives

1. Share and promote knowledge to help businesses develop their road safety culture
2. Collaborate with organisations throughout Australia
3. Reward and recognise innovation and achievements in reducing road incidents
4. Grow membership and influence with organisations throughout Australia
5. Implement governance and sustainability of NRSPP
6. Contribute to the delivery of the National Road Safety Strategy

Situation Audit

Scope

- The NRSPP program deals with preventing crashes and their consequences that occur in any work-related situations, involving a land-based vehicle.
- Equivalent numbers of work-related deaths occur on and off public roads. While different approaches will be required to minimise the risk of work-related vehicle crashes in each domain information on approaches and successes can be readily shared across all businesses.
- On public roads, work-related vehicle crashes are more likely to impact the general public.
- Every work-related vehicle crash has extensive flow on effects within the organisation and within the community at large.

Highest risk sectors

- The Transport, Postal & Warehousing sector and the Agriculture, Forestry and Fishing sectors have a higher exposure and risk characteristics for work-related vehicle crashes than other sectors.
- Whilst lower than the above sectors, Construction and Manufacturing also have high exposure and risk characteristics.
- There are some (generally small and owner operated) transport operators that represent a high risk although the exposure is less.
- The NRSPP should consider exposure, risk and benefit when selecting projects for implementation.

Corporate responsibility

- Business leaders can drive safety practices.
- Safety outcomes are better when there is real commitment by shareholders, the Board, senior management through line management to the operators.
- All organisations and individuals have both influence and responsibility to minimise work-related land-based vehicle crashes.

Partnership and sharing

- Current NRSPP partners view road safety as a shared advantage.
- The NRSPP and overseas programs have demonstrated the value of sharing information regarding work-related vehicle crashes.
- Some organisations mistakenly consider compliance assurance is a sufficient response.

Sustainability of engagement

- To become sustainable, the NSRRP principles must be adopted by industry as a core function.
- The NRSPP must remain a key element of the National Road Safety Strategy bringing together industry, government and research.
- There is limited understanding of the business benefits of involvement in crash-reducing programs. The cost of crashes is often not known, nor is the ready availability of remedial actions. Many would not have a clear idea of the benefit cost ratio, or the return on investment for investing in work-related land-based vehicular crashes.
- For NRSPP principles to be sustainable, minimising work-related vehicle crashes needs to be recognised as an important corporate responsibility where the benefits outweigh the costs.

SWOT Analysis

a). Strengths

1. Buy-in from many industry leaders
2. There is strong government, research and industry support
3. Good international links
4. An open source delivery for applications and information
5. A good evidence base for projects
6. There are demonstrations of success
7. The partnership concept is entrenched in road safety

b). Weaknesses

1. NSRRP has very limited personnel resources.
2. It is difficult to get access to the right people
3. Failure to close deals
4. Lack of business processes
5. Internal governance arrangements not completed
6. Lack of cost-efficient and effective IST resources
7. Partnership only taken up by larger companies

c). Opportunities

1. Build on international linkages
2. Good quality project supply from website users and partners
3. Funding opportunities for projects
4. To be an integral part of road safety strategies at Federal and State levels
5. Potential to reduce government interference
6. To be a mechanism for industry to provide input into safety reviews and policy reform
7. To provide small business with access to larger corporations to gain insights and ideas to help them manage work-related risk

d). Threats

1. Lack of engagement with fleet and safety managers
2. Failing to meet expectations of partners
3. Liability arising from project failure
4. Too many good ideas compromises implementation
5. Risk of becoming too logistics and government focused
6. Falling level of commitment from funding partners
7. Legal liability could flow back to ARRB
8. The NRSPP could become the domain of 'big business' and not be relevant to small businesses.

Strategic Action Plan Themes

The following Strategic Actions Plans were identified by the Steering Committee.

- e) Expand the knowledge base
- f) Create new opportunities for partnering and engagement
- g) Establish multiple communication avenues
- h) Maximise engagement with groups concerned with work-place vehicle crashes
- i) Develop a marketing plan

Work Program

The Steering Committee identified 76 actions to counter the risks identified in the SWOT Analysis and to deliver the Strategic Action Plans. ARRB has begun developing the lower resource actions identified within the work program action list based on the available resources which are currently \$250,000 per annum.

Work program action list

Item	Action	Completed/Underway
1.1	Develop a business case tool (Total Cost Incident Calculator)	Agenda Item 6.a
1.2	Prioritise partners	
1.3	Use network	
1.4	Increase use of government to attract partners	
2.1	Create awareness of program within research community	
2.2	Develop topics for student projects	Agenda Item 5.b
2.3	Develop presentation opportunities for academics	
2.4	Use program partners in research programs	Agenda Item 6.d
2.5	Use current supported to drive new members	
2.6	Ensure alignment with current government policies and programs	
3.1	Keep group informed of international links	Ongoing
3.2	Use links in mutual promotion	
3.3	Develop shared learning opportunities	Agenda Item 6.d
4.1	Increase the number of links	
4.2	Develop IT governance arrangements	
4.3	Improve website accessibility and search engine	Aim: Dec-2015
5.1	Improve search engine	Aim: Dec-2015
5.2	Improve governance	Paper for next 12thSC
5.3	Identify gaps	Agenda Item 5.b
5.4	Prioritise topics	
6.1	Develop more case studies/webinars	Agenda Item 7.a
6.2	Prioritise case studies	Agenda Item 7.a
6.3	Improve feedback	
7.0	Maintain involvement and recognition within National Road Safety Strategy	Agenda Item 7.d
1.1	Develop ways to leverage program partners	
1.2	Ensure funding includes personnel resources	
2.1	Use existing network to involve government ministers to get to the right people	
2.2	Identify program champions	
3.1	Develop a sales process	
3.2	Identify project champions who can assist with deal closure	
4.0	Develop business processes for identifying and developing projects	
5.0	Develop governance structure	Paper for next 12thSC
6.1	Use graphics students	
6.2	Identify alternative sources	
7.1	Use larger companies to drive engagement with smaller companies with whom they are connected through business	
7.2	Ensure case studies and webinars include small business examples	Agenda Item 7.a
1.1	Develop joint projects with international partners	Agenda Item 5.c
1.2	Follow up funding opportunities	Ongoing
2.1	Survey partners and web users for ideas	Agenda Item 7.d
2.2	Develop a sourcing system	
3.1	Develop joint funding opportunities with partners	Agenda Item 6.d
3.2	Search for international funding opportunities	
4.1	Explore possibilities at the AustRoad meeting	16 Sept Meeting
4.2	Explore possibilities with SafeWork	Ongoing (7.a)

4.3	Contact state planners	
5.0	Develop appropriate case studies	Agenda Item 7.a
6.0	Create relations with Small Business Interest Groups, Chamber of Commerce	
1.1	Develop a sales package for fleet managers	Completed 26 August
1.2	Follow up with Tim Roberts, AFMA regarding Mace Hartley	Completed 18 August
2.1	Implement a rigorous project prioritisation system	
2.2	Program plans are realistic before presentation to partners	
3.1	Review governance policies	Paper for next 12thSC
3.2	Ensure contracts have appropriate clauses	Ongoing
4.1	Implement a rigorous project prioritisation system	
4.2	Ensure program plan is implementable	SC meeting 13 Oct
5.0	Ensure guiding input from business partners	Ongoing
5.1	Base steering committee selection on individuals and their commitment to the NRSPP principles rather than their employer	Implemented with dinner 12 Oct
5.2	Increase the value of steering committee participation by arrangement ministerial dinners and engaging academic speakers	Implemented with dinner 12 Oct
6.0	Incorporate appropriate risk management arrangements into structure	Paper for next 12thSC
7.0	Consider having Small Business represented on Steering Committee.	
1.1	Improve the search capability by improving the search engine using such methods as improved key word search, clever catalogue, internal technical library search and additional links to knowledge	Aim: Dec-2015
1.2	Use online resources	
1.3	Check case studies are on the provider's websites	
1.4	Undertake an enhanced survey	Underway
1.5	Match resources with survey outcomes	
1.1	Encourage small business advisors to share their knowledge	
1.2	Use channel partners to disseminate the principles of the NRSPP program	
1.3	Encourage all partners to link to the NRSPP website	Included into Partner Requirement
1.1	Use appropriate social media such as Twitter	Ongoing
1.2	Develop a bank of responses to the Facebook crashes	
1.3	Develop a basic free induction or welcome pack that incorporates NRSPP principles and can be disseminated widely	Accomplished 26 August
1.4	Use radio - identify and cultivate a relationship with a journalist with the relevant expertise. Identify a media spokesperson.	
1.5	Disseminate community and corporate stories in auto magazines	
1.1	Develop relationships with safety agencies	
1.2	Develop connections with hospitals, Australian Medical Association, surgeons	RACS PP 8/9/15
1.3	Explore possible connections with bereavement, counselling or training services.	
1.0	Develop a marketing plan	Under Development present next SC