## P:\03 Closed Projects - Archive\VIC\Consulting\008612 National Road Safety Partnership Programme\Logos\NRSPP Logo.jpg

Governance and Operating Charter *(Version 5, 20 May 2020)*

# Overview of NRSPP

The National Road Safety Partnership Program (“NRSPP” or the “program”) is a collaborative network established to support Australian organisations – both private and public - to implement a positive road safety culture. The program aims to improve the safety of all workers and, in so doing, help reduce the nation’s road trauma. Improving road safety is simply good business.

The National Road Safety Strategy (NRSS) makes the case that everyone needs to share responsibility, that safety is not just the domain of government. The NRSPP was established to bring together businesses, researchers and government in an industry-led collaborative network. It aims to encourage organisations to share their knowledge and experiences. The program is about reducing death and injuries without regulation or red tape.

The program provides free networking, support, practical tools and education to assist organisations in making road safety part of their organisational culture, drawing on local and international good practice.

The NRSPP helps businesses of all sizes, across all sectors, to develop and implement road safety initiatives specific to their workplace and beyond. Importantly, it brings together and promotes conversations between businesses, government and researchers to help Australian organisations develop a strong safety culture – something that is critical to running a successful business.

# Charter Overview

This Charter has been prepared to outline the governance framework and operating principles for the NRSPP. It is a living document and will be updated from time-to-time to meet the needs of the partnership as directed by the Steering Committee (SC).

# Fundamental Principles

1. The NRSPP is a cooperative partnership program, without legal underpinning, comprising, and facilitated (cash and in-kind) by, a range of government, industry and research partners. The program is administered by a Secretariat that is nominated by the SC where it is housed.
2. The NRSPP is jointly overseen by the SC, comprising industry and funding partners, and by the Governance Board (GB). The SC industry representatives has with responsibility for overall direction and strategic positioning for the program and the GB with governance. (Specific accountabilities and composition for each are described below)
3. The program is represented by an Independent Chair which chairs both the SC and GB and is appointed by a panel of three representatives from the GB and three from SC.
4. The GB comprises representatives of the Core Funders.

1. Program Partners (PP) are all organisations that make a commitment to improve workplace road safety within their organisation, share their road safety knowledge and its application through the NRSPP. An “Agreement of Intention” is established with all Partners to define commitments, actions and expected outcomes, including championing the NRSPP.
2. Working Groups (including any Sector Forums) exist to progress prioritised areas of risk or areas of engagement. The SC is accountable for the establishment of any Working Group or Sector Forum and provides final clearance of major outputs from all Working Groups.
3. Working Groups and the Utilities Forum are chaired by an SC appointed representative or the NRSPP Program Manager if needed. One person may chair more than one group.
4. The host of the NRSPP Secretariat is chosen by the GB. The Host has a seat on the SC and only on the GB if it is a funder of the program otherwise may attend only as a guest.
5. Commercial products from third parties will not be endorsed by the NRSPP; organisations may share with each other as appropriate.

# NRSPP Charter

### Vision and Mission

The vision of NRSPP is:

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

The supporting mission is to ensure that:

* the benefits of minimising work-related vehicle crashes are recognised and vigorously pursued
* the leadership of all businesses and organisations recognise that work-related vehicle crashes are unacceptable and avoidable,
* minimising work-related vehicle crashes is accepted as a shared responsibility
* approaches to minimising work-related vehicle crashes are based on current best evidence
* addressing work-related vehicle crashes becomes part of core business activity.

### Key objectives

#### Share and promote local and global knowledge to help businesses develop their road safety culture

#### Collaborate with organisations throughout Australia

#### Reward and recognise innovation and achievements in reducing road incidents

#### Grow membership and influence with organisations throughout Australia

#### Implement governance and sustainability of NRSPP

#### Contribute to the delivery of the National Road Safety Strategy

### Applications for Program Partnership – Due Diligence Process

* 1. In considering whether to accept an application from a company, organisation, institution or individual as a Partner of the NRSPP a Self-Declaration Due Diligence Assessment Procedure must be completed (Refer to Annex 1).
  2. The Self-Declaration Due Diligence Process will be reviewed by the Secretariat and where there is concern will be referred to the SC for final approval.
     1. An NRSPP partner cannot include organisations that primarily generate revenue through the manufacture or sale of tobacco; armaments; gambling services or products; pornography; alcohol; or use business practices that contravene conventions relating to modern human slavery.
  3. NRSPP partners shall include applicants that:
     1. are leaders in exhibiting corporate social responsibility through policy and practice;
     2. respond positively to, and champion activities aimed at achieving the program’s objectives;
     3. provide products and services that expand the program’s influence, messaging and objectives;
     4. promote the innovation and implementation of new evidence-based road safety technologies;
     5. promote good practice road safety initiatives;
     6. are able to actively participate and contribute to the program;
     7. have a positive image, good reputation and a track record of ethical behaviour; and
     8. are open and willing to acknowledge past poor performance and to share learnings.

### Becoming and maintaining partner recognition:

* 1. Any application for partnership is forwarded to the NRSPP Secretariat where it is reviewed by the Program Manager and the Independent Chair for inclusion.
  2. Partners must appoint a principal point of contact and ensure currency of details.
  3. All Partners formalise their involvement in, and contributions to NRSPP, by completing the PP template.
  4. Agreed actions and commitments will be listed on the NRSPP website as public commitments, actions, expected outcomes and timelines.
  5. Partners must maintain and deliver against their commitments. Those who do not will be referred to the SC for review before potentially being removed as a partner from the program.
  6. Partner contributions and commitments will be reviewed annually by the SC as part of finalising the forward work program.

### Principal Categories of Partners

|  |
| --- |
| Governance Board |
| Steering Committee |
| Sponsor Partners |
| Program Partners |
| Working Groups / Sector Forums |
| NRSPP Website Users |

NRSPP has five active categories of Partners:

* 1. Governance Board (GB)
     1. GB consists of a single representative per Core Funder.
     2. GB meets bi-annually (either face-to-face or through video conference) and is responsible for:
        1. reviewing and approving financial management policies and procedures
        2. confirming that the work program from the SC aligns with the available budget
        3. evaluation and monitoring compliance with Charter provisions
  2. Steering Committee (SC)
     1. The SC provides strategic guidance on policy, operational and related issues.
     2. The SC works closely with the NRSPP Program Secretariat, which acts as the principal program coordinator for the entire program. The SC and meets face-to-face a minimum twice a year with teleconferences convened as required between such meetings.
     3. The SC comprises of up to 21 Partners with representation from:

|  |  |
| --- | --- |
| - 1. Independent Chair | - 3. Insurance |
| - 1. Program Manager | - 1. Not-for-profit |
| - 1. Vehicle Manufacturer | - 1. Oil/Gas |
| - 1. Construction | - 1. Other |
| - 1. Finance | 1. Host Representative |
| - 1. Grocery, Food and Beverage | - 1. Utilities |
| - 2. Heavy Vehicle | - 1 Resource |
| - 1. Light Commercial Vehicle | - 7 Core Funders from the Governance Board |

* + 1. Organisations nominating for a seat on the SC must be a Program Partner with a current “Agreement of Intention” to be eligible. The application template for nomination is in Annex 2.
    2. Should an industry sector from the above list not have a representative then this position can be filled from one of the other sectors. Where there are multiple nominations from a sector there will be an election with the GB selecting their preferred representative
    3. SC Partners will serve a two-year term following which they can re-nominate for the position.
  1. Sponsor Partners (SP)
     1. SP are Program Partners which then go on to fund specific projects or elements of NRSPP greater than $5,000 and less than $49,999.
     2. An SP is not simply a mechanism “to buy their way” into the program and any SP must first be a Program Partner before applying to become a SP.
     3. Final approval by the GB to ensure consistency of decision-making and overall alignment with the NRSPP’s strategic goals.
     4. SP will be recognised for their sponsorship through approved use of logos and naming rights, but not at the exclusion of the NRSPP’s brand.
  2. Program Partners (PP)
     1. PPs facilitate and grow the NRSPP through the sharing and championing of road safety knowledge and its benefits through the program.
     2. Each PP will as part of their Due Diligence complete a template which nominates a series of actions or commitments which are time-based and have been agreed with the Secretariat.
     3. Actions are reviewed every six months to ensure what is promised is being delivered; Partners failing their commitments will be referred to the SC for review.
     4. PPs receive a specific newsletter three times per annum providing them with detailed insights into the deliverables of the program in that operating period.
  3. Working Group / Sector Forums
     1. Working Groups and the Sector Forums (the Utilities Forum is the only one in existence to date) address specific areas of workplace road safety risk and must be approved by the SC before creation.

### Governance and Oversight

* 1. Governance Board (GB)
     1. The GB provides formal oversight of funding arrangements and approves financial control procedures.
     2. The Independent SC Chair will also perform the role of Chair of the GB.
     3. A Deputy Chair will be elected by the Core Funders and serves a two-year period to act in the Chair’s role should they be unable to suddenly attend. The Deputy Chair is the runner-up candidate from the selection process in choosing a Chair.
     4. NRSPP SC can submit proposals to the GB partners for consideration of funding for additional projects that they have identified and endorsed.
     5. The Host organisation’s Chief Financial Officer will provide oversight of all financial transactions relating to the program and will provide an annual report to the GB to review and approve at the first meeting of each calendar year.
     6. The GB is responsible for reviewing annually the effectiveness of the NRSPP through agreed performance measures that are developed in conjunction with the Secretariat.
     7. The NRSPP Performance measures are as per those approved 27 September 2018, see Annex 3.
     8. The GB must first approve any SP proposal before it can be executed.
  2. Steering Committee (SC)
     1. The SC partners:
        1. provide overall direction and advice on governance, policy, operational and strategic issues referred by the Secretariat and/or PPs
        2. oversee the management and delivery of NRSPP
        3. act as ‘Champions’ for the program and road safety generally
        4. receive a monthly update from the Secretariat of progress over that period except those where the SC is meeting
        5. demonstrate commitment to the NRSPP through action
     2. As part of their commitment to the NRSPP, SC Partners will:
        1. Provide their logo to feature on the NRSPP website and related promotional material which must first be approved by the SC for its release.
        2. Serve a minimum two-year term.
        3. Provide content for the NRSPP website outlining why road safety matters to their organisation and to explain the size of the risk to their organisation.
        4. Promote and link to the NRSPP where the content relates to their organisation.
        5. Attend at least one meeting per annum maintaining the same representative as far as possible. Should an organisation miss three meetings in a row their position is open for review by the SC at their next meeting.
        6. Actively participate in the core components of the program.
     3. The SC Independent Chair will:
        1. Be a paid position with out of pocket expenses covered by the NRSPP annual budget.
        2. Serve a minimum three-year term.
        3. At the direction of the SC and confirmed by the GB be able to extend the term of service for another two-year period.
        4. Endorsed by the GB for expertise in road safety and suitability in helping guide NRSPP
        5. Be chosen by a sub-group nominated by the SC which will consist of two funders and three industry representatives.
     4. The SC Deputy Chair will:
        + 1. Be nominated from and endorsed by the SC partners and serve a term of to 2 years.
          2. The Deputy Chair is a non-paid position and will be asked to fill the role of Chair should the Chair suddenly be unable to attend or Chair the meeting upon which they would be remunerated at the same rate as the Chair.
     5. The SC approves:

1. The annual work program plan;
2. Operating budget
3. Activation of Working Groups and progress reports
4. The commencement, scope and funding of any Special Projects
5. Release of major NRSPP Discussion Papers
   * 1. The aim is for the SC to be resource effective and will therefore meet at least face-to-face twice a year with the meeting hosted by one of the partners. The meetings will take place in February/March and September/October, with the latter aiming to coincide with the annual Australasian Road Safety Conference. There will also be (at least) one teleconference held June/July to provide a status update.
     2. The SC will be provided a monthly update of program activities over that period except January. The update will be provided mid-month and not apply the month when the SC meets.
     3. The decision-making process for the SC will require a simple two-thirds majority of the representatives present at the meeting.
     4. The quorum for SC will be 50% of all SC.
     5. The Secretariat in consultation will develop a project plan for the NRSPP which is presented to the SC for endorsement at the beginning of each calendar year.
     6. Agendas must be circulated a week prior to the meeting with a draft agenda provided a month prior for comment.
     7. Draft Minutes from the meeting must be provided within a week.
   1. Working Groups
      1. Working Groups will be formed to address specific areas of workplace road safety risk and must be approved by the SC.
      2. Working Groups are established as per the [NRSPP Working Group Development Policy](http://www.nrspp.org.au/Resources/Details/912) approved 18 July 2014.
      3. Partners of the Working Group must declare any conflict of interest. Discussions within the Working Group must be considered under Chatham House Rules unless otherwise directed. Founding partners of the Working Group are approved by the SC. New partners seeking to join the Working Group must be approved unanimously by exiting partners.
      4. The Utilities Forum operates as a specialised Working Group and operates under the [Terms of Reference](http://www.nrspp.org.au/Resources/Details/914) approved 25 September 2015.
      5. The Working Groups will generally meet by tele/video conference, as required.
      6. The decision-making process for Working Groups will require a simple two thirds majority of those present at the meeting,
      7. Working Groups will have no quorum restrictions but should generally aim to proceed only if the experts for a specific activity are present.
      8. Agendas will be provided a minimum of the day before the meeting and draft minutes circulated within seven days.
   2. Delegates

Partners may nominate alternates, being mindful of the high-level strategic role and their investment in NRSPP.

* 1. Funding
     1. NRSPP is funded annual contributions from Core Funders who all sit on the GB.
     2. Annual funding commencing 2017 financial year is $60,000 per annum indexed for inflation annually.
     3. Funding oversight and auditing will be as per outlined in Clause 6.1.
  2. External Requests to Utilise NRSPP Website
     1. Recognising that NRSPP is Government funded and NRSPP is an independent organisation, request by third parties to utilise the program’s platform to circulate content or surveys proper due diligence must first be applied which includes:
        1. Identifying who is making the request and from what research organisation.
        2. What is the subject matter of the content?
        3. Who is funding the research?
        4. How will the information be utilised?
     2. Any perceived concerns or conflicts of interest identified the request must be shared with the GB and partners provided a week to approve / reject. No response is considered acceptance and the content may go live.
     3. NRSPP is not a platform to promote or market any technology provider and is to remain impartial. Providers may be referred to only in Case Studies and webinars where they have been successfully utilised as part of the organisation’s road safety management systems.

### Secretariat

* 1. The NRSPP Secretariat will be managed by a Program Manager and other technical and support staff facilitated through core funds.
  2. Secretariat and administrative support for the NRSPP will be provided by the host unless otherwise delegated by the GB.
  3. The host and delivery of the NRSPP Secretariat will be delivered as per the Host Agreement Version 1 Dated May 2019 signed by the Core Funders and Independent Chair.

### Special Projects

* 1. A Special Project is defined as a project which the NRSPP secures external funding to deliver.
  2. Special Projects which fall under $30,000 plus GST in value may be delivered by the Host as it chooses if it has the necessary skills and capabilities.
  3. Special Projects which are greater than $30,001 plus GST, the project plan must be put to the GB and the proposed approach for delivery outlined. The Host must choose the best suited and cost-effective partners to deliver the project.
  4. The GB can choose to create a Governance Panel which the Host can draw upon to provide confidence that the project is delivered independently. Alternatively, a GB Partner may choose to be appointed to be part of the project and assist with its delivery.

### Global Road Safety Partnership (GRSP) alignment

* 1. GRSP and NRSPP have a strategic agreement which includes:
     1. GRSP providing NRSPP PP access to GRSP members only content within the Corporate Resource Centre area of the GRSP global website.
     2. The access to GRSP international networks is designed to assist NRSP PP expand or enhance their road safety actions internationally
     3. Assist with providing speakers and contacts for NRSPP functions.
     4. Promotion and sharing of NRSPP material through the GRSP network.
     5. Exploring the opportunity for replicating relevant GRSP functions and initiatives.

### Guidelines for the development of NRSPP knowledge transfer

### As per NRSPP [Knowledge Centre Collection Development Parameters](https://www.nrspp.org.au/resources/nrspp-knowledge-centre-collection-development-parameters/) approved 13 February 2014

### As per NRSPP Referencing Guide current as at May 2019. (Link to come)

### As per [NRSPP Case Study Development Template](http://www.nrspp.org.au/Resources/Details/522) and remain current as per [Case Study Currency](http://www.nrspp.org.au/Resources/Details/521) approved 13 February 214

### As per [NRSPP Thought Leadership Template](http://www.nrspp.org.au/Resources/Details/913) approved February 2015

### As per [NRSPP Internal Processes for Q&A May 2019](https://www.nrspp.org.au/resources/process-for-qa-external/)

### As per [NRSPP Webinar Brief](http://www.nrspp.org.au/Resources/Details/610) approved by 13 February 2014

### Maintenance of the NRSPP Charter

### NRSPP Charter will be a line item at all SC and GB meetings to ensure it remains current and aligns with delivering the program’s vision, mission and objectives.

### Current list of all partners and their action commitments will be summarised at each SC meeting.

**Annex 1. Self-Declaration and Partner Template**

**[To be submitted on organisation letterhead]**

Jerome Carslake

Professional Leader of NRSPP

Monash University Accident Research Centre (MUARC)

Room G24, Building 70, Ground Floor  
21 Alliance Lane  
Clayton Campus

**Re: Partnership of the National Road Safety Partnership Program**

In applying to become a Partner of the National Road Safety Partnership Program (NRSPP), I hereby confirm that [insert your organisation name] is aware of the NRSPP Constitution and its related partnership guidelines.

[insert your organisation name] confirms that it will be champion the benefits of road safety within and externally and will be an active [insert your Partnership Level – Program Partner, Sponsor Partner, Steering Committee or Core Funding].

In line with the Constitution and due diligence framework for the NRSPP, I hereby represent and warrant that [insert your organisation name], its affiliates and subsidiaries are not knowingly or deliberately engaged in activities running counter to:

1. the NRSPP objectives and its fundamental principles; or
2. internationally recognised standards of human rights, labour rights, International Humanitarian Law protection of health and non-discrimination; or
3. [Modern Slavery Act 2015 (UK) FY2018 Statement](http://www.legislation.gov.uk/ukpga/2015/30/contents/enacted) relating to the risk of slavery and human trafficking.

Nor is [insert your organisation name] having as its core business or a material part of its business or is a member or representative of:

1. the arms or ammunition manufacturing industry;
2. the tobacco industry; or
3. the pornography industry.

Nor does [insert your organisation name]:

* provide resources or otherwise assist in the commission of terrorists acts by any individual or entity designated by the UN Security Council, pursuant to Security Council Resolution 1267 (1999) and 1989 (2011) or any other terrorism-related resolutions.

Nor does [insert your organisation name]:

* derive 10% or more of its funding or revenues from the development, production, distribution, sale of products, related-products or services from, or funded by, the alcohol industry.

In line with the Charter of NRSPP, [insert your organisation name] will complete and attach the Program Partner template (contained within Appendix 1: NRSPP Program Partner Application Template). To be involved in NRSPP every organisations must first start as a Program Partner which then allows them to nominate for other Partner roles within the program. The [insert your organisation name] acknowledges that in the interests of stability, the initial Partnership commitment is expected to be for three years. Following which Partners will be approached to update their action commitments.

In line with the Charter of the NRSPP, [insert your organisation name] acknowledges that Partners are held to account on their road safety actions. Should an action be unachievable or delayed [insert your organisation name] will notify the NRSPP Program Manager to amend their partner commitment accordingly.

Yours sincerely,

Signature of [Insert official’s name] Date signed

[Name of Organisation]

# *Appendix 1: NRSPP Program Partner Application Template*

## NRSPP Vision

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

***Why become a NRSPP Program Partner?***

There is no cost in becoming a NRSPP Program Partner (PP), the cost is only in-kind support and becoming an active champion for workplace road safety. It’s a public commitment demonstrating safety leadership. What may be a simple approach or learning for your organisation may be a revelation in another, the result is helping improve efficiency but most importantly save lives on the road. Becoming a PP can also be an opportunity for implementing new strategies, actions or initiatives which can then be reported through NRSPP over time.

**It is all about sharing, collaboration and helping other organisation avoid what can be tragic mistakes.**

|  |  |
| --- | --- |
| Briefly describe your organisation | |
| What sector does your organisation operate within? | |
| What size is your fleet or the number of staff who generate your transport task? | |
| Describe what road safety means to your organisation? | |
| What action(s) could your organisation do to support road safety through the NRSPP & by when?  For example: *Development of an evidence based Thought Leadership piece on driver distraction Mar 2015* | |
| 1. |  |
| 2. |  |
| 3. |  |
| **Contact details**  Name:  Position:  Organisation:  Email:  Phone: | |

Examples include: actively participate in XXX working group; develop a case study exploring XXX; share systems, guides, research, etc. with the NRSPP Knowledge Centre as Toll Group did with its [Chain of Responsibility Guides](https://www.nrspp.org.au/2019/05/15/industry-leader-toll-group-demonstrates-road-safety-leadership-sharing-their-chain-of-responsibility-brochures/)

Any number of the following can be Program Partner actions, tick if easier:

* Share internal content such as videos / posters / materials with NRSPP Knowledge Centre
* Develop a case study – we use an interview process to write your organisation’s story
* Conduct a webinar – join NRSPP in a conversation about your safety journey
* A Question and Answer piece you want explored or happy to be part of
* Join a Working Group or have an idea for a Working Group
* Wish to provide Thought Leadership on a topic
* Other – please define

**Annex. 2. NRSPP Steering Committee Partners Template**

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| What sector does your organisation operate within?  What sector(s) are you nominating for on the NRSPP Steering Committee?   |  |  |  |  | | --- | --- | --- | --- | |  | Vehicle Manufacturer |  | Light Commercial Vehicle | |  | Construction |  | Not-for-profit | |  | Finance |  | Resource | |  | Grocery, Food and Beverage |  | Oil/Gas | |  | Heavy Vehicle |  | Other | |  | Insurance |  | Utilities | |  |  |  |  | | |
| What size is your fleet or the number of staff who generate your transport task? | |
| Please describe your organisation and what road safety means to it? | |
| Why become a Partner? | |
| What action(s) could your organisation do to support road safety through the NRSPP & by when?  For example:   1. *Seek position on the NRSPP Steering Committee* 2. *Development of an evidence based Thought Leadership piece on driver distraction Mar 2015* | |
|  |  |
|  |  |
|  |  |
|  |  |
| Please confirm NRSPP may feature your organisation’s logo on relevant material as outlined in the program Charter? |  |
| **Contact details**  Name:  Position:  Organisation:  Email:  Phone:  Please submit to [Jerome.carslake@monsh.edu](mailto:Jerome.carslake@monsh.edu) once completed | |

**Annex 3. NRSPP Performance Measures**

**NRSPP Strategic Plan Pillars and Objectives**

1. **LEAD – Trusted influencer** 
   * Recognised influencer in road safety.
   * Accepted as centre of excellence in work-related road safety.
2. **LEARN – Identify the right problems to solve and right partnerships to solve them.**

* Key work-related road safety risks identified & monitored.
* Right partnerships established to manage each key risk/task.

1. **EDUCATE – Share and promote learnings through channels valued by end users**
   * Targeted programs against identified risks / areas of interest.
   * Effective and valued communication channels.
2. **GROW – Sustainable growth.**
   * Established marketing plan delivering growth in key areas.
   * Valued voice in influencing government & corporate strategies and initiatives.

**Performance Measure Group 1: Effectiveness in influencing workplace road safety**

* Development of an interview which will engage a random 20 percent of the NRSPP partners to assess the effectiveness of NRSPP in impacting company policy and practice.
* Proposal has been sourced from People Data

**Performance Measures Group 2: Acceptance of NRSPP as a leader/adviser**

1. **Growth of engagement** 
   1. Number of orgs which are part of the NRSPP is increasing annually
      1. SC,
      2. PP
      3. Registered number of newsletter.
   2. Working Groups
      1. Number of groups
      2. Partners per working group
2. **Expanding knowledge base of good practice**
   1. Case Studies
   2. Webinars
   3. Quick Facts
   4. Thought Leadership
   5. Tool Box Talk sales
3. **Website Effectiveness**
   1. Users per month
   2. Bounce rate
   3. Returned users
   4. Searched for
4. **Social Media Presence**
   1. LinkedIn
   2. Twitter
   3. Facebook
5. **Collaboration among partners on key risk**
   1. Working Groups Number and Activity
   2. Special Projects
   3. Conference
   4. Other