Theory and Practise: Implementing Effective Road Safety Programs

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A theoretical management model can be used to manage camera programs. The "public value triangle" connects:
. Public value.
. Legitimacy & support.
. Operational capabilities.

Victoria's end-to-end enforcement and infringement management system includes camera operations, infringement processing, infringements court, and sheriff's operations. The responsible ministers are the Attorney General and the Minister for Police & Emergency Services. Interested agencies are the road safety partners: VicRoads, Victoria Police, TAC & the Department of Justice.

Service providers include:
. 100+ Fixed Digital Camera Systems (Redflex, DCD, Aspect).
. Testing (SGS, Vipac).
. Traffic Camera Services (Serco – 72,000 mobile camera hours annually and verification of all images for prosecutability).
. Infringement Management (Tenix).

These capabilities and relationships are managed through the public value triangle.

The value proposition is that road safety enforcement saves lives.
. Road crashes are the biggest cause of violent death in Victoria.
. Road trauma is costly — $3 billion each year.
. A shared responsibility to promote speed enforcement programs within the wider community.
. Communications campaigns to address negative perceptions of speed enforcement. Recent TAC campaigns have been a major success.
. Better information online to explain the infrastructure and quality regime, increase transparency and meet Freedom of Information requirements.

Operational capability involves:
. A system built on an outsourced service provision model.
. The Victorian Justice Department's Infringement Management and

Enforcement Services unit overseeing contract management and audit - all of our service providers comply with a raft of regulatory requirements, including privacy, OH&S, etc.
. Close working relations across government departments and with equipment suppliers and service providers enabled by various working groups and formal stakeholder management.
. A critical interface between legal and technical fields. There is a need to understand and manage the technical and legal detail and the technical/legal interface. This requires lawyers and engineers.

Legitimacy and support is also essential.
. Requires a cohesive policy underpinned by clear legislation, research and communication. In Victoria this is provided in the context of the recent 'Arrive Alive' road safety strategy.
. Legislation must be detailed, including prescribing all technology and testing. Describing offences can be challenging (e.g. queuing on railway level crossings).
. Victoria Police authorise road safety enforcement and are the public face of cameras.
. Quality assurance programs and monitoring regime must be robust to maintain public confidence and support comprehensive reporting.
. Partnership approach helps confirm legitimacy.

Road safety research is fundamental to creating public value from cameras.
. Monash University Accident Research Centre has been critical in developing the structure of Victoria's camera program thereby delivering operational capability.
. MUARC evaluation studies have helped defend against criticism of speed cameras (legitimacy and support) by demonstrating that cameras helped drive a very significant drop in fatal crashes and help reduce casualty crashes across the whole road system (not just in camera locations).
. Evidence from the US National Highway Traffic Safety Administration (Sept 07) shows that mobile cameras halved crash

rates with fixed camera site crashes reduced by 20%-25% and red light camera sites showing lower side impact crashes (a particularly severe crash type).

Technically brilliant academic reports are of more use to government if they are presented in a way that demonstrates public value.
. Scientific research will be better used by governments if the reports can show a link to public value and thus allows governments to build better programs and utilises relationship synergies.
. Operational capacity: evidence that helps government optimise operations.
. Legitimacy: independent proof that camera programs work.

The results
. 346 deaths in 2005.
. 337 killed in 2006.
. 332 in 2007 (second lowest in history).
. Road toll more than halved since 1989.

Conclusion: The strategic triangle helps keeps things simple.
. Victoria's road safety program is managed by clear and structured planning.
. The 'Strategic Triangle' model is helpful in managing inter-relationships and dependencies.
. Continuous improvement helps us to adapt quickly to the high expectations of technological change, challenge existing perceptions to ensure the legislation is adequate to underpin the Road Safety agenda, and work closely with service delivery partners.
. Cameras cut crashes - a strategic approach to managing speed cameras helps enhance public value.