

National Road Safety Partnership Program

Strategic Plan

Version 0.7

NRSP Strategic Plan

MISSION AND VISION

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.

NRSP – Strategic Plan

SITUATION AUDIT

Scope of program

- The NRSP 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 NRSP 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 NRSP partners view road safety as a shared advantage.
- The NRSP 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 NRSP 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 NRSP principles to be sustainable, minimising work-related vehicle crashes needs to be recognised as an important corporate responsibility where the benefits outweigh the costs.

NRSP Strategic Plan

SWOT ANALYSIS

SWOT

Strengths

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

Weaknesses

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

Opportunities

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

Threats

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

SWOT actions - Strengths

Strengths	Actions
Buy-in from many industry leaders	<ul style="list-style-type: none"> Develop a business case tool Prioritise partners Use network Increase use of government to attract partners
There is strong government, research and industry support	<ul style="list-style-type: none"> Create awareness of program within research community Develop topics for student projects Develop presentation opportunities for academics Use program partners in research programs Use current supported to drive new members Ensure alignment with current government policies and programs
Good international links	<ul style="list-style-type: none"> Keep group informed of international links Use links in mutual promotion Develop shared learning opportunities
An open source delivery for applications and information	<ul style="list-style-type: none"> Increase the number of links Develop IT governance arrangements Improve website accessibility and search engine
A good evidence base for projects	<ul style="list-style-type: none"> Improve search engine Improve governance Identify gaps Prioritise topics
There are demonstrations of success	<ul style="list-style-type: none"> Develop more case studies Prioritise case studies Improve feedback
The partnership concept is entrenched in road safety	Maintain involvement and recognition within National Road Safety Strategy

SWOT actions - Weaknesses

Weaknesses	Actions
NSRRP has very limited personnel resources	Develop ways to leverage program partners Ensure funding includes personnel resources
It is difficult to get access to the right people	Use existing network to involve government ministers to get to the right people Identify program champions
Failure to close deals	Develop a sales process Identify project champions who can assist with deal closure
Lack of business processes	Develop business processes for identifying and developing projects
Internal governance arrangements not completed	Develop governance structure
Lack of cost-efficient and effective ICT resources	Use graphics students Identify alternative sources
Partnership only taken up by larger companies	Use larger companies to drive engagement with smaller companies with whom they are connected through business Ensure case studies and webinars include small business examples

SWOT actions - Opportunities

Opportunities	Actions
Build on international linkages	Develop joint projects with international partners Follow up funding opportunities
Good quality project supply from website users and partners	Survey partners and web users for ideas Develop a sourcing system
Project funding opportunities for projects	Develop joint funding opportunities with partners Search for international funding opportunities
To be an integral part of road safety strategies and Federal and State levels	Explore possibilities at the AustRoad meeting Explore possibilities with SafeWork Contact state planners
Potential to reduce government interference	Develop appropriate case studies
To provide small business with access to larger corporations to gain insights and ideas to help them manage work-related risk	Create relations with Small Business Interest Groups, Chamber of Commerce

SWOT actions - Threats

Threats	Actions
Lack of engagement with fleet and safety managers	Develop a sales package for fleet managers Follow up with Tim Roberts, AFMA
Failing to meet expectations of partners	Implement a rigorous project prioritisation system Program plans are realistic before presentation to partners
Liability arising from project failure	Review governance policies Ensure contracts have appropriate clauses
Too many good ideas compromises implementation	Implement a rigorous project prioritisation system Ensure program plan is implementable
Risk of becoming too logistics and government focused	Ensure guiding input from business partners
Falling level of commitment from funding partners	Base steering committee selection on individuals and their commitment to the NRSPP principles rather than their employer Increase the value of steering committee participation by arrangement ministerial dinners and engaging academic speakers
Legal liability could flow back to ARRB	Incorporate appropriate risk management arrangements into structure
The NRSPP could become the domain of 'big business' and not be relevant to small businesses.	Consider having Small Business represented on Steering Committee.

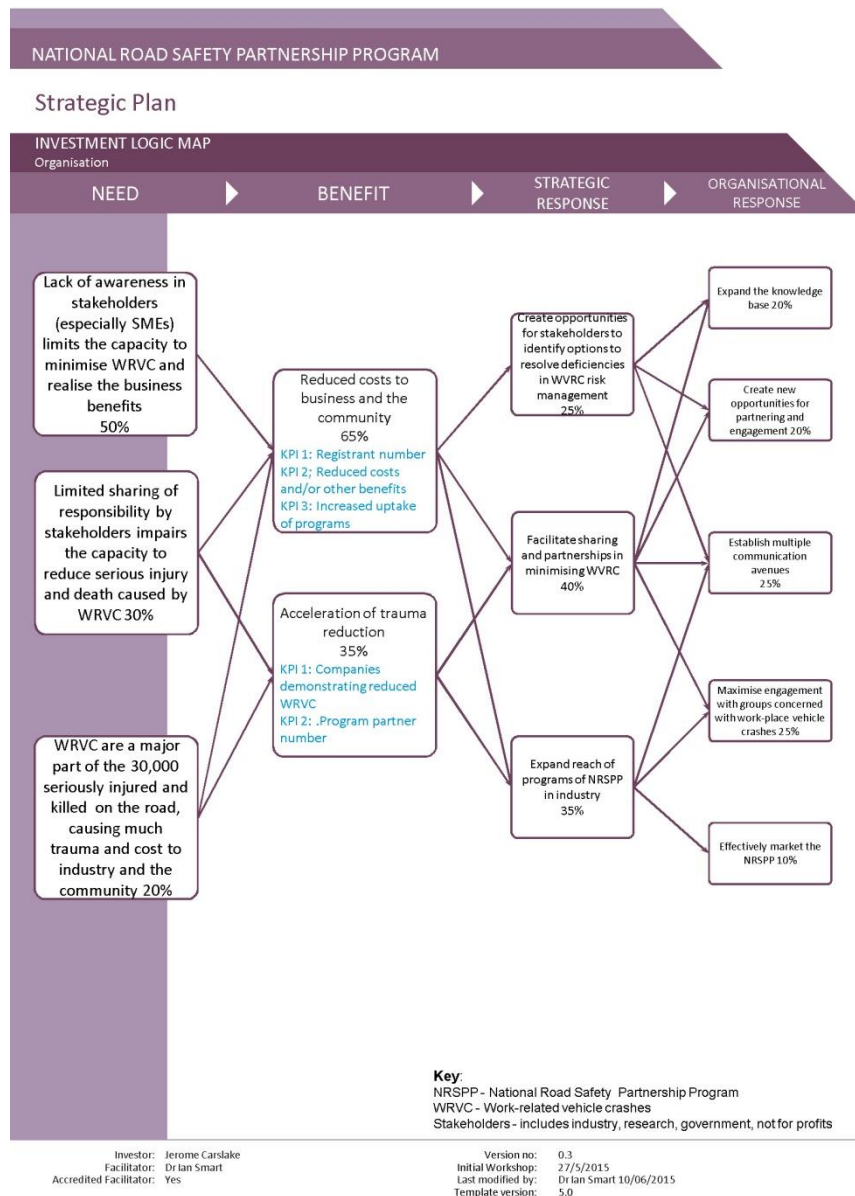
NRSP Strategic Plan

STRATEGIC RESPONSES AND ACTION PLAN

Organisational Logic Map

An organisation ILM (right) was prepared to:

- identify the NEEDS that must be addressed by the NRSP; and
- Determine the strategic and organisational responses required to address those needs; and
- Develop an action plan that will enable the NRSP to deliver the identified organisational responses.
- Develop the NRSP Action Plan



NRSP - Organisation Logic Map

NRSP Action Plan - 1

Expand the knowledge base

Actions

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

Use online resources

Check case studies are on the provider's websites

Undertake an enhanced survey

Match resources with survey outcomes

NRSPP Action Plan - 2

Create new opportunities for partnering and engagement

Actions

Encourage small business advisors to share their knowledge

Use channel partners to disseminate the principles of the NRSPP program

Encourage all partners to link to the NRSPP website

NRSP Action Plan - 3

Establish multiple communication avenues

Actions

Use appropriate social media such as Twitter

Develop a bank of responses to the Facebook crashes

Develop a basic free induction or welcome pack that incorporates NRSP principles and can be disseminated widely

Use radio - identify and cultivate a relationship with a journalist with the relevant expertise. Identify a media spokesperson.

Disseminate community and corporate stories in auto magazines

NRSP Action Plan - 4

Maximise engagement with groups concerned with work-place vehicle crashes

Actions

Develop relationships with safety agencies

Develop connections with hospitals, Australian Medical Association, surgeons

Explore possible connections with bereavement, counselling or training services.

NRSPP Action Plan - 5

Effectively market the NRSPP

Actions

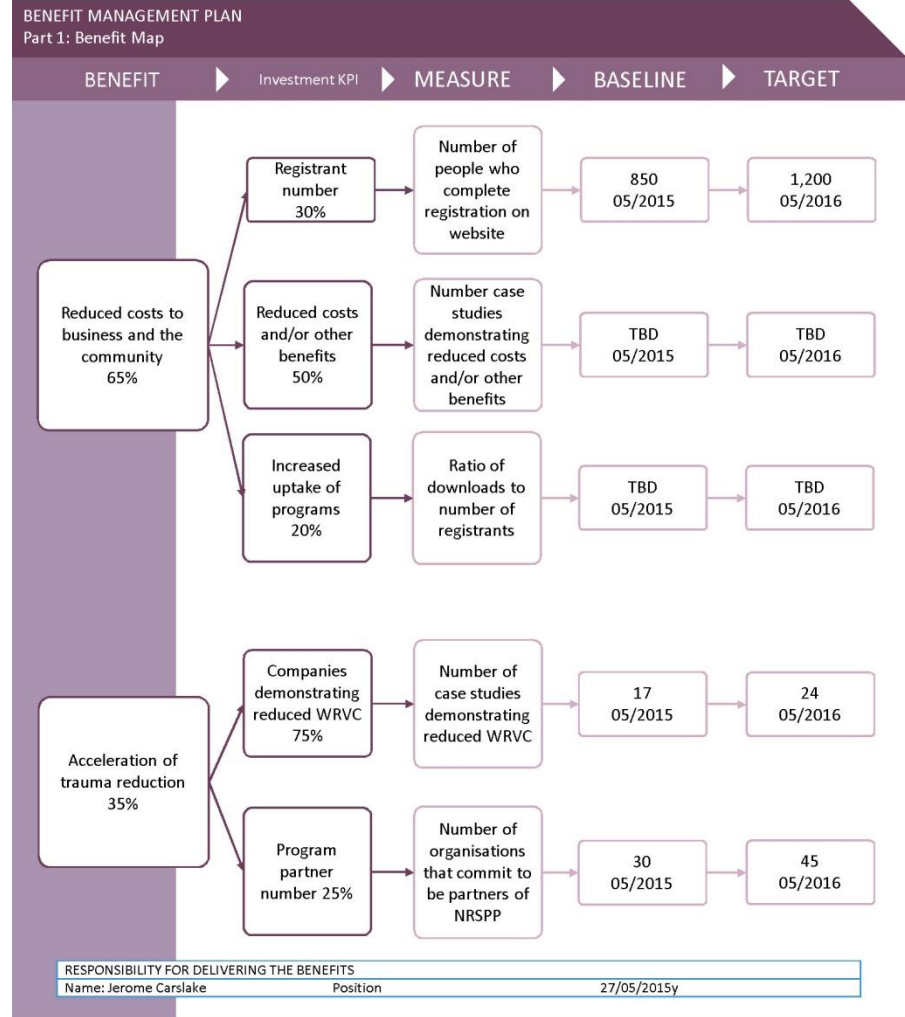
Develop marketing plan

NRSP Strategic Plan

KEY PERFORMANCE INDICATORS

Benefit Management Plan

A comprehensive Benefit Management Plan was prepared for the NRSP Strategic Plan, based on the Benefit Map. The following slides show the KPIs that were developed in the Organisation Logic Map and the measures and targets outlined in the Benefit Management Plan.



Investor: Jerome Carslake
Facilitator: Dr Ian Smart
Accredited Facilitator: Yes

Version no: 0.2
Initial Workshop: 27/05/2015
Last modified by: Dr Ian Smart 10/06/2015
Template version: 5.0

Benefit Map

Benefit Management Plan

KPI	Measure	Start	End
Benefit 1: Reduced costs to business and the community			
KPI 1: Registrant number	Number of people who complete registration on website	TBD May 2015	TBD May 2016
KPI 2: Reduced costs and/or other benefits	Number case studies demonstrating reduced costs and/or other benefits	TBD May 2015	TBD May 2016
KPI 3: Increased uptake of programs	Ratio of downloads to number of registrants	TBD May 2015	TBD May 2016

Benefit Management Plan

KPI	Measure	Start	End
Benefit 2: Acceleration of trauma reduction			
KPI 1: Companies demonstrating reduced work-related vehicle crashes	Number of people who complete registration on website	TBD May 2015	TBD May 2016
KPI 2: Number of organisations that commit to be partners of NRSPP	Number of organisations that commit to be partners of NRSPP	TBD May 2015	TBD May 2016