

Surf Coast Shire Council

MAY 2016



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Executive summary

INTRODUCTION

The Surf Coast Road Safety Strategy 2016-2021 has been prepared to address the ongoing and emerging road safety issues for Surf Coast Shire over the next five years.

The development of this Strategy has included:

A review of the previous Road Safety Strategy 2010-2015;

Analysis of VicRoads records of reported (casualty) crashes for the last five years (July 2010 – June 2015); and

Consultation with key stakeholders and the community.

STRATEGIC CONTEXT

The Surf Coast Road Safety Strategy 2016-2021 is consistent with the Victorian Road Safety Strategy 2013-2022 which aims for a future free of deaths and serious injuries on our roads. Both strategies are based on the Safe System philosophy which has four key elements - safe roads, safe speeds, safe vehicles and safe people.

The Surf Coast Road Safety Strategy is consistent with the direction outlined in the *Council Plan 2013-2017* and aligns with other Council policies and strategies.

OUR PARTNERS

This Strategy has been developed in partnership with VicRoads and Victoria Police.

OUR AIM

The overarching aim of the Strategy is to:

Reduce the number of people killed as a result of road crashes in Surf Coast to zero and reduce serious injuries by 30%.

This will be achieved by working together with our community and our partners to contribute to safer roads, safer speeds, safer vehicles and safer people.

KEY THEMES

The crash data analysis and consultation phase of the project led to the identification of 8 key themes as critical areas of focus – rural roads, motorcycle safety, unsealed roads, bicycle safety, tourists, safety around schools, pedestrian safety and driver behaviour.

The key themes are reflected in the 8 goals of the strategy.





GOALS

The key goals of the Strategy are as follows.

GOAL 1:

Safer rural roads

Crashes where the car leaves the road make up nearly half of all crashes in Surf Coast. The Strategy aims to improve rural roads through engineering treatments and influencing driver speed and fatigue.

GOAL 4:

Safer Cycling

Anecdotally cycling is increasing in the Shire, by both residents and tourists/visitors. While the overall number of bicycle crashes is relatively low (6% of all crashes), bicycle safety is an emerging road safety issue.

GOAL 7:

Safer Pedestrians

The Strategy aims to improve safety for pedestrians in townships and cyclists through infrastructure improvements.

GOAL 2:

Safer motorcycling

Approximately 30% of all crashes in Surf Coast involve motorcycles – around 50% on sealed roads and 50% on unsealed roads. Speed, rider training/experience, and road alignment/cross section are contributing factors which need to be addressed.

GOAL 5:

Safer Tourists

The significant tourism in the Shire, including international tourism, has created road safety issues such as driving on the wrong side of the road, unfamiliarity with road conditions, driving at reduced speeds (sight-seeing) and not using pull out bays.

GOAL 8:

Safer Drivers

Driver behaviour is a significant contributing factor to road crashes. The Strategy aims to influence driver behaviour through education and enforcement.

GOAL 3:

Safer unsealed roads

Approximately 20% of crashes in Surf Coast occur on unsealed roads. Unsealed roads are challenging in terms of road safety as drivers may be inexperienced when driving on gravel roads and driving conditions can be changeable.

GOAL 6:

Safer Schools

The Strategy aims to improve safety around schools for pedestrians and cyclists through infrastructure and education (to encourage students to ride/walk).

OUR ACTION PLAN

An Action Plan has been developed to guide Council and its partners in delivering targeted road safety initiatives to realise the above goals. For each action, responsibility for implementation has been nominated. In addition, performance measures have been identified to allow implementation of the Strategy to be monitored.

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1. INTRODUCTION

1.1 INTRODUCTION

The Surf Coast Road Safety Strategy 2016-2021 has been prepared to address the ongoing and emerging road safety issues for Surf Coast Shire over the next five years.

The development of this Strategy has included:

- A review of the previous Road Safety Strategy 2010-2015:
- Analysis of VicRoads records of reported (casualty) crashes for the last five years (mid 2010 – mid 2015);
 and
- Consultation with key stakeholders and the community.

1.2 AIM OF THE SURF COAST ROAD SAFETY STRATEGY

The overarching aim of the Strategy is to:

Reduce the number of people killed as a result of road crashes in Surf Coast to zero and reduce serious injuries by 30%.

This will be achieved by working together with our community and our partners to contribute to safer roads, safer speeds, safer vehicles and safer people.

The purpose of the strategy is to ensure that available resources are directed to producing the best overall outcomes in terms of minimising the risk of personal injury/loss of life on Surf Coast's roads, with particular attention to those roads managed by Council. Safety is the highest priority – convenience and amenity should be secondary considerations.

The strategy provides a solidly researched basis to inform the direction of future Capital Works Programs, funding bids to State and Federal Government for crash countermeasures and other initiatives to improve the safety of the Shire's road network for all road users.

The Strategy is intended to provide broad strategic direction. Further work is required in terms of detailed investigation of the identified issues and development of appropriate countermeasures (where practicable).

The strategy takes into consideration the current demographics and responsibilities of the municipality. It also operates in conjunction with Victoria's Road Safety Strategy and other Council strategies.

2. STRATEGIC CONTEXT

2.1 VICTORIA'S ROAD SAFETY STRATEGY

Victoria's Road Safety Strategy 2013-2022 aims for a future free of deaths and serious injuries on our roads. It's based on the Safe System philosophy which has four key elements:

- Safe roads
- Safe speeds
- · Safe vehicles
- Safe people

2.2 COUNCIL POLICIES AND STRATEGIES

The Road Safety Strategy is consistent with the direction outlined in the Council Plan 2013-2017 and aligns with other Council policies and strategies, including:

- Positive Ageing Strategy 2015-2018;
- Health and Wellbeing Plan 2013-2017;
- Community Access and Inclusion Plan 2009-2013;
- Pathways Strategy 2012;
- Road Management Plan 2010; and
- Road Network Management Plan 2014.



3. THE SURF COAST SHIRE

3.1 LOCATION AND LAND USE

The Surf Coast Shire is located in south-western Victoria, approximately 95km from Melbourne and 21km south of Geelong.

The Shire comprises beach, bushland and rural environments with nine distinct townships – Aireys Inlet, Anglesea, Deans Marsh, Fairhaven, Jan Juc, Lorne, Moriac, Torquay and Winchelsea. There is also a significant farming population and rural/residential communities. The Great Otway National Park is located in the south-west of the Shire.

The Shire is a popular holiday/recreational destination, particularly during the summer months.

Torquay is the fastest growing location in the municipality. Torquay and neighbouring Jan Juc continue to attract young families to the area. Winchelsea has also been earmarked for substantial residential growth and is the principal agricultural centre of the Shire.

Lorne is a popular tourist destination, as are the smaller coastal towns of Anglesea, Aireys Inlet and Fairhaven, with their seaside and bushland experiences. The hinterland villages of Deans Marsh and Moriac support the surrounding agricultural land.

3.2 POPULATION AND AGE

The estimated population of Surf Coast Shire as at June 2015 was 28,941 people. Between 2010 and 2015, the average annual growth rate was 2.3%, the fourth fastest growing municipality in regional Victoria. Torquay's growth rate for the same period was 4.3%.

The population is forecast to grow to nearly 44,000 by 2036.

Surf Coast Shire's population by age group, as per the 2011 Census, is shown in Figure 1.

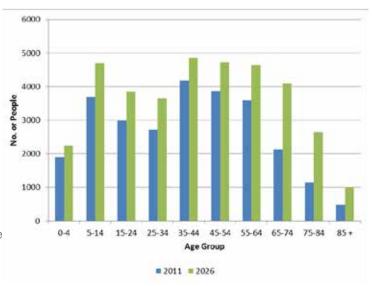


Figure 1: Surf Coast Shire Population by Age Group - currant and projected (2011)

Source: Australian Bureau of Statistics, Census of Population and Housing 2011.

Surf Coast Shire's current and projected population by age groups is as indicated in **Figure 2**.

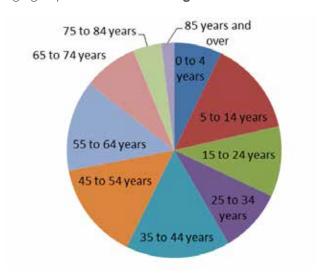


Figure 2: Surf Coast Shire Population by Age Group

Source: http://www.id.com.au

It is apparent that Surf Coast Shire has an ageing population. Over the next 10-15 years, the proportion of children aged 0-14 years will decrease marginally while the portion of residents aged 65 years and over is expected to increase from 14% to 21%.

In addition to the Shire's permanent population, part time populations are also significant, including holiday home residents, seasonal visitors, event populations and day trippers. The peak overnight population of the Shire between December 2013 and January 2014 was estimated at 85,409 (source: Economic Indicators Bulletin Geelong 2013).

3.3 DISABILITY

As part of the 2011 Census, around 3.4% of Surf Coast residents reported that they needed help in their day to day lives due to a disability.

The significance of this is that the needs of persons with a disability should be considered in the development of designs for various works (which is not to say they can necessarily be accommodated).

3.4 ROAD MANAGEMENT RESPONSIBILITIES

The vast majority of Surf Coast's roads can be divided into two broad categories:

- · VicRoads State Arterial Roads; and
- · Shire roads.
- It is also noted that some roads are controlled by Parks Victoria, Great Ocean Road Coast Committee of the Department of Environment, Land, Water and Planning.

VicRoads State Arterial Roads are shown in black and red in Figure 3. The majority of other roads are shire managed.



Figure 3: Road Network within Surf Coast Shire

4. THE CRASH PROBLEM IN SURF COAST SHIRE

4.1 REPORTING OF CRASHES

Drivers involved in a crash involving injury to persons are required, by law, to report the details to the police who then pass a report on to VicRoads for incorporation in their Road Crash Information System (RCIS).

For this project, VicRoads made available the data from the RCIS for Surf Coast Shire for the five year period from mid 2010 to mid 2015. The data was used to ascertain the number of fatal, serious and 'other' injury crashes within the municipality, as well as the locations of crashes and the 'type' of crash.

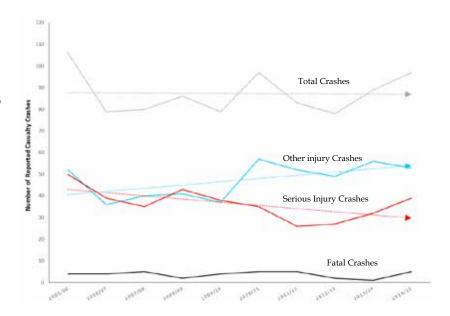
Crashstats was also used to ascertain longer term trends in the data.

It is noted that the crash data reviewed does not include details of crashes involving only property damage as drivers are not obliged to report such crashes unless they involve damage to the property of a third party. This is not to say that crashes involving only property damage are considered irrelevant, rather that they are generally regarded as being of lesser significance in comparison to crashes involving personal injury or loss of life.

4.2 CRASHES IN SURF COAST SHIRE

Trends in the crash data for Surf Coast Shire are presented below in terms of:

- Total crashes (Figure 4);
- Crashes on VicRoads roads (Figure 5); and
- · Crashes on Council roads



(Figure 6).

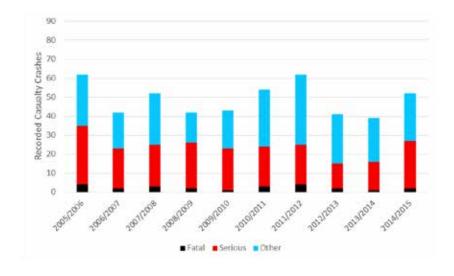


Figure 4: Total Number of Reported Casualty Crashes - Surf Coast

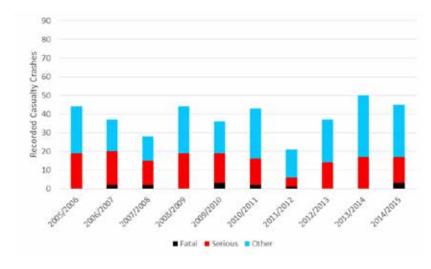


Figure 5: Reported Casualty Crashes on VicRoads Roads - Surf Coast

Figure 6: Reported Casualty Crashes on Shire Roads – Surf Coast

While the total number of crashes in Surf Coast per year has fluctuated, the overall trend has remained neutral; however the severity of crashes has decreased (i.e. serious injury crashes have declined). This is despite increasing traffic volumes on roads within the Shire.

More than half (57%) of all casualty crashes occur on VicRoads roads. Whilst the number and length of State Arterial Roads is proportionally low, they carry much higher volumes of traffic, typically at higher speeds, than most of the roads managed by the Shire.

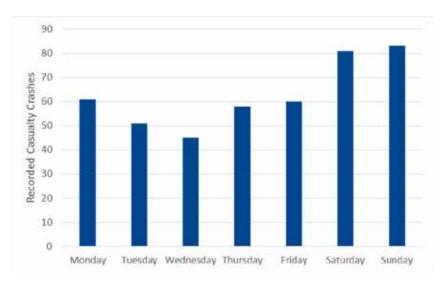
Crash data for the five year analysis period (July 2010 to June 2015) is presented left for:

- Crashes by day of week (Figure 8);
- · Crashes by month of year

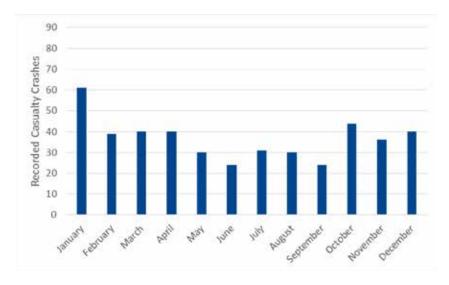
Figure 7: Reported Casualty Crashes by Day of Week - Surf Coast

Figure 8: Reported Casualty
Crashes by Month of Year - Surf
Coast

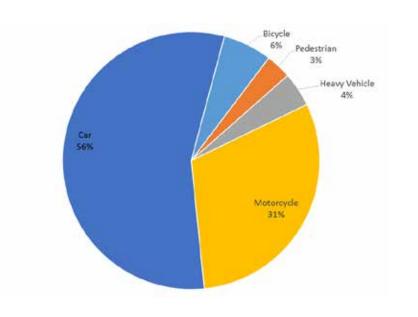
Crashes in Surf
Coast Shire are
most likely to occur
on the weekend
and during the
warmer months,
particularly January.
This is reflective of
the increased traffic
on the roads during

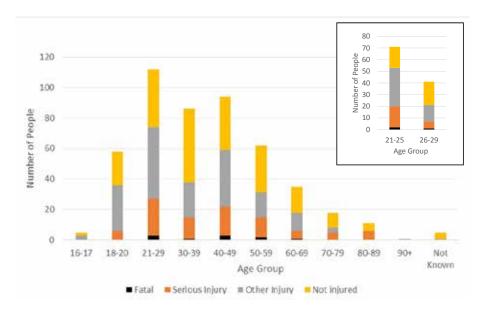


(Figure 8); and

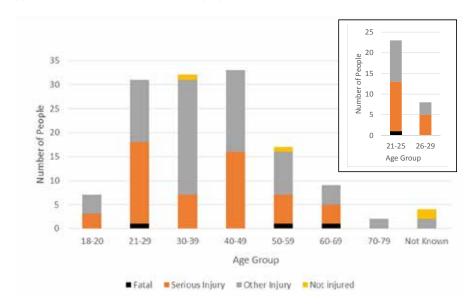


• Crashes by road user type (Figure 9).

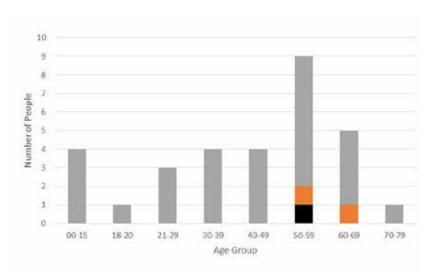




types, crash data is presented by age group.



Car crashes by age of driver (Figure 10);



- Motorcycle crashes by age of motorcyclist (Figure 11);
- · Bicycle crashes by age of cyclist (Figure 12); and

these periods associated with holiday makers and visitors to the Shire.

Figure 9: Reported Casualty Crashes by Road User Type -Surf Coast

More than half of all crashes in Surf Coast involve cars and nearly one third of crashes involve motorcycles (however approximately half of these are trail bike crashes on unsealed roads/tracks).

For the following road user

 Pedestrian crashes by age of pedestrian (Figure 13).

Figure 10: Car crashes by age of driver – Surf Coast

Figure 11: Motorcycle Crashes by age of motorcyclist – Surf Coast

Figure 12: Bicycle crashes by age of cyclist – Surf Coast

Drivers aged 21-25 years are over represented in car crashes and motorcycle crashes. Other age groups over-represented in crashes are motorcyclists aged 30-49 and cyclists aged 50-59.

Plans have been prepared showing the location of crashes within Surf Coast for the five year period from 1 July 2010 to 30 June 2015 as follows. These are contained in Appendix A.

- All casualty crashes;
- Motorcycle casualty crashes;

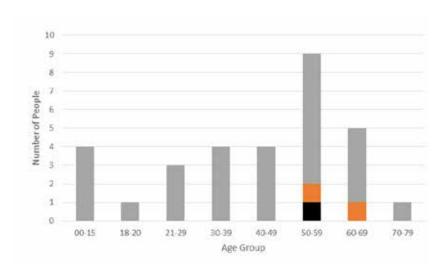


Figure 13: Pedestrian crashes by age of pedestrian – Surf Coast

- · Bicycle casualty crashes;
- · Pedestrian casualty crashes;
- · Heavy vehicle casualty crashes; and
- Casualty crashes involving a driver with an overseas licence.

4.3 ALL CRASHES

For the five year analysis period, from July 2010 to June 2015, there has been a total of 439 casualty crashes in Surf Coast, comprising 18 fatal crashes, 158 serious injury crashes and 263 other injury crashes.

Nearly half (49%) of all crashes are midblock crashes, with the highest incidence on VicRoads State Arterial Roads (e.g. Princes Highway, Surf Coast Highway, Great Ocean Road, Winchelsea-Deans Marsh Road, Anglesea Road). This is to be expected since the incidence of crashes is to a large extent the function of the volume of traffic (i.e. exposure). In general terms, the higher the volume, the higher the likelihood of crashes.

Clusters of crashes are also apparent within the townships, in particular Torquay, Anglesea and Lorne.

In Torquay, the intersections with the highest number of crashes are on the Surf Coast Highway at Hoylake Avenue (signalised) (5 crashes) and Beach Road (unsignalised) (6 crashes). Of the roads managed by the Shire, Horseshoe Bend Road has the highest incidence of crashes.

Outside of the townships, there are a significant number of crashes on various roads managed by the Shire, the most problematic being:

- Gum Flats Road/Forest Road/Cecil Track/Tanners Road/Allardyce Track;
- Cape Otway Road;
- Horseshoe Bend Road;
- Blackgate Road;
- Benwerrin-Mt Sabine Road;
- Barabool Road;
- South Beach Road intersection with Surf Coast Highway; and

Bambra Road.

A summary of the crash issues at these locations is provided in Appendix B.

Run-off road and out of control on the carriageway type crashes are the most common type of crash within the Shire, making up 47% of all crashes within the 5 year analysis period. Approximately one third of these crashes occurred on unsealed roads

Relatively few crashes (11 crashes) involved an animal being struck (mostly kangaroos). However, it is likely that some of the run-off road crashes may have occurred as a reaction to an animal being on/near the road.

4.4 MOTORCYCLE CRASHES

Motorcycle crashes account for 134 of all crashes within the Shire (including 3 fatal and 55 serious injury crashes) during the five year analysis period compared to 139 casualty crashes (including 5 fatal and 73 serious injury crashes) for the previous five year period. Approximately half of all motorcycle crashes occurred on sealed roads (68 crashes) and half occurred on unsealed roads (66 crashes).

Of the 68 motorcycle crashes that occurred on sealed roads (including 3 fatal and 33 serious injury crashes), the majority occurred along the Great Ocean Road and Deans Marsh-Lorne Road. Few motorcycle crashes occurred on sealed roads managed by the Shire.

The motorcycle crashes that occurred on unsealed roads were typically trail bike crashes (as reported to the police and recorded on the crash data). A large portion

of these crashes occurred in the Gum Flats Road/ Forest Road/Cecil Track/Tanners Road/Allardyce Track area, on Gentle Annies Track, Paddys Swamp Road and Hammonds Road. However, it is likely that many of these crashes occur on tracks and not on the road network. It is noted that the motorcycle crashes that occurred on unsealed roads were typically less severe than those that occurred on sealed roads (with no fatalities and fewer serious injuries).

4.5 BICYCLE CRASHES

There has been a total of 27 casualty crashes (including 1 fatal and 3 serious injury crashes) involving cyclists in the five year analysis period compared to 35 casualty crashes (including 2 fatal and 8 serious injury crashes) for the previous five year period. The decrease in cyclist crashes is significant, particularly given the growth in cycling popularity in the last 10 years.

Nearly half of the cyclist crashes in the Shire occurred in Torquay, and 4 (including one fatality) occurred in Horseshoe Bend Road.

In 2014, bicycle lanes were implemented in Horseshoe Bend Road, south of Grinders Avenue. However it is too soon to determine whether the bicycle lanes have had a positive impact on bicycle crashes.

The Great Ocean Road also appears to be problematic for cyclists, with 8 crashes occurring at various locations.

Nearly one third of all bicycle crashes occurred during the month of January (i.e. during the peak influx of tourists/holiday makers).

4.6 PEDESTRIAN CRASHES

Casualty crashes involving pedestrians are few in number, with a total of 14 crashes (including 1 fatal and 3 serious injury crashes) in the five year analysis period compared to 22 crashes (including 11 serious injury crashes) for the previous five year period.

Nearly all pedestrian crashes occurred in the townships, with 6 in Torquay, 3 in Lorne, 2 near Anglesea and 2 in Winchelsea.

4.7 HEAVY VEHICLE CRASHES

There has been a total of 19 casualty crashes (including 3 fatal and 8 serious injury crashes) involving heavy vehicles in the five year analysis period compared to 16 casualty crashes (including 2 fatal and 8 serious injury crashes) for the previous five year period.

The vast majority of the heavy vehicle crashes occurred on the State Arterial Roads, with the highest incidence of heavy vehicle crashes on Princes Highway.

4.8 CRASHES ON UNSEALED ROADS

Over 20% of crashes within the Shire occur on unsealed roads (98 crashes during the last five years). The vast majority of these crashes (78%) were run off road or out of control on the carriageway type crashes.

4.9 CRASHES INVOLVING DRIVERS WITH AN OVERSEAS DRIVER'S LICENCE

A small portion (6%) of crashes involved drivers with an overseas licence, the majority of which occurred along the Great Ocean Road. Approximately 40% of these crashes were head on collisions suggesting that the drivers may be confused about which side of the road to drive on.

The number of crashes involving drivers with an overseas licence has increased during the five year analysis period compared to the previous five year period (up from 19 crashes to 27 crashes)

It is noted that this data is likely to be an underrepresentation of the actual number of crashes involving drivers with an overseas licence (i.e. it may not also be reported/recorded on the police records).

4.10 DRINK, DRUG AND DISTRACTED DRIVING

Victoria's Road Safety Strategy provides the following statistics:



on road safety issues affecting Surf Coast. A total of 220 responses were received. In addition, Council received several responses via telephone.

The results of the community consultation are provided in Appendix D.

5. CONSULTATION

5.1 STAKEHOLDER CONSULTATION

5.1.1 STAKEHOLDER WORKSHOP

A workshop was held at the Surf Coast Shire offices on 10th December 2015 to obtain the views of key stakeholders within the community with regard to road safety issues in Surf Coast.

Representatives from Victoria Police, Geelong City Council, McHarry's Buses, Bike Safe Geelong, Torquay College, Lorne Community Hospital and a disability advocate attended the workshop. The Colac-Otway Shire also provided comments via email

The issues and suggestions raised are provided in Appendix C.

5.1.2 ROAD SAFETY STRATEGY STEERING COMMITTEE

Issues and opportunities have also been identified through the Road Safety Strategy Steering Committee which have been incorporated into the Strategy.

The Steering Committee consisted of Council officers and representatives from VicRoads and Victoria Police. The Committee met together on 18 August 2015, 18 February 2016 and 21 April 2016 however there has been continuous commentary throughout the process from the group regarding the Strategy Brief, community engagement, and action and resource planning.

5.2 COMMUNITY CONSULTATION



6. PREVIOUS AND CURRENT SAFETY INITIATIVES

Much has, and is being done to improve safety for all road users in Surf Coast. Council, VicRoads and others are working both individually and collectively to improve the road environment.

6.1 ROAD SAFETY INITIATIVES

Actions over the last five year period include:

- Planning Initiatives for all developments which include a major traffic control item, an independent design stage road safety audit is required. In addition, an internal peer review system is undertaken by the Design and Traffic Unit.
- School and Kindergarten Safety various road safety promotions and improvements around schools.
 Details are provided in Appendix E.
- Road Safety Audits undertaken and implemented on high risk routes including Barabool Road, Pollocksford Road, Cressy Road and numerous higher volume local roads
- Urban and Rural Road Improvements various improvements. Details are provided in Appendix E.
- Pedestrian Safety the Surf Coast Shire Pathway
 Strategy was updated in 2012 and a number of
 projects have been implemented/funded. Details are
 provided in Appendix E.



facilities.

- Education programs/initiatives include child restraint fitting days, community breathalyser program, speed trailer purchase, 50 km/hr bin stickers, and presentations to Senior Citizens on scooter safety.
- Tourists provision of "Drive on Left" signs along the Great Ocean Road.

6.2 PREPARATION OF BIDS FOR STATE / FEDERAL FUNDING

Council has lodged major road safety funding applications over the past five years including:

- Blackspot funding applications for:
 - South Beach Road/Surf Coast Highway signalisation;
 - Horseshoe Bend Road (South Beach Road Blackgate Road);
 - Cape Otway Road (Gherang Road to Considines Road);
 - Mt Duneed Road (Cape Otway Road Pettavel Road);
 - Blackgate Road (Horsehoe Bend Road to Minya Lane); and
 - Ghazeepore Road.
- LAAP Pathway bid Fairhaven Aireys Inlet footpath.
- VicRoads funding applications for Safe Roads Motorcycles, The Esplanade widening and Erskine Falls Road.

6.3 CURRENT AND UPCOMING STATE PROJECTS

VicRoads projects currently planned for Surf Coast include:

- \$50 million upgrade of the Great Ocean Road;
- Forest Road/Great Ocean Road (Bellbrae) roundabout;
- · Ongoing Maintenance;
- Princes Highway duplication (including an investigation



of wide median treatments);

- Proposed roll out of wire rope barrier along high speed, high volume locations;
- Proposed review of median (wire rope) barriers for 2 lane / 2 way roads; and
- Speed reduction at high activity locations.

7. THE ROAD SAFETY STRATEGY

7.1 APPROACH

The following Road Safety Strategy is based on Victoria's Safe System philosophy. Under this philosophy, effectively improving road safety requires a multi-faceted approach that targets the safety of the road environment, the vehicles in which people travel, and the behaviour of everyone on the road.

The Strategy addresses the key elements of the Safe System philosophy as follows.

- Safe roads roads and roadsides to be made safer through engineering treatments targeting higher risk locations.
- Safe speeds identifying areas where reducing speed could result in a reduction in road trauma.
- **Safe vehicles** development of fleet policies for Council to encourage the purchase of safer vehicles.
- Safe people education and enforcement to encourage the community to make the right choices to stay safe.

The Road Safety Strategy aims to improve safety for all road users – car drivers and passengers, motorcyclists, cyclists, pedestrians and heavy vehicle drivers.

7.2 AIM

As indicated previously, the overarching aim of the Strategy is to:

Reduce the number of people killed as a result of road crashes in Surf Coast to zero and reduce serious injuries by 30%.

This will be achieved by working together with our community and our partners to contribute to safer roads, safer speeds, safer vehicles and safer people.

7.3 KEY ISSUES AND GOALS

The crash data analysis and consultation phase of the project has led to the identification of the following 8 key issues as critical areas of focus:

- Rural roads
- Motorcycle safety

- Unsealed roads
- Bicycle safety
- Tourists
- Safety around schools

- Pedestrian safety, and
- Driver behaviour.

The key issues are reflected in the 8 goals of the strategy outlined below.

GOAL 1: SAFER RURAL ROADS

Crashes where the car leaves the road make up nearly half of all crashes in Surf Coast. The Strategy aims to improve rural roads through engineering treatments and influencing driver speed and fatigue.

GOAL 2: SAFER MOTORCYCLING

Approximately 30% of all crashes in Surf Coast involve motorcycles – around 50% on sealed roads and 50% on unsealed roads. Speed, rider training/experience, and road alignment/cross section are contributing factors which need to be addressed.

GOAL 3: SAFER UNSEALED ROADS

Approximately 20% of crashes in Surf Coast occur on unsealed roads. Unsealed roads are challenging in terms of road safety as drivers may be inexperienced when driving on gravel roads and driving conditions can be changeable.

GOAL 4: SAFER CYCLING

Anecdotally cycling is increasing in the Shire, by both residents and tourists/visitors. While the overall number of bicycle crashes is relatively low (6% of all crashes), bicycle safety is an emerging road safety issue.

GOAL 5: SAFER TOURISTS

The significant tourism in the Shire, including international tourism, has created road safety issues such as driving on the wrong side of the road, unfamiliarity with road conditions, driving at reduced speeds (sight-seeing) and not using pull out bays.

GOAL 6: SAFER SCHOOLS

The Strategy aims to improve safety around schools for pedestrians and cyclists through infrastructure and education (to encourage students to ride/walk).

GOAL 7: SAFER PEDESTRIANS

The Strategy aims to improve safety for pedestrians in



townships and cyclists through infrastructure improvements.

GOAL 8: SAFER DRIVERS

Driver behaviour is a significant contributing factor to road crashes. The Strategy aims to influence driver behaviour through education and enforcement.

| ROAD | ROAD SAFETY LEADERSHIP | | | | |
|------|---|--|--|-----------|--|
| | ACTION | RESPONSIBILITY | PERFORMANCE MEASURE | TIMEFRAME | |
| A | Develop a business case for provision of a part time Road Safety Officer. The Road Safety Officer would be responsible for the implementation and monitoring of the Road Safety Strategy 2016-2021. | SCSC - Manager Engineering Services | Business case submitted | End 2016 | |
| В | Ensure the Safe System Philosphy is understood within Council so that it is considered in all relevant day-to-day decision making. | SCSC - Human Resources | A module on the Safe System Philosphy is provided on Council's e-learning cirriculum. | End 2017 | |
| С | Continue to improve relationships with VicRoads to ensure Surf Coast Shire Council is aware of upcoming opportunities relating to safety programs and funding. | SCSC - Design & Traffic | Register with VicRoads to be a provider of community road safety programs. | End 2016 | |



GOAL 1: SAFER RURAL ROADS

| | ACTION | RESPONSIBILITY | PERFORMANCE MEASURE | TIMEFRAME |
|-------|---|--|---|-----------|
| 1.1 | Develop state and federal funding applications to attract funding for required road safety improvements. At a minimum blackspot funding applications should be lodged for each of the locations listed in 1.2. | SCSC - Design & Traffic, Grants Officer | At least one funding application for each of the road locations listed in 1.2 and for all roads which show high accident data in future years | |
| 1.2 | The following high risk sections of road should be prioritised for treatment to reduce run off road crashes pending funding obtained from action 1.1: | SCSC - Project Management Office, Design & Traffic | Assess each road section and determine appropriate treatments (to gain funding | Each year |
| 1.2.1 | Cape Otway Rd, Gherang Rd – Mathisons Rd (8.5km) | | consideration) | |
| 1.2.2 | Barabool Rd, Devon Rd – Gnarwarre Rd (7.4km) | | | |
| 1.2.3 | Blackgate Rd, Horseshoe Bend Road – Minya Lane (2.6km) | | | |
| 1.2.4 | Cape Otway Rd, Taylors Rd to Gherang Rd (7.4km) Treatments could include: - shoulder sealing - improved delineation - profiled edge lines - clear zone improvements - installing barriers as required. | | | |
| 1.3 | Provide edge lines and Raised Reflective Pavement Markers (RRPM's) on bends on the sealed rural road network. Roads should be prioritised based on crash history and traffic volumes with highest priority being Forest Rd. | SCSC - Design and Traffic | 10km of road treated | Each year |
| 1.4 | Promote rest areas at Moriac and Winchelsea (Memorial Park) as follows: | SCSC - Design and Traffic | | |
| 1.4.1 | Moriac - Install signage to rest area on the northern side of Cape Otway Rd (opposite general store) | | Signage installed | End 2017 |
| 1.4.2 | Encourage use of the rest area by sealing the first 15m of the road leading to the rest area | | Access improvements | End 2020 |
| 1.4.3 | - Consider longer term options to Improve vehicle access to general store from Cape Otway Rd. | | | |
| 1.4.4 | Winchelsea - Install signage to Memorial Park | | Signage installed | End 2017 |

GOAL 1: SAFER RURAL ROADS (CONT.)

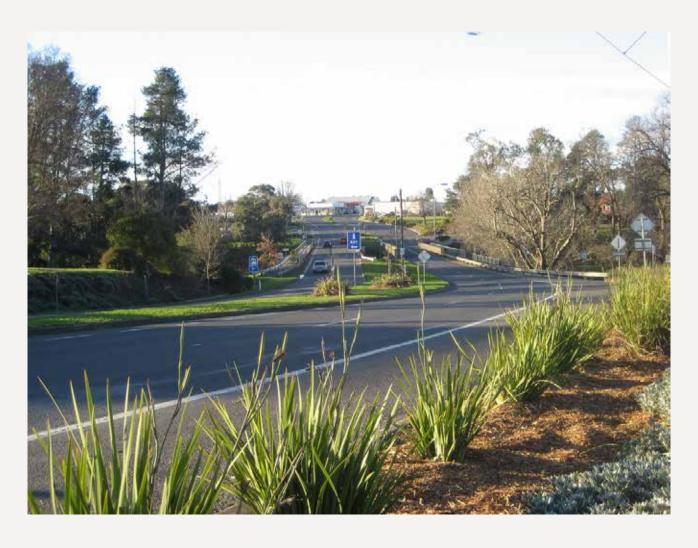
| | ACTION | RESPONSIBILITY | PERFORMANCE MEASURE | TIMEFRAME |
|--------|--|---|--|----------------------------------|
| 1.5 | Asset inspectors to inspect roadside (clear zone) and pavement condition as part of routine inspections. | SCSC - Operations | Road safety auditor training provided for asset inspectors | End 2017 |
| 1.5.1 | Submit business case for additional maintenance budget to address issues identified as part of routine inspections | SCSC - Operations | Business case submitted | End 2018 |
| 1.6 | Engage with service authorities and encourage collaboration on location of utilities within the clear zone. | SCSC - Infrastructure Development Unit | Meeting with service authorities | Each Year |
| 1.7 | Speed trailer campaign to run across the rural road network with locations linked to data analysis. Provide media releases around speed trailer locations. | SCSC - Design & Traffic, Community Relations | 12 locations on rural roads, 2 Media Releases per year highlighting upcoming locations | Per Year |
| 1.8 | Confirm the overall principles / policy for setting speed limits within Surf Coast Shire. | SCSC - Design & Traffic, VicRoads | Document principles for setting speed limits. | End 2016 |
| 1.8.1 | Following confirmation of the principles / policy, undertake an assessment of existing speed limits on Council's road network. | SCSC - Design & Traffic, VicRoads | Complete assessment | End 2017 |
| 1.8.2 | Submit business case to undertake changes (signage, physical works etc) identified through the speed limit assessment. | SCSC - Design & Traffic | Business case submitted | End 2018 |
| 1.9 | Assess safety at intersections that experience high volumes and high speeds. | SCSC - Design & Traffic | Assess four intersections | Each Year |
| 1.9.1 | Submit business case to undertake changes identified through the intersection assessments. | SCSC - Design & Traffic | Business case submitted | Each Year |
| 1.10 | Audit current centre line marking across Shire. | SCSC - Design & Traffic. | Audit centreline marking of sealed network in one ward (link collector and access 1 roads only). | Each Year |
| 1.10.1 | Develop clear criteria for use of centreline marking. | SCSC - Design & Traffic. | Centreline marking criteria developed/ adopted | End 2017 |
| 1.10.2 | Identify the roads that are inconsistent with the criteria and arrange modification. | SCSC - Design * Traffic. | Arrange modifications based on the results of the audits. | Each Year starting 2017/18 |

GOAL 2: SAFER MOTORCYCLING

| | ACTION | RESPONSIBILITY | PERFORMANCE MEASURE | TIMEFRAME |
|-----|---|---|--|----------------------|
| 2.1 | Formal submission to the Department of Land, Water and Planning (DELWP) requesting that they provide additional trail bike safety information at the Paddy's Swamp Trail Bike Visitor Area, including trail bike crash statistics for the area. | SCSC - Manager Engineering Services | Council to submit a request to DELWP | End 2017 |
| 2.2 | Request that DELWP provide trail bike safety brochures (Trail riding – ride safe, ride legal – see Appendix D) and distribute to visitor centres. | SCSC - Project Management Office DELWP | 30 trail bike brochures distributed | Each year |
| 2.3 | Submission to DELWP requesting they investigate providing a trail bike safety brochure link to Otway Trail Riders website and others. | SCSC - Manager Engineering Services DELWP | Link provided | End 2017 |
| 2.4 | Request that information be added to the noticeboard at Paddy's Swamp Trail Bike Visitor Area with DELWP telephone numbers and website for riders to identify safety issues along the trail network. | SCSC - Communications DELWP | Council to submit a request to DELWP | End 2017 |
| 2.5 | Provide Link to existing Spokes Campaign Video on Surf Coast Shire Road Safety Web Page. (Refer to action 8.2 regarding webpage development). Play video in visitor information centres. | SCSC - Project Management Unit, Communications Colac Otway Shire | Completion/ distribution of video | End 2018 |
| 2.6 | Run a Social Media Campaign around promoting motorcycle safety on key tourist drives on the Great Ocean Road. Use VMS boards to promote key safety messages for motorcycle safety (8.1) and tie in social media campaign to be run in conjunction with VMS messaging each year. | SCSC - Project Management Unit Community Relations | Social Media Campaign run. | End 2018 |
| 2.7 | Review road surface maintenance programs on the popular motorcycle routes along Great Ocean Road and Lorne-Deans Marsh Road. | VicRoads | Review completed | End 2017 |
| 2.8 | Review existing guard rail along Great Ocean Road and Deans Marsh Road and install motorcyclist protection rails as appropriate. | VicRoads | Review completed Motorcyclist protection rails installed | End 2017 End 2018 |
| 2.9 | Review linemarking on Great Ocean Road and consider provision of: - audio tactile edge lines - narrowing lanes and providing centreof- the-road separation between lanes - narrowing lanes and providing widened shoulders | VicRoads | Review completed Improvements installed | End 2017 End 2018 |

GOAL 2: SAFER MOTORCYCLING(CONT)

| | ACTION | RESPONSIBILITY | PERFORMANCE MEASURE | TIMEFRAME |
|------|---|--|--|-----------|
| 2.10 | Undertake enforcement activities at key crash locations/sections | Victoria Police | 12 highest risk sites attended | Per year |
| 2.11 | Undertake regular licence / registration checks at popular off-road locations | Victoria Police | 12 licence/registration check days | Per year |
| 2.12 | Promote rider training for return riders. Vouchers for training courses could be handed out by police during enforcement activities in conjunction with media releases by Council | Victoria Police Motorcycle training providers SCSC - Communications | 5 vouchers for training course given away Media release prepared | Per year |
| 2.13 | Seek information from motorcyclists (by way of an online forum, discussions in cafes etc) about riding in Surf Coast i.e. perceived dangerous | VicRoads | Information collected and Council advised of the outcomes. | End 2017 |
| | locations etc. | | | |



GOAL 3: SAFER UNSEALED ROADS

| | ACTION | RESPONSIBILITY | PERFORMANCE MEASURE | TIMEFRAME |
|-------|--|---|--|--------------------------|
| 3.1 | Develop a business case for additional resource to increase maintenance on popular routes during the peak tourist season. | SCSC - Asset Management Operations | Business case submitted Additional grader/ operator provided over peak season. | Mid 2017 2018 onwards |
| 3.2 | Commission a review of the gravel used on roads within Surf Coast to ensure the appropriate characteristics (including type and size) are used in terms of safety, vehicle volumes and maintenance. | SCSC - Infrastructure Development Unit Special Projects | Review completed | End 2017 |
| 3.3 | Develop a brochure with safety tips for driving on unsealed roads to be made available at visitor centres. This could be prepared in conjunction with Colac Otway Shire. Note that some useful information can be found at https://www.qld.gov.au/transport/safety/road-safety/driving-safely/drivingconditions. | SCSC - Project Management Unit Communications | Brochure prepared and distributed to visitor centres | End 2019 |
| 3.4 | Council to advocate for driving on unsealed road to be a part of driver training programmes by: | | | |
| 3.4.1 | Increase training for young drivers on unsealed roads. | SCSC - Youth Development Team | Advocate to VicRoads to include driving on unsealed roads as part of the L2P programme | End 2017 |
| 3.4.2 | Increase driver training on unsealed roads (as part of the Learner driver training requirments). | SCSC - Manager Engineering Services | Council to provide submission to VicRoads | Mid 2017 |
| 3.5 | Provide warning signs at start of popular routes (eg. road conditions changeable, choose appropriate speed). Suggested locations include: - Gum Flats Rd - Benwerrin-Mt Sabine Rd - Erskine Falls Rd (unsealed section) - Bambra Rd Some examples of signs are provided in Appendix E. | SCSC - Design & Traffic | 4-8 signs installed | Mid 2018 |
| 3.6 | Advocate for 80 km/h default speed limit on gravel roads | Municipal Association of Victoria | Submission to State Government | Each year |

GOAL 3: SAFER UNSEALED ROADS

| | ACTION | RESPONSIBILITY | PERFORMANCE MEASURE | TIMEFRAME |
|-----|---|--------------------------------------|---|-----------------------------------|
| 3.7 | Undertake road safety audits (with a Safe System focus) of unsealed roads with the highest priorities as follows: - Gum Flats Road (motorbike and car focus) - Benwerrin-Mt Sabine Rd - Bambra Road - Ghazeepore Road (Dickens Road to Coombes Road) - Elkington Road/Vickerys Road | SCSC - Design & Traffic | One audit completed | Per year |
| 3.8 | Implement recommendations of Road Safety Audits on unsealed roads. Target funding where appropriate to implement recommendations. | SCSC - Design & Traffic | One business case submitted. Implementation of agreed recommendations from audit conducted in previous year | Per year Per year from 2018 |
| 3.9 | Target funding to seal key roads identified in the Network Management Plan with additional weighting given to Benwerrin-Mt Sabine Road on road safety grounds. | SCSC - Infrastructure Development | Submission to State / Federal Government | Per year |

GOAL 4: SAFER CYCLING

| | ACTION | RESPONSIBILITY | PERFORMANCE MEASURE | TIMEFRAME |
|-----|--|---|---|---------------------|
| 4.1 | Rename Pathway Strategy to Walking and Cycling Strategy or similar. Review and update Strategy to guide bicycle infrastructure planning and bicycle safety activities. | SCSC - Infrastructure Development Unit | Completion of Strategy Review | End 2017 |
| 4.2 | Develop business cases to fund infrastructure improvements and bicycle safety activities as recommended by Strategy | SCSC - Infrastructure Development Unit | Business case submitted | Each year from 2018 |
| 4.3 | Increase police presence on key cycling routes at key cycling times. | Victoria Police | Council to seek feedback on driver and cyclist behaviour. | Every 6 months |
| 4.4 | Provide bicycle related messages on VMS to coincide with cycling events (see Action 8.2). | SCSC - Design & traffic Communications Project Management Unit | 4 messages related to bicycles | Per year |
| 4.5 | Review event management for cycling events. Ensure traffic management schemes are prepared for (and enforced) for major events by organisers. | SCSC - Events | Traffic Management Plans required and enforced by Council for major cycling events. | As required |

GOAL 5: SAFER TOURISM

| | ACTION | RESPONSIBILITY | PERFORMANCE MEASURE | TIMEFRAME |
|-----|--|--|---|-----------|
| 5.1 | Develop a submission to TAC and Vic Roads suggesting that promotional material be provided to car hire companies for distribution to international drivers to remind them to keep left when driving in Australia. Appropriate material has been developed by WA Road Safety Commission including a windscreen sticker, dashboard sticker, poster and steering wheel cover - see https://rsc.wa.gov.au/Topics/Visitors-to-WA. In addition, provide resources to visitor centres for distribution. | SCSC - Project Management Unit | Submission to TAC | End 2018 |
| 5.2 | Update existing Great Ocean Road road safety brochure (see Appendix F) and distribute to visitor centres. Provide link to brochure on Council website and popular tourism websites. (Refer www.surfcoast.vic.gov.au/files/f7ab0711/road_safety_brochure.pdf) | SCSC - Project management Unit and Community Relations In partnership with Lorne Community Hospital, Colac Otway Shire, Corangamite Shire and City of Greater Geelong. | Road safety brochure updated and distributed. | End 2018 |
| 5.3 | Consider provision of additional pavement arrows on the Great Ocean Road at a small number of locations, for example, key intersections and car park accesses. Any pavement markings should be made of high skid resistant material. | VicRoads | Investigation complete | End 2017 |
| 5.4 | Provide messages to target tourists on VMS to coincide with holiday periods (see Action 8.2). | SCSC - Project Management Unit Design & traffic Community Relations | 4 messages related to tourists | End 2018 |

GOAL 6: SAFER SCHOOLS

| | ACTION | RESPONSIBILITY | PERFORMANCE MEASURE | TIMEFRAME |
|-------|--|---|--|--|
| 6.1 | Continue to enforce parking around schools | SCSC - Local Laws officers Victoria Police | 4 schools attended by local laws officers 4 schools attended by Victoria Police | Per month Per month |
| 6.2 | Continue to enforce speed regulations around schools | Victoria Police | 4 schools attended by Victoria Police | Per month |
| 6.3 | Commission Road Safety Audits (with a Safe System focus) at schools, which include pedestrian, cyclist and bus access routes. Audits should be prioritised based on the number of enrolments at each school. | SCSC - Design & Traffic | Audit of one school | Per year |
| 6.3.1 | Develop a business case to implement audit recommendations | | Business case submitted | Per year |
| 6.3.2 | Implement audit recommendations | | Audit recommendations implemented | Per year from 2018 |
| 6.4 | Promote safe walking and cycling to school through active travel events such as Walk to School Day and Ride2 School Day. (Refer http://www.walk.com.au/WSTSD/ and https://www.bicyclenetwork.com.au/general/programs/179/) | SCSC - Youth Development Team Community Relations | Promotion of resources to school via webpage, social media and media releases. | Each year |
| 6.5 | New school sites to provide a traffic impact assessment which includes includes pedestrian, cyclist and bus access routes. | SCSC - Planning | Developers of new land releases to be required to undertake a traffic impact assesment for new school sites at the development plan stage. | Each application |
| 6.6 | Include a provision in the planning permit for all land releases that including school sites to require an independant third party road safety audit (with a safe system focus) at the detail design phase | SCSC - Infrastructure Development Unit | Audit required as part of planning permit | Each application |
| 6.7 | Ensure business cases are prepared for new school crossing supervisors when new residential developments are being planned. | SCSC - Planning, Development | Local Laws to provide referral comments for large land developments regarding the likelihood of new supervisors being required. | Each large land development application |

GOAL 7: SAFER PEDESTRIANS (IN TOWNSHIPS)

| | ACTION | RESPONSIBILITY | PERFORMANCE MEASURE | TIMEFRAME |
|-------|--|---|--|---------------|
| 7.1 | As per 4.1, rename Pathway Strategy to Walking and Cycling Strategy or similar. Review and update Strategy to guide planning for pedestrian crossing facilities. | SCSC - Infrastructure Development Unit | Strategy review undertaken | End 2017 |
| 7.2 | Provide improved pedestrian crossing facilities at high risk locations. | SCSC - Design & Traffic | | |
| 7.2.1 | Locations to be prioritised in accordance with risk assesment which should include ranking all potential locations based on data analyses of pedestrian counts, traffic volumes and risk analyses of the site. | | Minimium of 1 pedestrian crossing facility installed | Each year |
| 7.3 | Review / update the Pathway Strategy works program to reflect development and land use changes. | SCSC - Infrastructure Development Unit | Review undertaken | Every 2 years |
| 7.4 | Improve pedestrian safety at the following locations: | VicRoads | | |
| 7.4.1 | Lorne | | Undertake pedestrian safety assessments and scope potential pedestrian improvements. | End 2018 |
| 7.4.2 | Anglesea | | Undertake pedestrian safety assessments and scope potential pedestrian improvements. | End 2019 |
| 7.4.3 | Aireys Inlet | | Undertake pedestrian safety assessments and scope potential pedestrian improvements. | End 2020 |
| 7.5 | Review the following pedestrian crash sites in Torquay/Jan Juc and recommend improvements if appropriate: | SCSC - Design & Traffic | Review of pedestrian crash sites undertaken | End 2018 |
| 7.5.1 | - Corner of Hoylake Avenue and Deal Avenue | | | |
| 7.5.2 | Spring Valley Drive, 34m north of Beach View Crescent | | Business case developed (if appropriate) | End 2018 |
| 7.5.3 | Cantala Drive 32m north of Sandhurst Crescent | | | |
| 7.5.4 | Boston Road 180m west of Payne Street | | | |
| 7.5.5 | Develop a business case to implement any road safety improvements identified | | Road safety improvements implemented (if any) | End 2019 |
| 7.5.6 | Implement road safety improvements (if any) | | | |
| 7.6 | Undertake independent road safety audits of all major streetscape works for townships to improve safety outcomes for pedestrians. | SCSC - Project Managers | All major streetscape works audited. | Each year |

GOAL 7: SAFER PEDESTRIANS (CONT.)

| | ACTION | RESPONSIBILITY | PERFORMANCE MEASURE | TIMEFRAME |
|-------|---|---|--|---------------------------------------|
| 7.7 | Develop a formal road safety review process of all new subdivision works so that safe and appropriate pedestrian access is provided (at Planning Stage). This will require detail design road safety audit checklists to be completed for new subdivision plans | SCSC - Infrastructure Development Unit | Detail design road safety review checklists to be generated. | Mid 2017 |
| 7.7.1 | Undertake a formal road safety review of all new subdivision works to ensure safe and appropriate pedetsrian access | SCSC - Infrastructure Development Unit | Road safety review undertaken for all subdivision proposals. | Each application after mid 2017 |
| 7.8 | Develop a clear Council policy around DDA compliancy for footpath infrastructure and the provision of DDA compliant parking and access in commercial and shopping precincts. This policy should inform | SCSC - Infrasturcture Development Unit, Design and Traffic, Access Officer | Policy Developed Subdivision design to include consideration of policy requirements. All new streetscape and Council design works to comply with DDA policy. | End 2017 From 2018 |



GOAL 8: SAFER DRIVERS

| | ACTION | RESPONSIBILITY | PERFORMANCE MEASURE | TIMEFRAME |
|-------|---|---|--|------------|
| 8.1 | Seek funding from TAC to facilitate installation of large variable message signs (VMS) on key routes within Surf Coast to display targeted safety messages throughout the year. | SCSC - Design and Traffic | Funding application | Mid 2017 |
| 8.1.1 | Pending funding Install large variable message signs (VMS) on key routes within Surf Coast to display targeted safety messages throughout the year. Review existing road safety messages and develop a calendar of messages which is co-ordinated with TAC campaigns and local events (eg. festivals, cycling events). Messages should target key areas of focus as follows: - tourist drivers (eg. drive on left) - speed - youth drivers - motorcyclists - cyclists (eg. two abreast rule) - alcohol / drugs - fatigue - distracted driving Appropriate locations for VMS would be on Surf Coast Highway, Anglesea Road, and Great Ocean Road. | SCSC - Project Management Officer Communications | Installation of VMS on at least 2 key routes within Surf Coast | Mid 2017 |
| 8.2 | Provide a Road Safety page on Council's website and promote as a resource to schools, clubs and other organisations. The Road Safety page would provide an overview of crash statistics in Surf Coast, promote road safety initiatives undertaken by Council, list road safety education programs currently available (and any funding opportunities) and provide links to road safety websites. (See Appendix H for list of programs and websites). | SCSC - Project Management Unit, Community Relations | List of resources, appropriate links to be researched and complied Website to be developed | End 2019 |
| 8.3 | Provide regular road safety messages in the Mayor's Column which are coordinated with VMS messages (see 8.1). | SCSC - Communications | Road safety message included in Mayor's Column | Each month |
| 8.4 | Provide funding to secondary schools in Surf Coast and adjacent Shires to run education programs for Year 10-12 students (see Appendix H). | SCSC - Youth Officer Secondary Schools | Prepare business case and contact secondary schools in Surf Coast and adjacent Shires | Each year |
| 8.5 | Advocate for an additional Driver Reviver rest stop in Surf Coast, possibly near Torquay/ start of Great Ocean Road. (Currently a Driver Reviver rest stop operates in Winchelsea only). | SCSC - Manager Engineering Services | Submission to Driver Reviver | End 2017 |

GOAL 8: SAFER DRIVERS (CONT.)

| | ACTION | RESPONSIBILITY | PERFORMANCE MEASURE | TIMEFRAME |
|------|---|--|--|-----------------------------|
| 8.6 | Develop fleet policies including a Safe Driving Policy and Vehicle Purchasing Policy. Useful information for developing policies can be found at http://www.tac.vic.gov.au/roadsafety/ safe-driving/fleet-safety/fleetpolicies. | SCSC - Workplace Health and Safety | Policy developed | End 2018 |
| 8.7 | Continue speed education through letters to residents, 50 km/h bin stickers, deployment of speed trailer etc. | SCSC - Design & Traffic | 12 streets targeted | Per year |
| 8.8 | Advocate regaining a locally based Traffic Management Unit for Surf Coast. This should be discussed with G21 with the view to providing a joint submission to Victoria Police. | SCSC - Manager Engineering Services, G21 | Submission to Victoria Police | Each year |
| 8.9 | Meet with police, TAC, VicRoads and adjacent Councils to share resources/information. | SCSC - Manager Engineering Services | Meeting with TAC, Police, City of Greater Geelong, Colac Otway Shire and Golden Plain Shire | Each quarter |
| 8.10 | Meet with police to identify locations for enforcement (speed etc.) together with any potential infrastructure / signage / linemarking improvements at key crash locations. | SCSC - Design & Traffic | Meeting with Police | Each quarter |
| 8.11 | Improve safety for children in vehicles | SCSC - Child Services | Run child restraint fitting days | Two per year |
| 8.12 | Improve safety for older drivers and cyclists by running programs listed in Appendix I | SCSC - Design & Traffic | Seek support from VicRoads to fund these programs. | Eah year (starting 2017) |
| 8.13 | Support a safe drinking culture and create a shared responsibility around alcohol harm minimisation. | SCSC - Aged & Family Services | Make Council owned breathalysers and promotional material available to the community through the 'Good Sports Program' | Each year |
| 8.14 | Ensure drug harm minimisation is considered for Council's Health and Wellbeing Plan | SCSC - Aged & Family Services | Request that 'drug harm minimisation' is included as an objective for the Health and Wellbeing Plan when it is reviewed in 2017-18 | By 2018 |

