

STAKEHOLDER ENGAGEMENT AND COLLABORATION FOR GREY FLEET SAFETY MANAGEMENT

PLAN

- Profile and map stakeholders
- Establish engagement level
- Draft engagement plan

PREPARE

- Mobilise resources
- Build capacity
- Identify barriers to engagement



REVIEW

- Monitor and evaluate
- Follow-up
- Report

IMPLEMENT

- Invite stakeholders
- Rules for engagement
- Communicate outputs

OVERVIEW

STAKEHOLDER ENGAGEMENT SHOULD INCLUDE THE MANAGERIAL FUNCTIONS OF PLANNING, PREPARING, IMPLEMENTING AND REVIEWING.

External stakeholders may include: contractors; consultants; external fleet managers; advisors (financial, insurance, legal); regulators, auditors, and government agencies.

Internal stakeholders may include: chief officers; senior leadership; board members; safety managers; fleet managers; direct line managers; supervisors; employees; human resources team; legal team; financial / accounting team.

This guidance document is to be used in conjunction; with the Grey Fleet Safety Management Model (GFSMM) and the Grey Fleet Safety Management Guide. The information within this document is of a general nature, and organisations are encouraged to conduct their own risk identification and assessment process, and conduct risk management as appropriate. The NRSP encourages sharing of information between organisations to improve road safety, and advance road safety culture for everyone. The NRSP also advocates for the values of shared responsibility, transparency, inclusivity, and responsiveness.

Stakeholder engagement may be needed for many reasons, such as for a project, program, activity, scheme, campaign, or a safety intervention. Stakeholder engagement may include an objective to:

- engage internal stakeholders to improve data management for grey fleet.
- engage external and internal stakeholders on legislative alignment of grey fleet legal responsibilities.
- engage internal stakeholders for consultation on the creation of a dedicated grey fleet policy.



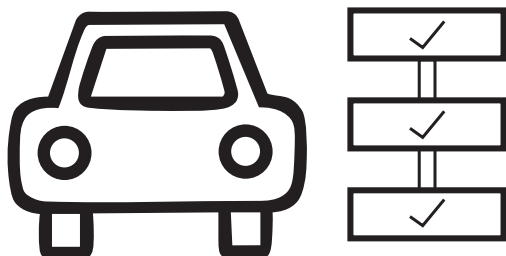
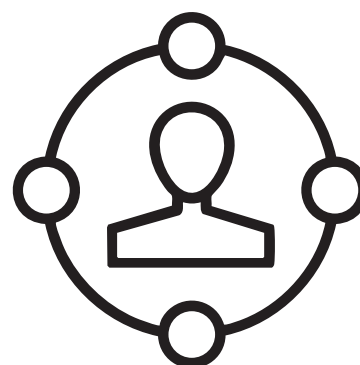
STEP 1. PLAN

Profile and Map Stakeholders

- Identify the stakeholders important for the engagement task. e.g., increasing grey fleet safety awareness.
- Consider aspects of dependency, responsibility (legal, governance, operational, ethical), tension, influence, and diverse perspectives.
- Consider the impact on the environment and on future generations.
- Consider concepts of: groups and individuals; formal and informal stakeholders; willingness to engage; stakeholder expectations; level of influence; who should be engaged initially; and does engagement just include the 'noisiest' stakeholders versus all stakeholders?
- Consider who are the decision-makers within governance, strategic, operational, and tactical levels.
- Consider and seek input on significant and relevant issues, decisions, actions, and performances.
- Map a chart of the organisational structure for the engagement process, as key stakeholders are identified.

Establish Engagement Level

- Consider whether stakeholders may prefer anonymity during the engagement process, e.g., employees.
- Engagement with stakeholders may evolve over time, and may reflect the following process:
 - i. Ad-hoc reactive engagement in response to pressure and change.
 - ii. Planned and systematic engagement.
 - iii. Integrated strategic engagement with a focus on transformation and sustainable performance.



STEP 1. PLAN

Draft Engagement Plan

- Within the plan, consider aspects of ground rules, tasks, timelines, contacts, technology, risks, resources, communication channels, monitoring, evaluation and reporting. Seek feedback on the plan where appropriate.
- Consider barriers and facilitators to successful implementation regarding factors such as: location; access; technology; timing; need for anonymity; a lack of shared understanding; and aspects of culture, language, and special needs considerations, etc.
- Establish Indicators: What are the measures for evaluation of progress in the engagement process? Are the indicators quantitative or qualitative? For example, quantitative indicators such as statistical information, or the number of stakeholders involved; alternatively qualitative indicators may include safety attitudes, or leadership style.

Some Types of Engagement:

Monitor – one-way communication – e.g., interviews

Inform – one-way communication – e.g., bulletins, reports, speeches

Consult – two-way engagement – e.g., asking questions via surveys, focus groups, meetings, workshops

Involve (two/multi-way engagement, but organisation and stakeholders act independently) — e.g., stakeholder forums, participatory decision-making processes, online engagement tools, advisory panels

Collaborate (joint learning and decision making) – e.g., partnerships, online collaborative platforms, multi-stakeholder initiatives

Empower – decisions delegated to stakeholders, where the stakeholders are responsible for decision-making within governance, strategy, and/or operations



STEP 2.

PREPARE

Mobilise Resources

- Identify resource needs, and obtain approval for resources necessary for engagement.
- Allocate resources to address any changes needed throughout the engagement process.
- Types of resources include: financial, human, technological, and legal knowledge.

Build Capacity

- Stakeholders will have varying levels of expertise, confidence, experience, and authority. Consider capacity gaps which may create disengagement.
- Build knowledge of: shared understanding, awareness, culture, aspirations, and perspectives.
- Build skills within: language, communication, creativity, innovation, problem-solving, motivation, and integrity.
- Create opportunities within: financial and physical resources; time resources, and access to information.
- Never assume common levels of knowledge and understanding amongst stakeholders.
- Clearly communicate issues to stakeholders, and gauge levels of their understanding.
- Ensure stakeholders have sufficient time to understand, form opinions, and sufficiently engage.

Learn from internal stakeholders by: i) having regular meetings; ii) creating opportunities for informal safety conversations; iii) surveying the workforce to find any unidentified grey fleet drivers and emerging safety issues; iv) conducting manager interviews and focus groups; v) facilitating workshops and training with employees and managers.

Identify Barriers to Engagement

- Formally identify and document barriers to successful engagement and then appropriately assess and manage. Barriers can arise from within the organisation, from external stakeholders, and from interactions between stakeholders.
- Examples of organisational barriers – inadequate financial and time resources; loss of control of issues; conflicts of interest; internal disagreements; non-compliance with internal policies and legal requirements.
- Examples of stakeholder barriers – unwilling to engage; participation fatigue; lack of balance between stakeholders; stakeholders who may be uninformed or disempowered; technical barriers; conflicts between stakeholders.

**SAFETY ISN'T JUST ABOUT
HOW YOU DRIVE**

**IT'S ABOUT HOW RISKS ARE MANAGED
BEFORE YOU EVEN START THE VEHICLE**

STEP 3. IMPLEMENT

Invite Stakeholders

- The invitation to engage in a project should mention aspects of: purpose and scope of engagement; process and timelines of engagement; stakeholder expectations; stakeholder benefits; logistical and practical information; how to respond to the invitation; any additional information; and the next steps. Ensure that the communication channel is appropriate for the stakeholders.
- Keep a database of stakeholder invitees and their responses, and follow-up where necessary.
- Ensure the language, communication channel, and timeliness of the invitation aligns with the project aim.
- Leadership buy-in and ongoing communication from senior leaders will legitimise stakeholder engagement.

Brief Stakeholders: Briefing materials should include coverage of: key issues; risks and opportunities; and systems already in place. Ensure that stakeholder invitees have sufficient time to read and understand the information. Ensure there is a point of contact for queries, and consider pre-meetings and training/education where needed.

Provide a clear communication channel (that is monitored and responsive) for feedback on the safety engagement process. Ideally, this would include a public forum to facilitate discussion and shared understanding. Also create opportunities for confidential reporting of safety concerns.



Rules for Engagement

- Avoid making assumptions about intentions, beliefs, and motives.
- Allow the invitee to 'pass' if they are not ready to engage (where appropriate).
- Provide opportunities for stakeholders to express opinions.
- Ensure the opportunity for input is evenly distributed.
- Respect confidentiality and anonymity requests where relevant.
- Incorporate a solutions-focused approach; and maintain focus on issues.
- Maintain vigilance of potential issues which may arise during the engagement process such as: distrust, intimidation, rivalries, poorly defined issues, potentially emotionally distressing situations, unhelpful complexity or digressions, unbalanced participation, or poor utilisation of time and resources.

Communicate Outputs

Clearly communicate back to stakeholders the outputs and action plan for change in a timely and appropriate manner. Reporting should include a written report, but may be supplemented with other communication channels such as stakeholder meetings, events, follow-up briefings, and internal and external information, such as online internet and intranets; and provide opportunities for feedback and queries.

STEP 4. REVIEW

Monitor and Evaluate

- Monitoring can include areas relating to: commitment, cohesion, participation, scope, process, outputs, outcomes, impact, and reporting. Monitor individual and group engagement, where relevant.
- Reporting of information gathered confidentially from individuals should be aggregated for evaluative purposes. Evaluate adherence to compliance with any applicable policies, standards, rules, or regulations.
- Learn and Improve: Re-evaluate the engagement plan for a cycle of continuous improvement. Remember that engagement is a process, not a once-only activity. Thus, learning and continual improvement is important. Learning should be linked to organisational goals. Evaluate needs, efficiency, effectiveness, outcomes, and alignment with stakeholder needs and objectives.
- Measure progress on the GFSMM, and conduct regular outcome evaluations with safety data, although remember that increasing reporting culture will temporarily increase safety incidents, by means of identifying more incidents that may have previously been unreported.

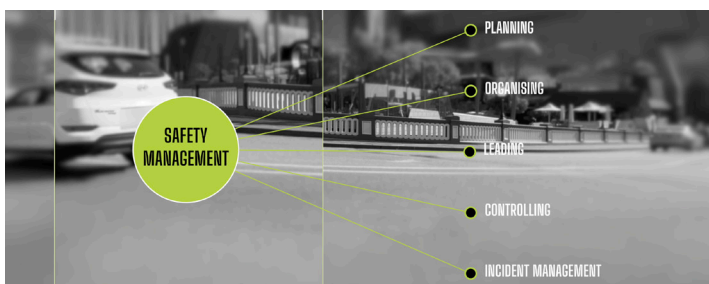
Follow Up

Where appropriate, and as needed, follow up with group and/or individual external stakeholders. Regarding internal stakeholders, follow up with people at all levels, from senior leaders to junior-level employees. Set a timeline for follow up and report back to all stakeholders on grey fleet safety progress, and safety learnings.

Report

A report of the stakeholder engagement process should be communicated in the most appropriate channel; this should include a written report. Consider whether public reporting is appropriate to demonstrate the value and impact of the engagement, such as for societal and global interests.

In the spirit of providing a collaborative environment for building a more positive road safety culture, the NRSP encourages organisations to share grey fleet safety strategies and initiatives, and to increase safety awareness for all road users.



**“RE-EVALUATE THE STAKEHOLDER ENGAGEMENT PLAN
FOR A CYCLE OF CONTINUOUS IMPROVEMENT.”**