

National Road Safety Partnership Program, a mechanism to demonstrate that road safety good practice is not altruistic but entirely good business.

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Abstract

Decisions taken by industry—as well as individual corporate safety cultures—affect how employees, customers and suppliers use the road network. Companies should be encouraged to take responsibility for ensuring their decisions contribute to improving road safety as part of a national shared responsibility. Work-related road crashes are a major cause of death for “industry” and companies can influence not only work-related crashes but employee crashes when “off- duty”. The issue for some organisations is they do not understand what road related incidents are costing their business, their risk exposure within the road transport system or what the direct benefits can be to their operating margins when they improve road safety.

The National Road Safety Partnership Program (NRSP) is providing a medium which will assist companies to develop their own positive road safety culture. This paper will explore how NRSP can assist companies in achieving good practice in road safety and how corporate safety culture is critical to running a successful business. It will draw on several case studies that demonstrate companies that have implemented road safety initiatives did not perceive these as a cost but as good business and why.

Introduction

The corporate sector, including transport operators, transport users and other businesses that rely on road transport to move goods and services – can have a major influence on the safe operation of the road transport network (Carslake and Potter, 2013). Decisions taken by industry generally, as well as individual corporate safety cultures, affect how employees, customers and suppliers use the road network. Businesses must be encouraged to take responsibility for ensuring their decisions contribute to improving road safety as part of a shared responsibility. The central and continuing role for government is to provide the physical and regulatory environment within which road transport takes place. The role the corporate sector can potentially fill is to help improve the overall safety of the road network as both an organisational and community benefit.

Industry can improve road safety within its sphere of influence faster than government. A business can make a decision and begin implementing it, whereas government must go through an extensive process before making an informed decision. The question is how to mobilise the corporate sector to do more? The aim is to motivate businesses to implement good road safety initiatives because it is simply good business instead of doing the minimum to secure contracts or meet regulatory requirements.

The first step is in recognising the size of the problem and the risk it poses. Once the risk is understood, the next is recognising that road safety is not a competitive advantage but rather a shared advantage. If one company has an incident the whole industry has failed in the eyes of the public. Mature companies of all sizes will be willing to share and collaborate on improving road safety, because when it comes to operating on the road whether you're a telco, freight forwarder or aged care provider the transport environment is the same.

This paper identifies how the National Road Safety Partnership Program (NRSPP) provides an opportunity for knowledge transfer within/among industry sectors and the implications of such initiatives to the wider community.

Scope of the problem

Currently, more than 50 million people are injured on the world's roads each year making road traffic injuries the eighth leading cause of death globally. Unless immediate action is taken road traffic injuries may become the fifth leading cause of death by 2030 (WHO, 2013). In 2013 Australia had 1,193 road user fatalities (BITRE, 2013). Work related road crashes account for 15% of the national road toll and approximately 50% of all occupational fatalities (Newton, Howard & Wishart, 2013). It is widely accepted that for most workers driving is one of the riskiest activities undertaken as part of work. Zurich (2011) has identified that the associated death risk for driving 40,000 km per year is 1 in 8,000 people. By comparison, this is:

- similar to mining or quarrying (1 in 7,500 people)
- much greater than construction (1 in 10,000 people)
- much greater than agriculture (1 in 13,500 people)

Looking more broadly, road crashes cost the Australian community approximately \$27 billion per year and the social impacts are devastating (Department of Infrastructure and Regional Development, 2014). The National Road Safety Strategy sets the target of reducing serious injuries and deaths by a minimum of 30% over this decade. Instead of passively accepting the forecast and the target industry need to consider that road safety is a shared responsibility. Employers of all sizes play a pivotal role in building a road safety culture for Australia.

What is the National Road Safety Partnership Program?

The National Road Safety Partnership Program (NRSPP)'s framework has been developed through national consultation over the past three years. This process was facilitated by the National Transport Commission (NTC) and led to a national industry-led Steering Committee being formed to provide the program's strategic direction. The overall objective of the program is to help businesses keep their employees and fleets safe, productive and sustainable, especially through the reduction of injuries and compensation.

ARRB GROUP (ARRB) was selected by the Steering Committee as the national host agency to provide overall program management and governance. ARRB and the NTC have established NRSPP as an unincorporated not-for-profit collaborative network. The Steering Committee is responsible for determining activities to be conducted by NRSPP, in accordance with the Vision Statement and in pursuit of the Objectives. The program was launched on the 5 May 2014 in Melbourne as part of the UN Decade of Action on Road Safety.

A key element of the program is to share knowledge and develop solutions to road-related risks identified by businesses. This is achieved by bringing together industry, government and research bodies to promote the collaborative strengths of all stakeholders. The NRSPP approach and methodology is founded on the internationally endorsed Safe System approach to road safety (Safe Users, Safe Vehicles, Safe Speed and Safe Roads and Roadsides) (NTC, 2013).

The program is focused on businesses and organisations that own or operate fleets of vehicles or that generate a demand for road transport through their operations i.e. via the movement of goods, services and people (including to and from work). It partners with organisations to assist them to utilise their sphere of influence and point of differentiation to improve and promote road safety within their workplace and the broader community.

NRSPP Case Studies

A core component of the NRSPP is the development of case studies featuring good practice and leadership in road safety within an organisation's sphere of influence. The use of case studies assists NRSPP to bring the program to life, illustrating achievements by the business sector in achieving positive road safety outcomes. The case studies also illustrate working practical examples through an array of different approaches, emphasizing that there can be many approaches to road safety with no single solution.

The idea is that there could be a 'transfer of successes' across industries, with the sharing of information to provide a base or useful starting point for organisations who decide they want to implement their own road safety program. Case studies also provide organisations with the opportunity to publicly highlight and be recognized for the positive advances they have achieved in road safety. From the 17 case studies currently produced by the NRSPP five key themes have emerged. This paper will focus on each of the 5 themes and illustrate a case study the program has developed of an organisation which underpins it, how, why and what the impact was.

Theme 1: Company-wide Safety Culture is driven and championed from the top

"Driving his motivation for safety excellence is the philosophy that great organisations are differentiated by the culture and values underpinning what they do," said Safe Work Australia CEO Rex Hoy in presenting the 2013 Safety Award to TransDev CEO, Johnathon Metcalf (NRSPP, 2014).

When it comes to fostering a Company-wide Safety Culture and Corporate Social Responsibility, it all starts from the top. Management must make the decision of what sort of culture the organisation wants. To employees, customers and the public this is clearly demonstrated through establishing 'Zero harm company-wide', because everyone has the right to go home safely. The organisation can then begin working through management and engaging in a conversation with employees that safety comes first.

TransDev NRSPP Case Study

TransDev has been operating passenger transport services since 1998 within Australia but, in total, operates 50,000 vehicles across 21 countries. Management realised five years ago following the company's lack lustre performance, an unenviable safety record and a serious accident that the company needed a culture change. Management developed a five year strategy, recognising that to change culture would take a long time. Safety couldn't just be talked about but had to become part of all activities within the organisation and lived day-to-day.

The strategy was developed through direct consultation and buy-in with TransDev's employees. It was important to not only demonstrate how the values support the big picture – the business strategy and performance record – but how, at an individual level, staff throughout the business can connect to the values each day, in everything that they do. To help embed the values into the daily activities of all staff, behaviours were associated with each value. The values and their associated behaviours are included in individual staff performance plans, and the Golden Star Awards were introduced to recognise staff who live the values. Staff tell their own safety stories creating a greater sense of engagement and relatable material for colleagues to draw on.

The safety culture change flowed 'on the ground' to operational staff and drivers with continuous improvement in bus safety being established to support and assist the driver. When an incident happens thorough investigations occur, and actions are put into place to prevent a repeat which are then monitored. In Western Australia the system integrated within bus operations proactively identifies all hazards unique to the workplace; undertakes risk assessments to identify their ideal

management; monitors, evaluates and improves performance; and facilitates reporting, investigating, auditing and reviewing processes that focus on corrective and preventative actions. The focus is on reducing collision frequency and risk.

TransDev as an organisation has managed to achieve the buy-in of its staff at all levels. Staff are actively encouraged to be safety leaders within their business. As such, many of TransDev's safety innovations have been devised by its own employees. The CEO schedules regular visits with the executive team to engage in safety conversations with local business team members. These include experiencing first hand TransDev's workplaces and reviewing them from a safety perspective. Staff see that management care and continue to do so which has been reflected through their staff opinions and communications survey.

Benefits of a safety wide culture

2013 saw a large reduction in the number of vehicle and vessel collisions across the business. Vehicle collisions were at 1.4km per 100,000km for 2013, with some operations down more than 33% on 2012 results. In addition, the 87 collisions recorded in December 2013 was the lowest number of collisions in a month since December 2011, when TransDev Australasia was a much smaller business. TransDev's CEO, Jonathan Metcalfe was also recognised by Safe Work Australia with the annual Safety Ambassador of the Year Award in 2013.

Theme 2: A holistic system – a system that will not perform unless it has all its constituent parts oiled and working. Heterogeneous, there is no silver bullet!

“I had a text message from one of my drivers – he’s been here since 2007 when he came across from another company – and he commended us on what we had done over the past seven years, from when he started to where we are today,” Bob Hornby said. *“I’ve kept that on my phone because I thought that’s pretty good for a driver to say that.”* (NRSPP, 2014)

Traditionally, safety and risk management has been conducted on a risk by risk basis. However, in 2011 there was a fundamental shift in how road safety is viewed and managed. The Safe Systems approach to road safety became the basis for the UN Decade of Action Plan for Road Safety (WHO, 2011) and has been adopted by many countries worldwide, including Australia. Safe Systems is a holistic and comprehensive structure that takes the ethical standpoint that death and injury is unacceptable (Newton, Howard & Wishart, 2013). The system is built on four key principles: human behaviour, human frailty, forgiving systems and shared responsibility (RSA, 2013). Although the Safe Systems approach is both a global and national strategy it's an effective model for road safety at any level. For a safety culture to grow and develop there needs to be an integration of approaches. It is important to understand that having the best safety technology available won't fix safety problems unless the staff have been educated and are motivated to follow procedure. No one safety strategy can work in isolation.

Hornby Transport Services NRSPP Case Study

Hornby Transport Services (HTS) comprehensive approach to safety – ensuring its drivers operate safely in safe vehicles that always travel at safe speeds – reduces the risk of trauma for its drivers, the company and the wider community. HTS has evolved a management system around protecting the driver, which has allowed the company to steadily grow by investing in road safety within an extremely competitive market place. With 70 permanent staff, including 40 company drivers and a fleet of 55 plus 70 trailers operating predominately within the recycled steel sector. The company has grown from a single truck in 1977 to 40 trucks and being 'a first mover' in adopting and successfully implementing safety initiatives with a clear cost benefit to the business, employees and community. Being committed to zero harm is exemplified through the businesses operations where

if an incident does, and sadly has, taken place management has resolved to never let such incidents happen again, immediately taking action to prevent a repeat. HTS has undertaken a safe systems approach to reducing the risk its drivers face when driving because there is no silver bullet.

SAFE SPEEDS - company and subcontractor trucks are all fitted with In-Vehicle Monitoring Systems (IVMS) which ‘chirps’ warnings to the driver if they exceed the allowable company safe operating limit for that road. The chirp warning reduces driver distraction, plus a 10% breach results in the driver receiving an automated warning and a second breach is dismissal. All drivers are made aware of the policy during sign up plus there are two speed monitoring devices checked as part of routine maintenance to assist in corroborating the vehicles speed.

SAFE DRIVERS - Fatigue is a major risk factor in the transport industry. In response to a fatal accident, and given that the early hours are the riskiest time to be on the road, HTS instigated a policy where its long-distance drivers must be off the road between midnight and 4am. There are no exceptions. The adoption of Electronic Work Diaries has been strongly supported by drivers due to the ease of now calculating and monitoring their work hours. Driver wellbeing is also part of the company’s safety culture and vehicle purchasing decisions are informed by a driver’s specific circumstances. For example, automatic trucks were purchased for two drivers who had ankle and shoulder problems. While also repaying loyalty, such measures result in driver retention levels of virtually 100 percent, meaning the company seldom needs to train new drivers.

SAFE VEHICLES – A key foundation of HTS’ approach to safety is a proactive focus on continually limiting risk. One of the major mechanisms to reduce risk has been the implementation of new technology into HTS vehicles. For example, a rollover in 2008, caused by a combination of driver error and a top-heavy load, led to HTS’ decision to fit all new trailers with Electronic Braking Systems (EBS) with rollover stability, and to progressively retrofit the existing trailer fleet.

While eliminating the rollover risk, installing the technology has more than halved maintenance costs on disc brake components. Previously, discs and rotors needed replacing every six months, at a cost of \$1000 a wheel. Now brake pads last 12 months and rotor replacement intervals are at least 18 months. As Bob Hornby explained, “it costs \$4500 to retrofit and \$3000 to install the technology on a new trailer. It is nothing compared to the benefits you get out of it.”

Another example is the fitting of tyre pressure and temperature monitoring to trucks and trailers because working with recycled steel often means operating in harsh environments. Tyre blowouts are prevented because the driver is alerted if the pressure drops below a pre-set level or tyre temperature is too high. Trailers are also inspected in the workshop every 10 days for damage or cracks.

SAFE ROADS – HTS has identified certain operating routes as higher risk and has purchased truck and trailers with higher safety standards that can only operate on those routes. Vehicle speeds on the routes are not determined by the speed limit but by what the company believes is the optimal safe speed.

Benefits of all safety components working together

In an industry where margins are tight HTS has demonstrated that safety consists of many elements which all must be managed. It recognises that a proactive focus on safety is not free, but it also knows there are many benefits to having safe drivers, operating in safe vehicles at safe speeds, including driver retention and reduced maintenance costs. Reputation is everything and its customers will only work with companies they are confident will complete work safely and legally. This approach has allowed the business to expand with a very strong safety record. For example, the

only case of lost time through injury in the past two years is a driver who injured a shoulder throwing chains over a trailer.

HTS management believes that operators who are not safety conscious will not survive in today's transport industry: either clients will not deal with them or regulators will close them down. The continual improvement of the multiple layers protecting the driver whilst constant training to build their skills has helped provide HTS with business, employee and contract security.

Theme 3: Everyone's responsibility – for the system to work everyone must play their part.

“Road safety is everyone's responsibility” is a proverbial message shared by governments and safety programs worldwide. Although safety starts at the top it finishes with each and every individual. *“Ultimately, road safety, both within an organisation and in the community environment, requires leadership, support and willingness to act.”* (Newton, Howard & Wishart, 2013). The success of an initiative is influenced by the owners of that initiative; therefore, road safety must be embraced by all members of an organisation (Banks, Davey & Biggs, 2010). Banks, Davey and Biggs (2010) found that the perceived shared ownership of a safety task is a significant independent predictor of safer driving behaviour. Road safety is a shared responsibility that needs to be based on co-operation and co-ordination at every level to develop effective and innovative road safety initiatives and interventions (RSA, 2013). Road safety is not competitive but a shared advantage.

Uniting Care Queensland NRSPP Case Study

Making safety a core function is how one of Australia's largest not-for-profit aged care providers, Uniting Care Queensland (UCQ), significantly reduced accidents and made major savings. With a fleet in excess of 2,200 vehicles spread throughout Queensland, Northern Territory and NSW, which utilises 10,000 plus staff and volunteers UCQ has to ensure everyone is doing their part to reduce the company's road safety risk.

Up until 2005 there was minimal data available and what data did exist pointed to a high number of at-fault crashes. In addition, before 2008 there was no coordinated staff education program. The growing cost of road related incidents and changing legislation highlighted the need for change.

“Any attempt at change relies on the support of the executive team”, which was relatively easy for UCQ as one of their principle values is *“to value staff and volunteers”*. The value proposition for management was that funding any engagement would be through savings generated from rebates from vehicle purchases and insurance premiums. To mobilise its staff and volunteers UCQ's Fleet Management Unit developed a campaign of initiatives and programs developed in collaboration with RAC-Q and CARRS-Q. This approach provided credibility to the program plus ensured the initiatives were evidence based so have would have maximum impact.

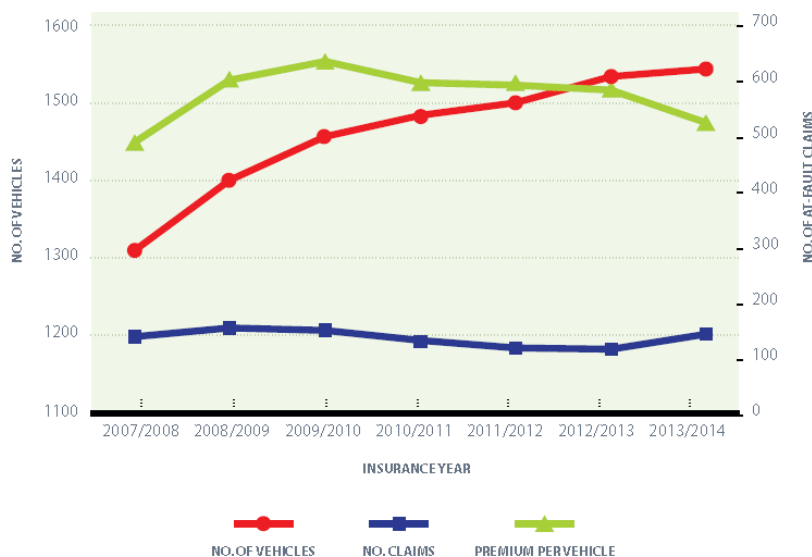
To ensure everyone at UCQ was doing their part and was aware of their responsibilities the impact of the programs was underpinned by comprehensive data collection on all facets of vehicle operation. This allowed the identification of at risk drivers or centres of operations, strategies to mitigate them and the effectiveness of the interventions. Their impact was always communicated back to staff with new strategies and communication campaigns developed. The process is constantly evolving and staff are always engaged to ensure they have buy-in.

UCQ's management understood that there was a problem that needed to be addressed. In order to address that problem management created a plan that involved mobilising and educating its staff. It may have started from the top but UCQ got buy-in from all its employees and volunteers and this is what bred a safety culture that helped UCQ achieve its safety goals.

Outcome

UCQ has built a solid road and vehicle safety culture that has reduced both at fault accidents by 10% even with a 10% growth in fleet vehicles in conjunction with a 3% reduction in their insurance premium, as shown in Figure 1. In addition, UCQ is dedicated to delivering the road safety message to members of the community. Their business has continued to expand beyond just Queensland and southern News Sales but into the Northern Territory.

Figure 1. Incidence of at-fault crashes compared to fleet growth



(Source: NRSPP, 2014)

Theme 4: Road safety management is a perpetual work in progress

“The evidence has shown rather than dismissing drivers for breaches of the law, Toll NQX is able to teach, manage and develop better, more professional drivers” Toll NQX John King *National Linehaul Manager* (NRSPP, 2013).

The Australian government is deeply committed to reducing the number and severity of crashes on our roads. Australia’s road safety performance since 1970 is a testament to the effectiveness of a resolute, coordinated approach that involved a holistic framework and recurrent appraisal and adaption. Road risk management should always be a work in progress as road safety knowledge and crash prevention technology is continually advancing. It is not enough to implement a program and leave it to work unattended. An excellent road safety strategy is one that involves monitoring, evaluation and adjustment. This is the core philosophy of a safe system approach, continually striving to reduce incidents through a cyclical process of implementation and evaluation. Organizations and businesses are an integral part of the road safety puzzle and without their commitment to not only implement a safety culture but to nurture it and monitor its progress, the vision of zero harm will remain just that.

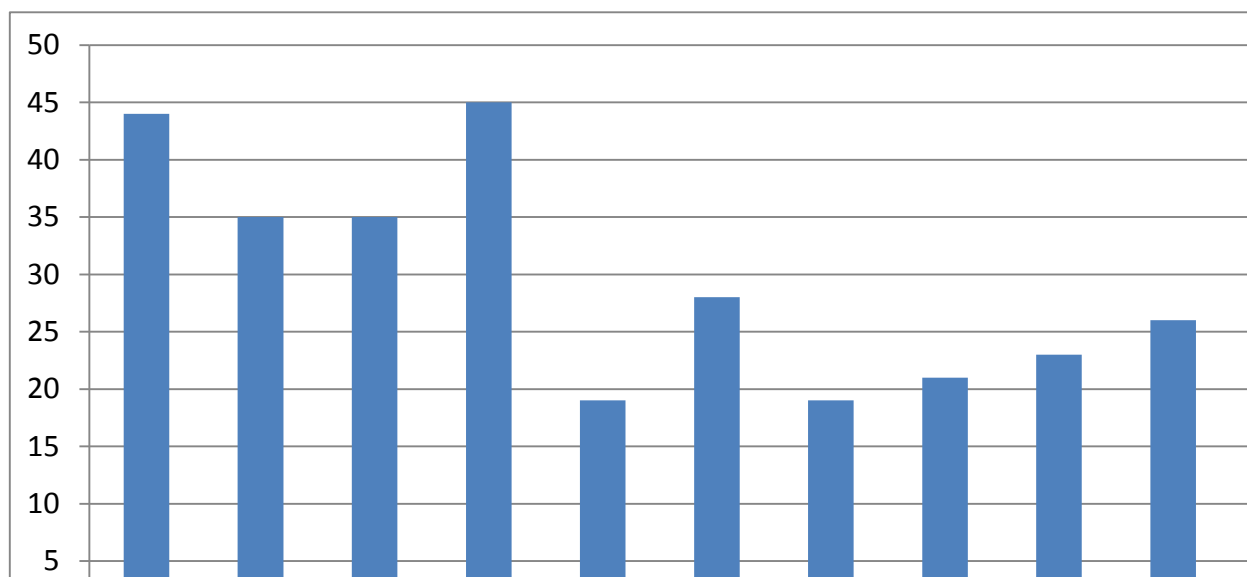
Toll NQX NRSPP Case Study

A core component of Toll Group’s values is the belief that all injuries are preventable and everyone has the right to go home safely. Toll NQX employs more than 1500 people and operates in 24 depots around Australia, with its trucks travelling up to 100 million kilometres a year. Many of the

drivers are on the road for many hours, often in remote locations and reducing the number of incidents has long been a goal for Toll NQX. In order to reduce incidents and teach, manage and develop better, more professional drivers, the company embraced technology and has implemented a range of measures. The major risks Toll NQX works with its drivers to reduce are speed, driver distraction and fatigue.

From 2001 in-truck monitoring systems were installed across the entire fleet. These ‘black boxes’ take engine speed data and relay it to an independent analyst via telephone. This gave the company vital information regarding whether speed was a factor in incidents. Dealing with speed has been a constant work in progress which is delivering significant dividends. If a driver travels over the speed limit for more than four seconds these events are recorded. Toll NQX progressively lowered the speed limit of its vehicles to 95km/h over several years and should a truck exceed 103kmph the company is notified immediately. Figure 2 illustrates speed events for the past 12 months, 77% of these were for 104-106kmph and for less than 10 seconds. Speed events of more than 10 seconds have reached the desired target of zero in the last quarter of 2013/14 which when considering the average Toll NQX driver travels 18,000 km per month this is quite an impressive record

Figure 2. Speed events for Toll NQX drivers over the past 12 months



In 2011 Toll NQX began installing two-way cameras in its vehicles which capture G force events such as sudden braking, harsh cornering, rough road surfaces or swerving. It records eight seconds of vision – of both the driver and the road ahead – leading up to the event and four seconds after, providing a valuable 2-second snapshot of a near miss or incident. Audio is also recorded within the cabin.

The cameras have revealed that driver distraction is a key risk and have also helped identify risky behaviour from Toll’s drivers or other road users as well as impacting cabin design. What has emerged often conflicts with what the driver recalls and believes was the root cause of an incident. This allows Toll NQX to work with drivers to mitigate the risk in the future based on facts instead of piecing together information. The cameras can also be activated by the driver providing them with a mechanism to capture what they have to experience each day and protect them as well from being falsely blamed. In one incident involving a Toll NQX truck they had the IVCS footage at the scene in the attending police officer’s hand within 30 minutes absolving the driver of any blame.

“The truck was always the first ‘person’ to get the blame in any incident, now it is 100 per cent objective” John King, Toll NQX Line Haul Manager (NRSPP, 2013).

Toll NQX does not use the footage to target drivers for dismissal; rather the focus is on education and compliance. A driver caught on film asleep for a nanosecond can be shaken by the footage. John King found that drivers are more frank with you if you can show them the evidence. The foundation to the success is working with the drivers in a collaborative process in combination with education. Technology has made a significant impact in assisting Toll NQX to reduce their incidents, however, as remarkable as the technology is, it takes corporate and employee commitment to affect change.

Theme 5: Sphere of influences goes beyond the workplace because road safety is everyone's responsibility.

“The most positive flow-on effect that we see from Hanson's involvement is that dialogue is opening up. When students witness something irresponsible on the roads, you can see they're talking about it.” Rivermount College Year 11 Coordinator Craig Brown (NRSPP, 2013).

All businesses have the opportunity to utilise their point of differentiation as an organisation to promote a single road safety message. What this entails exactly will vary from the maturity, engagement and willingness of each business. For some it may be just the effective education of its workforce, ensuring that they really understand how to reduce road safety risk. The aim being that it may be taken home and shared with their family and friends, i.e. buying a safer vehicle or not texting whilst driving. A more structured approach may be through an organisation using its Corporate Social Responsibility obligation where it actively engages with the community on a structured campaign utilising their point of difference to improve road safety.

Historically, deaths and injuries on the road have been viewed as an issue solely for government. However, the private sector has become increasingly involved in multi-sector road safety initiatives due to both the threats and opportunities posed by this issue to business and because it recognises that a total system approach which engages all stakeholders is needed to address the elements driving road related incidents (Bekefi, 2006). Employers have a responsibility to ensure that their work related driving activities do not put individuals, both employees and members of the public at risk. According to Murray (2010) there are clear links between work-related road safety and core business undertakings such as quality, efficiency, marketing and branding. As such, transport operators, users and business that rely on road transport can have a large impact on the safe operation of the road network (Carslake & Potter, 2013).

Hanson Wolffdene NRSPP Case Study

Hanson is part of the Heidelberg Cement group, which employs 57,000 people across five continents. Locally Hanson shares with Australian businesses, and the general community, safety lessons learned by local operations. It is endorsing initiatives aimed at improving the safety of drivers, contractors and groups in which they have seen far too many accidents and injuries.

These principles are reflected in Hanson's strong commitment to road safety, as highlighted by Wolffdene Quarry. Wolffdene Quarry senior management decided to deliver a road safety program directly to the local high school. Within Australia Hanson operates 56 quarries, with Wolffdene being its largest hard rock extractive operation operating since 1983. Wolffdene is situated between Brisbane and the Gold Coast, employs approximately 90 staff from the local area and injects more than \$13 million into the surrounding community through the support of local contractors and job creation. As a result of the central role the company plays in the local community it wants to do more to save lives and keep everyone safe on the roads by learning to co-exist with trucks.

Hanson management was able to utilise its longstanding relationship with local residential school Rivermount College. This has included college science students visiting the quarry to learn about

geology, the company donating materials for school construction projects and also sponsoring students to participate in the local Rotary Youth Driver Awareness program. Attention in the community regarding the potential dangers of heavy vehicles was brought to the fore when a young local man was killed by a non-Hanson truck which was not the fault of the operators.

What evolved was a safety program led by the quarry's senior management involving students who would soon be applying for a licence which targeted the issues generated by sharing the roads with heavy vehicles. After hearing the presentation students then went into the quarry and were part of a demonstration, they sat in a Hanson heavy vehicle and could actually see its interaction with a passenger vehicle. Students were able to gain insights from the heavy vehicle driver's perspective.

The Wolffdene Quarry's engagement with the local community reflects how not only is the quarry a large part of the community but the community is a significant part of the quarry.

Conclusion

Providing road safety leadership is everyone's responsibility, it does not have to stop at the office door or at knock off time but should be considered whenever utilising the transport system. For most employees and people in general this is the riskiest element of their day-to-day lives. What is consistent among all of NRSPP's 18 case studies is that road safety is their top risk and they work to actively reduce it. From the case studies five common themes of road safety management and leadership have emerged, these were:

1. Company-wide Safety Culture is driven and championed from the top.
2. A holistic system – a system will not perform unless it has all its constituent parts oiled and working. Heterogeneous, there is no silver bullet!
3. Everyone's responsibility – for the system to work everyone must play their part.
4. It is a perpetual work in progress.
5. Sphere of influences goes beyond the workplace.

The business sector can provide the leadership and utilise their point of differentiation and sphere of influence to drive road safety. The NRSPP will act as an enabler to assist in highlighting good practice and leadership among organisations who aspire to do more in road safety.

To mobilise organisations the first major step is ensuring there is buy-in from the top. Do companies understand their organisational road safety risks, how they are being mitigated and, if so, is safety viewed as a competitive or shared advantage? If companies recognise the risks, are mitigating them and recognise improved safety as a shared advantage, the community as well as their own business in the long term will benefit.

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