Victorian Community Road Safety Partnership Program

Developing Effective Community Road Safety Programs Guide

December 2010

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Introduction

This guide has been developed to assist registered Local and Statewide Community Road Safety Groups to prepare their program funding applications to the Victorian Community Road Safety Alliance. This guide can also be used by any local community group to assist them in developing effective programs.

The guide is presented under the following sections:

- Understanding the needs of the funding body
- Applying for funding through the Victorian Community Road Safety Partnership Program
- How to develop and deliver effective road safety programs
  - Stage 1 - identify the road safety issues and priorities in your area
  - Stage 2 - develop your road safety program
  - Stage 3 - seek funding for your community road safety program
  - Stage 4 - implement and evaluate your community road safety program
- Conclusion
- Other reading
- Appendix A Tables (with examples)
  - Table 1 - Program Plan and Delivery Timeline
  - Table 2 - Potential Stakeholders in Community Road Safety Programs
  - Table 3 - Risk Management
  - Table 4 - Evaluation Plan
- Appendix B Templates (for Local and Statewide Community Road Safety Groups to fill out)
  - Template A – Program Plan and Delivery Timeline Template
  - Template B – Risk Management Template
  - Template C – Evaluation Plan Template

Understanding the needs of the funding body

VicRoads, like other funding bodies, faces the challenge of allocating money and resources to a range of applicants where the amount of money and resources being requested is often greater than the funding available.

The factors that funding bodies will take into account in determining which applications are to be funded include:

- the use of crash data and evidence in your proposed programs
- the process of identifying and substantiating your road safety issues
- proposed priorities to address the road safety issues
- the logic of how your program contributes to overall road safety expected results
- value for money
- the level of community and stakeholder partnerships and involvement
- the process of evaluating and measuring the expected results of your program
It is also important to communicate effectively with the representative from the relevant funding body prior to the funding application being lodged. This ensures the valuable information and assistance available is utilised to best advantage when preparing your program and funding application.

Applying for funding through the Victorian Community Road Safety Partnership Program or other funding bodies

The primary funding source for registered Local and Statewide Community Road Safety groups is the Victorian Community Road Safety Partnership Program. This program is funded by VicRoads.

The Victorian Community Road Safety Alliance has the responsibility for assessing funding applications and making recommendations to VicRoads for the approval of programs and allocation of funding.

There may also be opportunities for the Alliance to attract support from other funding bodies and sponsors as well as to inform Local and Statewide Community Road Safety Groups of other potential community grants programs. It is also anticipated that the principles outlined in this guide will be useful for any funding opportunities your group may wish to pursue.

Local community groups can presently apply for funding to implement local road safety projects through the Transport Accident Commission's Community Road Safety Grants program. www.tac.vic.gov.au

Registered Local and Statewide Community Road Safety Groups are encouraged to seek funding from other funding bodies and local sponsorship to enhance the development and delivery of effective local community road safety programs. This will be looked upon favourably by the Alliance and VicRoads.

This guide is designed to complement the Victorian Community Road Safety Partnership Program: Program Funding Guidelines and Application Form for Registered Local and Statewide Community Road Safety Groups (www.vicroads.vic.gov.au). It provides information and ideas to support your Local or Statewide Community Road Safety Group in the preparation of program funding applications and the development and delivery of effective community road safety programs.

In making recommendations for funding to VicRoads, the Alliance will look for effective community road safety programs that will:

- improve the road safety of relevant road user groups within the framework of the Victorian road safety strategic directions
- promote the ‘Safe System’ approach, where appropriate
- be evidence based using available current crash data and expert local knowledge
- be based on current ‘best practice’ by referring to Victorian Community Road Safety Partnership Program available guides and references
- be sustainable over three years, with each year building on the initiatives of previous years
- include partnerships and involve key stakeholders in your area
- engage with and involve affected communities
- take care in defining exactly how you will measure the effectiveness of your program in improving safety
New Arrivals Programs

The following suggestions are provided to guide registered groups who are proposing to submit program funding applications focusing on new arrivals. Best practice programs that will assist new arrivals to make them safe and compliant road users include:

- building a program around the 'Getting on the road: a guide for new migrants'
- utilising the 'Community Car Connection' resource (new arrival road safety awareness program)
- working with the local L2P provider to enrich an existing L2P program to cover the needs of young new arrivals, where the program does not currently address these needs
- building a program around keeping children safe in cars
- building a program to improve pedestrian safety

The Victorian Community Road Safety Partnership Program will not fund the purchase of vehicles.

With regard to programs to support new arrivals to become safe and compliant road users, the Transport Accident Commission (TAC) and the Royal Automobile Club of Victoria (RACV) have commissioned research to develop an understanding of the road safety issues and experiences of new arrivals in the lead up to and following licensing as a Victorian driver, including participation in locally developed programs.

The study involves a literature review; consultation with key stakeholders in the fields of road safety, licensing and settlement; and a survey of approximately 500 new arrivals to Victoria on their driving experience prior to and since arriving in Victoria. The survey is currently in field and includes questions on licensing, infringements and crashes. This study will assist the road safety community to determine the appropriate road safety advice to groups supporting new arrivals. The report is expected in April 2011.

The Victorian Community Road Safety Partnership Program will not fund or support programs, initiatives or activities that are:

- already funded by VicRoads and its road safety and education partners such as Safer Roads and Roadsides, Keys Please, L2P, Starting Out Safely etc.
- short term actions that are not part of a longer term strategy
- school based, except where they can demonstrate enrichment to the core resources (Traffic Safety Essentials, Kids on the Move and Bike Ed) and are based on ‘best practice’ principles and/or research in traffic safety education
- awareness programs not linked to enforcement campaigns or environmental change
- off-road driver training
- one-off information sessions, particularly for young drivers and/or offenders
- using fear tactics such as graphic re-enactments, crashed car displays, visits to or by organisations that are based on shock tactics
- driver training focussed on new arrivals. Ongoing investigation of the effectiveness of driver training programs for new arrivals is currently being undertaken by VicRoads and the road safety partners.

The Victorian Community Road Safety Partnership Program is based on two frameworks which also need to be reflected in your funding application. These are the ‘Safe System’ approach and Program Logic. Details of each of these frameworks are provided below.
The ‘Safe System’ approach

The ‘Safe System’ approach addresses all elements of the road transport system in an integrated way with the aim of ensuring that crash impacts are below what would cause fatal or serious injury. This requires the safety of each of the key elements of the transport system to be addressed - the road and roadside, the vehicle and road user behaviour as well as reviewing the way in which safety is managed and coordinated.

Central to this approach is that no death or serious injury occurring on our roads is acceptable. We must therefore strive to use the resources that we have at our disposal in the most effective ways possible to reduce death and life-disabling injury on our roads.

Local and Statewide Community Road Safety Groups have the potential to contribute to all aspects of the ‘Safe System’ approach. Local and Statewide Community Road Safety Groups can assist in developing supportive communities, and the behaviour of individuals by
- identifying road and roadside issues and advocate for improvements
- influencing vehicle choices by individual drivers and fleet operators
- influencing safe road user behaviour

More information is provided in the ‘Safe System’ guide on the VicRoads website.

Program Logic

Program Logic is a process of identifying the desirable long term change required, and then determining what needs to be done to achieve this change.

Program Logic is used to determine who you will work with; the actions you will take; and short, medium and long term expected results to achieve the desired change, which in the case of road safety in the long term is ‘a reduction in death and serious injury on Victoria’s roads’.

**Example:** The ‘Safe System’ approach underlies the following program logic approach.

The safety challenges for road users in Victoria and/or the affected communities may be a priority, based on crash data, for the local community to specifically target. (Refer Program Logic diagram for identified safety risks and affected communities)

Local and Statewide Community Road Safety Groups can take action/s to address their priorities through the three integrated actions of information provision, change programs and advocacy, which is underpinned by best practice principles, forming partnerships and resources.

In the local community, this action will produce expected short term results (such as having a broad range of stakeholders committed to the sustained improvement of road safety in the local community) and expected medium term results (such as improvement in safe road user behaviour). Short and medium term results are realistic, able to be achieved and measured by Local and Statewide Community Road Safety Groups.

An individual Local or Statewide Community Road Safety Group would find the long term expected result of reducing death and serious injury on Victoria’s roads difficult to measure. However, the collective effort of Local and Statewide Community Road Safety Groups, by supporting the Victorian road safety strategic directions and the ‘Safe System’ approach, can contribute over time, to the desirable long term change of reducing death and serious injury on Victoria’s roads.
Community Road Safety Partnership Program: Program Logic

To reduce death and serious injury on Victoria's roads

by supporting the Victorian road safety strategic directions using the Safe System Approach

Safer Roads and roadsides: roads that offer maximum protection to all road users
Safer Users: road users who comply with all traffic laws
Safer Vehicles: vehicle fleets that help reduce crashes and protect road users in crashes

We will take community action to address these

through

to protect these

Safety Challenges
- Speeding
- Drink-driving
- Drug-driving
- Fatigued driving
- Distressed driving
- Risk-taking
- Inexperienced drivers
- Unrestrained occupants
- Unsafe vehicles
- Unsafe road locations
- Vulnerable groups
  - pedestrians
  - cyclists
  - motorcyclists

Affected Communities
- Population groups, e.g., life stage, cultural and linguistic diversity
- Interest groups, e.g., motorcycle enthusiasts, walking groups
- Township, suburb and neighbourhood communities
- Rural communities
- Regional communities
- Community leaders
- Local councils
- Community groups
- Peak bodies
- Regional networks

Information Provision

Change Programs

Advocacy

Underpinned by best practice approaches, partnerships and resources

to produce the following results

short term results
- Knowledge as a precursor of action
- Action programs that motivate safer behaviours
- A broad range of stakeholders committed to the sustainable improvement of road safety for the community

medium term results
- Key indicators of the safety of the community have improved
- Level of community understanding and support is broad
- Safe road use behaviours improving

long term results - reduction in death and serious injury on Victorian
- Sustainable safety change in the environment achieved (including vehicles and roads)
- Community acceptance of improvement acknowledged
- Initiatives effective and self-sustaining
How do we develop and deliver effective community road safety programs?

The process of designing and delivering effective community road safety programs requires planning to ensure targeted and evidence based programs are implemented, to achieve best results.

The following four stages are recommended when designing and delivering effective community road safety programs:

**Stage 1**
- identify the road safety issues and priorities in your area using crash statistics

**Stage 2**
- develop your road safety program
  - objectives
  - program plan and delivery timeline
  - determining partners/stakeholders and their role
  - personnel
  - community engagement
  - risk management
  - evaluation planning
  - sustainability

**Stage 3**
- seek funding for your community road safety program

**Stage 4**
- implement and evaluate your community road safety program

Detail about each of these stages is provided below.
Stage 1   Identify the road safety issues and priorities in your area

In order to develop an effective community road safety program you need to clearly identify the road safety issues, the extent of these issues, and the affected communities (geographic or demographic).

This needs to be done by:

- using CrashStats, Municipal Fact Sheets, Municipal Performance Indicators, Victoria Police enforcement information (and demographic information where applicable)
- reviewing evidence from previous programs and activities
- engaging key stakeholders, such as Victoria Police, local government, schools, ambulance services, peak bodies for population groups such as CALD, seniors or young people, and so on
- engaging the community (see Victorian Community Road Safety Partnership Program Guide for Engaging the Community in Road Safety (www.vicroads.vic.gov.au))

Once this data and information is gathered, it can then be analysed to establish the road safety issues and priorities which will be addressed by the program you propose.

In some cases the analysis will identify a need for affected community programs, such as young people, older people or people from culturally and linguistically diverse backgrounds. In other cases the issues may relate to road user behaviour such as speeding, drink driving, fatigue, mobile phone use and so on.

In addition, Local and Statewide Community Road Safety Groups can use the ‘Safe System’ approach to advocate for road infrastructure improvements on high risk roads and at high crash sites, or encourage the purchase of safer vehicles.

Tips

- useful crash based information will be available on www.vicroads.vic.gov.au
- VicRoads CrashStats can be used to better understand the road safety issues in your local area. CrashStats is available online: www.vicroads.vic.gov.au/Home/RoadSafety/StatisticsAndResearch/
- local enforcement information on road traffic offences, such as speeding infringements and random breath testing can also help to assess the extent of the particular problem
- demographic and socio-economic data (see www.abs.gov.au) can provide information to assist to meet local needs and provide further insights on specific road users. For example, Australian Bureau of Statistics data may detail the number of older drivers in your area.
- as well as considering what evidence is collected about your local community to inform your road safety program, it is important to form partnerships with stakeholders and local organisations and community groups
- contact VicRoads regional staff and officers from within local government for advice and assistance about local road safety issues, transport, health and community engagement activities and demographic data
Stage 2  Develop your road safety program

Three Year Road Safety Plan

Once the local road safety issues are identified, the next stage is to develop your priorities and three year plan.

This will form the basis of your funding application and the development, delivery and evaluation of your effective community road safety program.

The Three Year Plan outlines the road safety issues and priorities for your geographic area.

- Through the use of data gathered in Stage 1 you will now have a strategic view of the road safety problems that need addressing.

  Example:

  **Issues:** speeding; drink driving; older drivers; pedestrians; older, less safe cars
  **Priorities:** based upon the relative size of the crash problems and the ways in which communities can usefully play a role, the priority road safety issues selected are speeding, pedestrians and unsafe cars.

- Having specified the issues and priorities you are now ready to identify the affected communities to target, ie local government areas.

  Example:

  - There is an increased incidence of speed related crashes on 80km roads in ______ (name of municipality)
  - 5 – 12 year old pedestrians are over represented in crashes
  - Young people (18-25) purchasing unsafe cars

- With your three year road safety plan taking shape you are now ready to develop your detailed one year plan.

Although there may be several issues facing your community it is important to identify the top priorities and focus on these. Remember that to do one or two programs really well, is better than doing many, poorly.
Develop your detailed one year action plan

Now that you have identified your road safety priorities, you need to develop a detailed one year action plan outlining your proposed program for implementation.

When developing your detailed action plan for each road safety program priority, develop clear and measurable program objectives.

Program Objectives

Use the SMART principles to write your objectives. Objectives must be:

Specific – to provide the required focus and direction
Measurable – so the level of achievement can be determined
Achievable – realistic and set the program up for success
Relevant – to address areas of identified and agreed need
Timeframed – to create milestones and deadlines

Examples of SMART objectives for Local and Statewide Community Road Safety Groups are:

‘to increase the take up of the Good Sports program at local sporting clubs to manage the consumption of alcohol in ____________(name of municipality) by 20% in end 2011’

‘to increase the number of participants at child restraint fitting sessions in ____________(name of municipality) by 10% in between 2010 and 2011’

It is important for Local and Statewide Community Road Safety Groups to identify meaningful objectives at a local level, and develop capacity to measure the impact of your program in these areas. This will form an important basis for future funding applications.
Program plan and delivery timeline

It is important to be clear about what it is you are trying to achieve, the timeframe, and who needs to be involved.

For each road safety priority the objectives should be used to develop the program components and delivery timeline (See an example in Appendix A – Table 1).

This can be done by:

- referring to best practice guides to determine possible program components which can be readily evaluated. These can be found at www.vicroads.vic.gov.au
- identifying the responsible person for each component
- identifying realistic timelines for completion of each component
- identifying measures of evaluation
- engaging stakeholders and obtaining feedback on the drafts of program plan and delivery timeline
- validating and endorsing the draft plans

Tips

- use the Road Safety Guides developed and produced by the Victorian Community Road Safety Partnership Program, VicRoads and other road safety specialists (www.vicroads.vic.gov.au)
- include actions which build on the activities of other key road safety stakeholders – for example, your speed reduction campaign should run in parallel with Victoria Police enforcement operations in your area
- refer to effective community programs and those that will not be funded or supported when applying for funding (page 4-5)
Determine partners/stakeholders and their role

Having established the road safety priorities you propose and your program objectives, there are potentially a number of individuals and organisations with an interest in the affected communities or target groups, and with whom you can form a partnership.

Many of these may be willing to be involved in your program – either directly, or by contributing resources or in-kind support. The level and type of interest, and the capacity to participate in your road safety program needs to be determined.

This can be done by:

- identifying potential partners and stakeholders who may be interested in supporting your community road safety program or whose program you wish to support
- exploring levels and types of interest with individual stakeholders
- negotiating and formalising relationships and arrangements with partners and stakeholders

Partnerships are necessary for program funding applications, and can increase the capacity of your organisation to respond more effectively. Appendix A – Table 2 indicates the potential interest of various stakeholders. There may be a number of other organisations that can be added for your local area.

Tips:

- Local Government and local community groups are best placed, with support from key stakeholders, to generate support for road safety across the municipality, and to promote a coordinated, comprehensive and coherent approach within the local area
- identifying and working with partners and key stakeholders may provide information, data, resources and input to enhance the program content and/or delivery
- key stakeholders may also assist in accessing particular affected communities (target groups) – for example a relationship with the local seniors association may provide access to potential participants in an older drivers program
- the most effective local road safety programs are developed and sustained through a targeted multi-action approach and partnerships with local organisations and community groups (such as Local Government, schools, service clubs, sporting organisations, local businesses), with the support of the key agencies, (such as Victoria Police)
Personnel

There is a need to have appropriate personnel involved in the delivery of the program for each road safety priority.

In considering key personnel it is important to:
- determine what level of experience is necessary ie, a range of people with relevant expertise and experience
- clarify what role the different personnel will have
- determine what paid personnel are needed before submitting funding requests.

Community Engagement

Another important step in creating a local community road safety program is having strong community engagement, particularly within the affected community.

A guide to assist you with community engagement can be found on the VicRoads website, titled Victorian Community Road Safety Partnership Program Guide for Engaging the Community in Road Safety (www.vicroads.vic.gov.au)

Risk Management

As part of your one year detailed action plan you will need to consider any associated risks. This should be done by:
- assessing any identified risks in the plans
- addressing and managing risks as required

Use the following information to develop a strategy to reduce the likelihood of the risk or reduce the impact or consequence of the risk. (See an example in Appendix A – Table 3).

Tips:
- determine the categories of risk you may need to consider
- identify the risks that could arise in developing and implementing the program – these risks may relate to the sensitivities of your target audience, inefficient use of funds and not producing the safety outcome that you would like to achieve
Evaluation Planning

Effective evaluation must be considered as part of the overall program planning. This is essential to ensure the required data and information is collected and available for evaluation activities during and after the implementation of the community road safety program.

To evaluate the effectiveness of your program outline:

- each of your objectives
- the expected results
- measures and indicators
- the method of measurement - how you are going to undertake measurement
- how often you will measure and report

Tips:

- include evaluation planning when the program is being planned and developed
- identify the expected results/indicators and data requirements for the evaluation in the planning stage so provision can be made for data collection and reporting
- organise to collect baseline data before implementing the program so as to ensure you can make comparisons with data collected during and on completion of the project
- determine the data and information collecting requirements and ensure that the relevant people know what needs to be recorded and when
- develop the required forms, records and systems to record the data and information collected

Sustainability

An effective community road safety program should ensure programs are sustainable for three years and potentially beyond.

This can be achieved by identifying which program components could be

- sustained over the long term
- integrated with other local programs,
- sourced by funding from local stakeholders
Stage 3  Seek funding for your community road safety program

The primary source of funding for registered Local and Statewide Community Road Safety Groups will be from VicRoads.

The Victorian Community Road Safety Alliance will assess program funding applications and make recommendations to VicRoads for the allocation of funding to local community road safety groups.

Please refer to the Victorian Community Road Safety Partnership Program: Program Funding Guidelines and Application Form for Registered Local and Statewide Community Road Safety Groups for information on the program funding process and applications forms. This can be found at www.vicroads.vic.gov.au

Registered Local and Statewide Community Road Safety Groups whose funding applications are successful will be required to sign a Program Funding and Service Agreement with VicRoads. The Program Funding and Service Agreement will provide the contractual arrangement and include a payment schedule and payment milestones; details of the monitoring and reporting requirements; and insurance for approved programs.

Stage 4  Implement and evaluate your community road safety program

Once the road safety program has been funded, the next stage is to review the program plan and delivery timeline (submitted as part of the program funding application) for use in implementing the program. Any change in details should be notified in writing to the Victorian Community Road Safety Alliance or funding provider.

The Funding and Service Agreement must be signed. Program reporting templates will need to be completed on a six monthly basis. Monitoring and reporting on program delivery will be used to inform the Victorian Community Road Safety Alliance and VicRoads on achievements of the Victorian Community Road Safety Partnership Program. Reports will also inform future funding.

**Implement your program**

Once funding is approved and the program planning and delivery timeline is finalised and endorsed, it is time to implement your program.

This can be done by:
- undertaking the actions and tasks in the program plan and delivery timeline

**Tips:**
- work through the actions agreed and documented in the previous stages
- undertake evaluation and data collection during the delivery of the program – as detailed in the evaluation plan (which is detailed in the next section)
Evaluate your program

Effective evaluation of local community road safety programs is important to undertake as it provides an understanding of what works and what does not, so that future programs can target where programs have proven to be successful. This assists in directing limited resources to the programs that provide the best road safety benefits and provides a credible evidence base to enhance support for funding in the future.

This should be done by:

- implementing the evaluation plan (see an example Appendix A – Table 4)
- ensuring that the findings from your evaluation are used to improve future programs
- ensuring that the findings of your evaluation processes are distributed and reported appropriately to add to the evidence in your area of activity

**Tips:**

- Ensure you have baseline data, and change data for comparison and measuring results
- measure the results of your efforts and quantify the positive and sustainable road safety benefits with evidence rather than anecdotes or opinions
- identify areas which can be improved and make recommendations for future actions to achieve this
- refer to The Victorian Community Road Safety Partnership Program’s ‘Guide for Evaluating Community Road Safety Programs’ for a step by step process to ensure effective evaluation (www.vicroads.vic.gov.au )
- consider creative approaches to engage stakeholders in the evaluation process
Conclusion

Effective community road safety programs require a planned and comprehensive approach to identify priorities; involve the key stakeholders; develop and deliver best practice local action and information; and analyse and determine the success of expected results.

The process of identifying and acting on community road safety issues and the impact of these on the broader community is no small task.

The commitment and efforts of community groups and local government is recognised and critical for the development and delivery of programs at a local level.

If there is any other information or support you require to assist the development and/or delivery an effective road safety program in your area, please contact your local VicRoads regional office.
Other reading – available at www.vicroads.vic.gov.au

Please refer to the ‘best practice guides’ and ‘other resources’ sections on the VicRoads website, relating to the Victorian Community Road Safety Partnership Program.
## Table 1: Program Plan and Delivery Timeline

(A blank template is provided – Appendix B - Template A)

**Objective 1:** To increase correct use of child restraints and booster seats in the suburbs of X, Y, Z by 20%

<table>
<thead>
<tr>
<th>Components</th>
<th>People Responsible</th>
<th>Start date</th>
<th>Expected completion date</th>
<th>Evaluation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Establish good relationships with restraint fitters in the local community and referral procedures</td>
<td>Chairperson Local government representative</td>
<td>June 2011</td>
<td>July 2011</td>
<td>Number of partnerships developed.</td>
</tr>
<tr>
<td>Organise an Australian Child Restraint Resource Initiative course for members of the group to increase knowledge of safe travel and enable them to act in an advisory capacity in the local community</td>
<td>All members of the LCRSG</td>
<td>July 2011</td>
<td>August 2011</td>
<td>Numbers attending course and log of advice provided</td>
</tr>
<tr>
<td>Ensure restraint fitters are invited to local community events</td>
<td>Chairperson Local government representative</td>
<td>June 2011</td>
<td>June 2013</td>
<td>Fitters attendance</td>
</tr>
<tr>
<td>Encourage schools to support safe travel to and from school, including a bank of additional booster seats for parents driving other children</td>
<td>Chairperson</td>
<td>Aug 2011</td>
<td>June 2013 ongoing</td>
<td>School education and information in newsletters. Purchase and use of booster seats. Media coverage.</td>
</tr>
<tr>
<td>Support the awareness of child restraints and booster seats in the transition from kindergarten to prep</td>
<td>Member and local school partner</td>
<td>Oct 2011</td>
<td>March 2012 each year</td>
<td>School education and information in newsletters, flyers produced. Media coverage.</td>
</tr>
<tr>
<td>Work with the local maternal and child health nurse to identify families (eg CALD community groups) who may require assistance to purchase a child restraint</td>
<td>Member and maternal and child health nurse Local government representative</td>
<td>Sept 2011</td>
<td>June 2013 ongoing</td>
<td>Log of assistance provided, including letters of recognition</td>
</tr>
<tr>
<td>Work to improve community awareness and social acceptance for older children to comply with new restraint wearing requirements</td>
<td>Members, school representatives, Local government representative</td>
<td>Sept 2011</td>
<td>June 2013 ongoing</td>
<td>School education and information in newsletters, flyers produced and compliance. Media coverage.</td>
</tr>
<tr>
<td>Work with local community groups who may be transporting children to ensure correct restraint wearing</td>
<td>Members and disability groups, family day carers, foster families Local government representative</td>
<td>June 2011</td>
<td>June to November 2011 and ongoing</td>
<td>Log of assistance provided; including letters of recognition. Media coverage.</td>
</tr>
<tr>
<td>Organise and publicise police enforcement campaigns to ensure children are correctly restrained</td>
<td>Members and Vic Police</td>
<td>March 2012</td>
<td>April 2012 each year ongoing</td>
<td>Police enforcement data (before and after). Media coverage.</td>
</tr>
</tbody>
</table>
Table 2: Potential Stakeholders in Community Road Safety Programs

<table>
<thead>
<tr>
<th>Potential stakeholder</th>
<th>Interest and role</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>State level – primary interest</strong></td>
<td>Policy and program development</td>
</tr>
<tr>
<td>● VicRoads</td>
<td>State leadership, direction and coordination</td>
</tr>
<tr>
<td>● Victoria Police</td>
<td></td>
</tr>
<tr>
<td>● Transport Accident Commission (TAC)</td>
<td></td>
</tr>
<tr>
<td>● Department of Justice</td>
<td></td>
</tr>
<tr>
<td><strong>State level – complementary interest</strong></td>
<td>Resource and funding allocation</td>
</tr>
<tr>
<td>● Royal Automobile Club of Victoria (RACV)</td>
<td></td>
</tr>
<tr>
<td>● Department of Transport</td>
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<tr>
<td>● Department of Education and Early Childhood Development (DEECD)</td>
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<tr>
<td>● Australian Drug Foundation</td>
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<tr>
<td>● Office for Youth</td>
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<td>● Department of Health</td>
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<tr>
<td>● Department of Planning and Community Development</td>
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<tr>
<td>● Municipal Association of Victoria</td>
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<td>● LG Pro</td>
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<tr>
<td>● Victorian Council of Social Service</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>VicRoads Region</th>
<th>Information, advice and guidance</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Local government level</strong></td>
<td>Joint programs and activities with existing Council road safety programs and other community programs, such as urban renewal</td>
</tr>
<tr>
<td>● Councillors</td>
<td>Involvement in other Council initiatives such as the Community Safety Committee</td>
</tr>
<tr>
<td>● Senior management</td>
<td>Networking and advocacy to gain support and resources for local initiatives</td>
</tr>
<tr>
<td>● Community safety/road safety</td>
<td>Resource and funding allocation</td>
</tr>
<tr>
<td>● Human services</td>
<td></td>
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<tr>
<td>● Youth services</td>
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<tr>
<td>● Sport and recreation</td>
<td></td>
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<tr>
<td>● Youth health and welfare</td>
<td></td>
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<tr>
<td>● Public relations</td>
<td></td>
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<tr>
<td>● Traffic engineering</td>
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<tr>
<td>● Planning</td>
<td></td>
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<td>● Property services</td>
<td></td>
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<td>● Maintenance</td>
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</table>

<table>
<thead>
<tr>
<th>Potential stakeholder</th>
<th>Interest and role</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Local community level</strong></td>
<td>Specific interest in population or road user groups</td>
</tr>
<tr>
<td>● Parents and carers</td>
<td>Joint programs and ‘value adding’ to existing programs</td>
</tr>
<tr>
<td>● Schools</td>
<td>Addressing safety issues at a local and community level</td>
</tr>
<tr>
<td>● TAFE and tertiary institutions</td>
<td>May have personal interest or experience</td>
</tr>
<tr>
<td>● Sporting clubs</td>
<td>Links into affected communities</td>
</tr>
<tr>
<td>● Driving instructors</td>
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<tr>
<td>● Community policing</td>
<td></td>
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<td>● Business enterprises</td>
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<tr>
<td>● RoadSafe Community Road Safety Councils</td>
<td></td>
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<tr>
<td>● Service clubs, such as Rotary and Apex</td>
<td></td>
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<tr>
<td>● Department of Employment, Education and Childhood Development Senior Program Officers (Traffic Safety Education)</td>
<td></td>
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<tr>
<td>● Youth workers associated with government and private enterprise.</td>
<td></td>
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<tr>
<td>● Victoria Police Youth Resource Officers</td>
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<tr>
<td>● Victoria Police Traffic Management Unit Officers</td>
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<tr>
<td>● Migrant Resource Centre</td>
<td></td>
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<tr>
<td>● Local employment and training networks</td>
<td></td>
</tr>
<tr>
<td>Risks to consider</td>
<td>What is risk you need to manage?</td>
</tr>
<tr>
<td>------------------------------</td>
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</tr>
<tr>
<td><strong>Policy</strong></td>
<td>Is the program consistent with the policies of government, our organisation and key stakeholders?</td>
</tr>
<tr>
<td><strong>Community and Stakeholder Engagement</strong></td>
<td>Have we involved all key stakeholders and affected communities?</td>
</tr>
<tr>
<td><strong>Program and financial management</strong></td>
<td>Are we being as cost effective as possible?</td>
</tr>
<tr>
<td><strong>Managing relationships</strong></td>
<td>Are we integrating our activities with those of our partners?</td>
</tr>
<tr>
<td><strong>Meeting objectives and effectiveness</strong></td>
<td>Have we done all we need to help achieve all our objectives?</td>
</tr>
<tr>
<td><strong>Evaluation</strong></td>
<td>Have we established a good plan to evaluate our program?</td>
</tr>
</tbody>
</table>
Table 4: Evaluation Plan  
(A blank template is provided – Appendix B - Template C)

<table>
<thead>
<tr>
<th>Objective</th>
<th>Expected results</th>
<th>Measures (or indicators)</th>
<th>Evaluation method</th>
<th>Measurement and/or reporting milestones</th>
</tr>
</thead>
<tbody>
<tr>
<td>To increase the correct use of child restraints and booster seats when travelling with children under 7 years</td>
<td>More children using correctly fitted restraints and booster seats</td>
<td>#'s of children in booster seats</td>
<td>Observation surveys of children under 7 years travelling in booster seats at primary school 'kiss and drop' or borrowing school booster seats when driving other children</td>
<td>Annual reporting</td>
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<tr>
<td></td>
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<td>#'s of child restraints fitted correctly</td>
<td>Enforcement data</td>
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<td># of child restraints checked and fitted correctly at Child Restraining Fitting Stations and by maternal and child health nurses</td>
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<td></td>
<td>Annual reporting</td>
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</tbody>
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Appendix B Templates (for Local and Statewide Community Road Safety Groups to fill out)

Template A: Program Plan and Delivery Timeline

<table>
<thead>
<tr>
<th>Objective #:</th>
<th>Components</th>
<th>People Responsible</th>
<th>Start date</th>
<th>Expected completion date</th>
<th>Evaluation</th>
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<tr>
<td>Template B: Risk Management</td>
<td>Risks to consider</td>
<td>What is risk you need to manage?</td>
<td>Proposed risk management strategies</td>
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