

**CITY SERVICES, COMMUNITY AND
CULTURAL DEVELOPMENT COMMITTEE
REPORT COVER SHEET**

Agenda Item 5.4

13 April 2004

DRAFT ROAD MANAGEMENT PLAN

Division City Assets & Services

Presenter Gordon Duncan, Principal Engineer Infrastructure

Purpose

To seek Council endorsement of the draft Road Management Plan and its release for public comment in accordance with the provisions of the proposed Road Management Act 2004 (“the proposed Act”) once the proposed Act is passed. The proposed Act is expected to be passed in the 2004 autumn session of State Parliament.

Time Frame

The proposed Act sets out in detail the procedures to be followed by Council in relation to the preparation of a Road Management Plan. If the draft Road Management Plan is endorsed by Council, when the proposed Act is passed a notice of the draft Road Management Plan will be published in the Government Gazette and The Age inviting submissions. Any submissions received must be considered by Council and these will be detailed in a further report to the Committee and Council in August 2004.

Finance

There are no direct financial implications to Council arising from this report.

Legal

Legal advice has been provided in the course of the State Governments consultation process leading up to and on the exposure draft of the proposed Act and during the preparation of the draft road management plan. Legal advice will continue to be provided as required following the enactment of the proposed Act, submissions in respect to the draft road management plan and its finalisation.

Sustainability

Connected and Accessible City

Improved management of the road network will reduce travel costs through reduced fuel consumption, improved travel times and reduced vehicle operating costs.

Inclusive and Engaging City

There is no significant sustainability impact.

Innovative and Vital Business City

There is no significant sustainability impact.

Environmentally Responsible City

Improvements to asset management will provide for a safer road and footpath environment for the benefit of all users of the road reserve particularly pedestrians and cyclists.

Recommendation

That the City Services, Community and Cultural Development Committee recommend Council:

- endorse the draft Road Management Plan and approve its release for public distribution and submission on the passing of Road Management Act 2004 (“the proposed Act”);
- by instrument of delegation sealed by the Council pursuant to Section 98(1) of the *Local Government Act 1989*, delegate to the Chief Executive Officer, or the person from time to time acting in that position, its powers, duties and functions to:
 - give notice of Council’s intention to make a Road Management Plan by public notice in The Age newspaper, and by publication in the Government Gazette, in accordance with the notice requirements in the proposed Act;
 - make such amendments to the draft Road Management Plan before public exhibition as required to reflect the passage of the proposed Act and any matters required in Codes of Practice issued by VicRoads;
 - negotiate and agree arrangements with utilities and the State Government as to the works undertaken by utilities on roads and to enter into any agreements with those utilities regarding the management of such works;
 - to do all things ancillary and incidental to the above; and
- under Section 98(3) of the *Local Government Act 1989* the Council authorise the instrument of delegation to the Chief Executive Officer to empower him to delegate any power, duty or function of the Council delegated to him under the paragraph above to a member of the Council staff;
- note it is intended that a further report will be submitted to Council in August 2004 for formal adoption of the Road Management Plan following the passing of the proposed Act and the undertaking of the required consultation process; and
- endorse Council entering negotiations with VicRoads regarding the on-going management and maintenance of arterial roads on the basis that Council retains its current management and maintenance roles.

Attachments:

1. Draft Road Management Plan
2. Sustainability Assessment

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Purpose

1. To seek Council endorsement of the draft Road Management Plan and its release for public comment in accordance with the provisions of the proposed Road Management Act 2004 (“the proposed Act”) once the proposed Act is passed. The proposed Act is expected to be passed in the 2004 autumn session of State Parliament.

Background

2. Following the High Court decisions in Brodie v Singleton Shire Council and Ghantous v Hawksbury City Council in 2001 which altered the then accepted common law governing civil liability for road management (nonfeasance defence), the State Government initiated a review of the State's road management legislation. The Transport (Highway Rule) Act 2002 was introduced to reinstate protection for road authorities until 1 January 2005. In the meantime, the proposed Act has been introduced into State Parliament to establish a legislative framework to allow each road authority to determine its own appropriate Road Management Plan (“RMP”). The proposed Act is expected to be passed by Parliament in the autumn session, 2004.

Issues

3. The proposed RMP for the Council has been prepared and is attached as Attachment 1 to this report. The RMP must identify responsibilities, maintenance standards and inspection regimes required to manage civil liability, and must demonstrate that the authority is responsibly managing all of the road assets within its control. The key risk areas for the City of Melbourne have been identified as footpaths, roadways and kerb and channel and the management of these will be included in the RMP as a priority. Other assets such as drainage, street furniture, signs, lighting and public artworks will be included at a later date as soon as data collection, report systems and resources allow. The RMP at this stage does not include off-road bike paths or paths in parks.
4. For the City of Melbourne, the RMP is part of a total asset management strategy that will cover all Council assets. The RMP is not considered to be a new strategy but rather a summary of what is already occurring in the management of road infrastructure assets. The development of the RMP has been seen as an opportunity to assess and review the adequacy of asset management at the City of Melbourne and to recommend actions for future improvement.

5. The levels of service identified in the RMP refer to the current standards adopted in the Civil Infrastructure Services Contract for road maintenance. The standards covering intervention levels, the frequency of inspections and response times have been reviewed and are considered to still be appropriate for the City of Melbourne.
6. The proposed Act sets out in detail the procedures to be followed by Council in relation to the preparation of a RMP. Once Council has developed a draft RMP, notification must be given in the Government Gazette and in a newspaper generally circulating in the area (Council will place the notice in The Age) that an RMP is available for inspection and that Council will consider any submissions received within the statutory 28 day period prior to adopting a final RMP. Consultation will also take place with key stakeholders, including resident groups, by direct contact and via Council's web site. A further report recommending adoption of the final version of the RMP, including details of submissions received, will be presented to Committee and Council in August 2004 (provided the proposed Act is passed when expected).
7. Council made a comprehensive submission to VicRoads on the Exposure Draft of the proposed Act in 2003 (details of this submission were outlined to Councillors in October 2003). The submission identified many concerns with the proposed Act, a number of which have resulted in changes to the proposed Act to add clarity to its impact.
8. As indicated above, the RMP is not intended to be a new strategy but rather a summary of what is already occurring in the management by Council of its road infrastructure assets. The RMP demonstrates that the Council is responsibly managing its road assets, in line with its policy on continuous improvement, however some actions have been identified that will further enhance Council's management in this area. Not all actions are under Council's control and the final outcomes of further policies and agreements with other authorities may have some resource implications for Council, as outlined below. Council's public liability insurer, Civic Mutual Plus (CMP), has indicated that it will review Council's RMP as part of its standard risk management audit processes.
9. As well as having total responsibility for the local road network (to be defined as Municipal Roads under the proposed Act), Council also manages and maintains Declared Main Roads. Under the proposed Act these will be renamed as Arterial Roads, and VicRoads will be legally responsible for them. Currently funds are allocated to Council by VicRoads on an annual basis to facilitate appropriate works on Main Roads, with the actual routine and programmed maintenance works being carried out by Council's current service provider, CityWide Service Solutions Pty Ltd. It is considered essential that Council retains management and maintenance control of Arterial Roads within the municipality, and that the current agreement with VicRoads regarding Arterial Roads remains in place. There may also be contractual issues if this significant level of funding is removed from CityWide's contract. An important part of the proposed Act requires that an agreement be developed between Council and VicRoads to clarify demarcation of responsibility issues; Council's negotiating position regarding such agreement should be that its current management and maintenance roles are retained.
10. In the current version of the proposed Act, the definition of "Arterial Road" has been expanded to include roads that are "a major route for public transport services". Such roads could therefore be declared by VicRoads, in accordance with the provisions of the proposed Act, and be placed under its care and management. This would be of particular concern for Council as potentially every street with a tram route could be declared as an arterial road.

11. Another agreement that needs to be finalised is that between Council and utilities. The proposed Act recognises that any works undertaken by utilities on their installations within road reserves have an impact on the Road Authority's management of that road. For this reason a Code of Practice, "Utility Installations in Road Reserves", has been prepared by VicRoads which requires Road Authority consent to the conduct of works within road reserves but provides for certain exemptions with general agreement by the Road Authority or by regulation. The extent and nature of these exemptions are still being discussed and the final outcome could have some staff resource implications for Council. These matters will be pursued with a view to clarifying the implications of all outstanding issues prior to the adoption of the final RMP by Council in August.
12. It should be noted that under the provisions of the proposed Act any future amendments to the RMP, no matter how minor, will require the full gazettal and public submission process to be undertaken again. In addition, Council will be required to conduct a review of its RMP at intervals as prescribed in the regulations; at this stage the prescribed intervals are unknown.

Relation to Council Policy

13. As well as meeting the proposed legislative requirements in the proposed Act the RMP has been developed to underpin strategic directions adopted by the City of Melbourne, particularly *City Plan 2010* and *Transport Program 2003-2006*.

Consultation

14. Formal notification of having developed a draft RMP will be made in the Government Gazette and in The Age. The RMP will also be placed on Council's web site. Submissions will be invited, closing 28 days after gazettal, and Council will consider any submissions prior to adopting the final RMP in August 2004. Key stakeholders, including other road authorities and road user groups, have already been forwarded the RMP and invited to submit comments prior to the undertaking of the formal consultation phase.

Recommendation

15. That the City Services, Community and Cultural Development Committee recommend Council:
 - 15.1. endorse the draft Road Management Plan and approve its release for public distribution and submission on the passing of Road Management Act 2004 ("the proposed Act");
 - 15.2. by instrument of delegation sealed by the Council pursuant to Section 98(1) of the *Local Government Act 1989*, delegate to the Chief Executive Officer, or the person from time to time acting in that position, its powers, duties and functions to:
 - 15.2.1. give notice of Council's intention to make a Road Management Plan by public notice in The Age newspaper, and by publication in the Government Gazette, in accordance with the notice requirements in the proposed Act;
 - 15.2.2. make such amendments to the draft Road Management Plan before public exhibition as required to reflect the passage of the proposed Act and any matters required in Codes of Practice issued by VicRoads;

- 15.2.3. negotiate and agree arrangements with utilities and the State Government as to the works undertaken by utilities on roads and to enter into any agreements with those utilities regarding the management of such works;
- 15.2.4. to do all things ancillary and incidental to the above; and
- 15.3. under Section 98(3) of the *Local Government Act 1989* the Council authorise the instrument of delegation to the Chief Executive Officer to empower him to delegate any power, duty or function of the Council delegated to him under the paragraph above to a member of the Council staff;
- 15.4. note it is intended that a further report will be submitted to Council in August 2004 for formal adoption of the Road Management Plan following the passing of the proposed Act and the undertaking of the required consultation process; and
- 15.5. endorse Council entering negotiations with VicRoads regarding the on-going management and maintenance of arterial roads on the basis that Council retains its current management and maintenance roles.



City of Melbourne

DRAFT ROAD MANAGEMENT PLAN

**Version Draft
April 2004**

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EXECUTIVE SUMMARY

The City of Melbourne's Road Management Plan (RMP) has been developed to meet the legislative requirements of the **Road Management Act 2004** and the strategic directions adopted by the City of Melbourne.

The RMP identifies responsibilities, maintenance standards and inspection regimes required to manage civil liability and must demonstrate that Council, as the road authority, is responsibly managing all the road assets under its control.

The RMP consists of four (4) main elements;

- **A register of public roads**
 - A list of roads for which the Council is responsible
- **A road asset register**
 - A list of all assets in the road reserve
 - Valuation of these assets
- **A road asset management system**
 - An outline of how road assets will be managed to deliver a safe and efficient road network
- **A schedule of maintenance standards.**
 - The development of responsible maintenance standards to meet community expectations.

The RMP is part of a total asset management strategy that will cover all Council assets. The RMP is not considered to be a new strategy but rather a summary of what is already occurring in the management of road infrastructure assets.

All elements of the RMP are already covered at the City of Melbourne by;

- A register of roads under Council control by listing and in map form;
- Council's SMEC Pavement Management and Road Inventory System;
- The Civil Infrastructure Services Contract (No. 59/2/3208)

Reference is also made to other key Council policies and strategies and consideration is given to these to ensure that the RMP is consistent with the adopted strategic directions.

The key risk areas for the City of Melbourne have been identified as footpaths, roadways and kerb & channel and the management of these are included in the RMP as a priority. Other assets such as drainage, street furniture, signs, lighting and public artworks will be included at a later date but as soon as data collection, report systems and resources allow. The RMP does not at this stage include off-road bike paths or paths in parks.

Whilst it is believed that the RMP demonstrates that the City of Melbourne is responsibly managing its road assets, in line with its policy on continuous improvement, some actions have been identified that will further enhance Council's management in this area.

1. INTRODUCTION

1.1 Background

In order to facilitate the provision of its services to the community, the City of Melbourne manages an extensive range of community assets. The most significant of these assets, with regard to the difficulty and expense of managing, are the road assets.

The Council is totally responsible for approximately 206 kms of local roads, along with associated footpath, kerb & channel and drainage and 13 bridges. These road assets represent an approximate replacement value of \$700m (City of Melbourne Financial Report 2003) so that Council needs to set aside considerable funding in its annual budget just to meet the depreciation of these assets.

Currently the City of Melbourne receives, from the Federal Government, the following financial assistance for its local road network (approximate annual figures);

- \$240,000 – from the Victorian Grants Commission
- \$250,000 – from the Roads to Recovery Programme.

Both these grants are based on formulae that take a number of criteria into account to determine the appropriate figure for each council. As both these grants have been reducing in real terms, the ‘gap’ being funded by the community (i.e. via rates) is increasing making it even more important to get value for money with regard to managing these assets.

It is important to note that a safe and efficient road network depends heavily upon successfully managing two main components;

- Routine maintenance – repairing day to day wear and tear issues like potholes, cracking, uplifts around trees, failing service trenches/installations, etc.
- Renewal/Rehabilitation – major repairs and reconstruction where the surface and/or pavement has broken down.

Generally, routine maintenance is funded through Council’s operational budget while renewal/rehabilitation is funded through the works (capital) budget.

1.2 Road Management Act 2004

Following the High Court decision that changed the common law governing civil liability for road management (nonfeasance defence), the State Government initiated a review of the State's road management legislation. The Transport (Highway Rule) Act was introduced to reinstate protection for road authorities until 1 January 2005. In the meantime, the Road Management Bill has been introduced to establish a legislative framework to allow each road authority to determine its own appropriate Road Management Plan (RMP). The Road Management Bill states;

“The purposes of the RMP are;

To establish a management system for the road management functions of a road authority which is based on policy and operational objectives and available resources; and

To set the relevant standard in relation to the discharge of duties in the performance of those road management functions.”

In other words, the RMP identifies responsibilities, maintenance standards and inspection regimes required to manage civil liability and must demonstrate that the authority is responsibly managing all of the road assets within its control. The key risk areas for the City of Melbourne have been identified as footpaths, roadways and kerb & channel and the management of these will be included in the RMP as a priority. Other assets such as drainage, street furniture, signs, lighting and public artworks will be included at a later date but as soon as data collection, report systems and resources allow. The RMP does not at this stage include off-road bike paths or paths in parks.

The Act specifies that the following must be included in the RMP;

- **A register of public roads**
 - A list of roads for which the Council is responsible
- **A road asset register**
 - A list of all Council assets in the road reserve
 - Valuation of these assets
- **A road asset management system**
 - An outline of how road assets will be managed to deliver a safe and efficient road network
- **A schedule of maintenance standards.**
 - The development of responsible maintenance standards to meet community expectations.

For the City of Melbourne, the RMP is part of a total asset management strategy that will cover all Council assets. The RMP is not considered to be a new strategy but rather a summary of what is already occurring in the management of road infrastructure assets. The development of the RMP has been seen as an opportunity to assess and review the adequacy of asset management at the City of Melbourne and to recommend actions for future improvement.

The development of the RMP was facilitated and coordinated by the Engineering Services Group, having asset management responsibility for road reservations, with assistance from the Asset Services Branch as well as other areas within the City of Melbourne. The project, however, should have benefits for others in that it has initiated discussion and processes for data collection, the type of formats and how to use the data as a tool to assist with decision making. It is felt that the final document will greatly assist all asset managers within the City of Melbourne to achieve a consistent approach to responsible asset management.

1.3 Codes of Practice

An important element of the legislative requirements for RMPs is the adopting of Codes of Practice.

The Explanatory Memorandum in the Proposals for a Road Management Bill describes the main purpose of Codes of Practice, namely;

“to set out benchmarks of good practice, to clarify demarcations of responsibility between road authorities and to provide practical guidance for road authorities on the allocation of resources, the development of policies, the setting out of priorities and the making of road management plans”.

The RMP has been developed to meet the requirements of the following Codes of Practice (even though at the time of developing the RMP not all the codes had been finalised);

- Road Management Plans
- Clearways on Declared Arterial Roads
- Operational Responsibility for Declared Freeways and Arterial Roads
- Managing Utility Infrastructure in Road Reserves
- Worksite Safety Traffic Management.

The Act states that compliance with a relevant Code of Practice will be admissible as evidence of performance of that function or compliance with the relevant duty.

1.4 City of Melbourne Strategic Direction

The purposes of the RMP are consistent with the direction outlined in two of the City of Melbourne's key strategies, namely City Plan 2010 and Transport Program 2003-2006.

City Plan 2010 sets out what must happen for the decade prior to the year 2010 in order to achieve the City of Melbourne's vision to be a thriving and sustainable city. This vision is based on strategic directions organised around four themes.

One of the themes is "Connection and accessibility" and under Strategic Direction 1.1 the following is stated;

Ensure that the city's transport infrastructure is world-competitive and supports the Victorian economy.

Promoting the City of Melbourne as the "gateway to Victoria" and insuring transport infrastructure is well managed, efficient and competitive will help us to draw on the City's existing strengths and to position the City in the global marketplace.

Objectives

- *Position Melbourne nationally and internationally as Australia's transport hub and gateway*
- *Ensure continual development, improvement and integration of major transport infrastructure so that the City of Melbourne is recognised as having world-class competitive transport that supports business and tourism needs in rural, national and international markets*
- *Enhance links between Melbourne's key transport infrastructure, including the port, airport and rail network*

Along similar lines, the aim of the Transport Program 2003-2006 is "to ensure the municipality has a sustainable and highly integrated transport system that services the City's needs".

The program cites the following major objectives;

- *To improve pedestrians amenity within the municipality with a particular concentration within the CBD,*
- *To improve the quality of amenity and safety in the vicinity of public transport-related facilities,*

- *To reduce road congestion by improving the efficiency of vehicular access to the CBD.*

The RMP has been developed to meet the legislative requirements of the Road Management Act and the strategic directions adopted by the City of Melbourne.

1.5 Definitions

Generally, the definitions contained in the Road Management Act 2004 have been adopted in this document. Other definitions, specific to the City of Melbourne or not listed in the Act, are set out below.

“CBD” Central Business District.

“DOI” Department of Infrastructure (State Government).

“DSE” Department of Sustainability and Environment (State Government).

“ESG” Engineering Services Group, a branch of the City Assets & Services Division, City of Melbourne.

“Pavement” refers to the structural part of the roadway (not footpath), generally made up of crushed rock, stabilised soil or asphalt.

“SMEC” Snowy Mountains Engineering Corporation, runs the City of Melbourne’s road inventory and pavement management system.

“Subgrade” means the natural ground on which the road pavement sits.

“Vantive” means the City of Melbourne’s customer requests and tracking system.

“Wearing Course (Seal)” refers to the top 15 to 35 mm of the road surface, usually bituminous or asphalt material.

2. PART A – REGISTER OF PUBLIC ROADS

2.1 Register Content

The register has been compiled under a listing of road names which has been summarised in map form for convenience of viewing by the community. The aim is to include the Register of Public Roads on the City of Melbourne web site so that access will be by highlighting a map reference or street name and being able to bring up the relative technical detail required. This last piece of work will take some time to finalise, however, it will produce a very user friendly method which will allow easy access by all stakeholders.

Appendix 1 shows a copy of the City of Melbourne municipal map which indicates the location and extent of all roads listed in the Register of Public Roads.

ACTION 2.1

To allow for easier access to the information contained in the Register of Public Roads, the relevant data should be made available on the City of Melbourne's web site.

Completion Date: December 2004.

2.2 Data Source

The information used to compile the register has been obtained from City of Melbourne records such as the Government Gazette, Parish Maps, subdivision plans, written agreements with government departments or private individuals, etc. For some of the older roads and laneways, no written records were available and decisions about responsibility had to be made based on history or management practice.

2.3 Road Hierarchy

Due to the unique nature of roads within the municipality and the enormous daily influx of road users in the form of pedestrians, public transport users and private motorists vehicles, a formal road hierarchy has not been adopted. Therefore, the maintenance standards and intervention levels are the same for all Council roads.

The only activity for which a road category is nominated is for surveillance frequencies which have been adopted as part of the Civil Infrastructure Services Contract (No. 59/2/3208) (refer clause 4.2). Five categories are specified as listed below.

Table 2.3

**Road Hierarchy as Specified in the Civil
Infrastructure Services Contract**

Activity Category	Road Hierarchy Definition
A	High profile and high usage streets and areas; eg: Bourke Street and Swanston Street
B	Active Central Business District (CBD) lanes and suburban shopping centre strips; eg: Lygon Street, Errol Street, and Hardware Street
C	CBD streets, and arterial and main roads; eg: Exhibition Street, Queen Street, and Rathdowne Street
D	CBD service lanes; eg: Bullens Lane and Lygon Lane
E	Suburban residential and industrial streets and lanes; eg: Park Street, George Street, Westbourne Road, Lloyd Street, Mugg Lane and Leopold Lane

2.4 Partnerships

2.4.1 Agreements with Other Road Authorities

Although the Road Register is meant to define primary responsibility, the City of Melbourne’s Register of Public Roads will list all roads and the responsibility for management will be allocated. Any ‘other State Road Authority’ roads (eg VicRoads, DOI, DSE, roads) located on non-Council land will be noted as such. If Council is involved in maintaining these roads, the relevant department or agency can sign an Agreement with Council to deliver services to contract. These particular roads would need to be listed on the department’s Road Register and the department would have management responsible.

At the time of developing the RMP, discussions were still taking place regarding the formation of these Agreements.

ACTION: 2.4.1

In order to clarify primary responsibility and maintenance arrangements on non-Council roads, Agreements between the City of Melbourne and other State Road Authorities should be finalised as soon as possible.

Completion Date: End June 2004.

2.4.2 Arrangements with Utilities

The Act recognises that any works undertaken by utilities on their installations within road reserves have an impact on the Road Authority's management of that road. For this reason a Code of Practice, "Utility Installations in Road Reserves", has been introduced which requires Road Authority consent to the conduct of works within road reserves but provides for certain exemptions with general agreement by the Road Authority or by regulation.

The development of regulations for appropriate exemptions from requirements to obtain consent or provide notifications (qualified or conditional as required) is in all stakeholders' interest to satisfy the needs and concerns of the parties.

At the time of developing the RMP, discussions were still taking place regarding the finalisation of the Code of Practice.

ACTION: 2.4.2

As the issue of utility works in road reserves is recognised as a key risk element in road management, it is imperative that the Code of Practice, "Utility Installations in Road Reserves" be finalised as soon as possible.

Completion Date: End June 2004.

3. PART B - ROAD ASSET REGISTER

3.1 Asset Management Direction

The City of Melbourne has shown its commitment to ensuring the extensive community assets for which it is responsible are properly managed by setting up a new area within the organisational structure called the Asset Services Branch.

The Asset Services Branch is responsible for integrating and co-ordinating all asset management systems and data bases within Council. The aim is to develop a consistent approach for utilising quality processes for data collection and process analysis so that total integration of asset data is assured.

The RMP is seen as being only one component of a total asset management strategy that covers all of Council's assets.

3.2 Road Asset Register Content

The Act requires a Road Authority to establish a road asset register for the purpose of ensuring that the Road Authority performs its statutory duty to maintain public roads.

Council's Road Asset Register records the location, type, capacity, condition, configuration and quantity of roads assets for which it is responsible. A history of these assets including any alterations, deletions and changes are also included where this information is available. The register also records details of the valuation of infrastructure assets (eg replacement value, depreciation) in accordance with relevant accounting standards.

The Road Asset Register is a key element of Council's overall records management system that will enable it to comply with the evidentiary provisions of the Act and maintain records of defects or other matters requiring repair or maintenance that are found on inspection or reported to Council, together with the details of proposed and completed repair and maintenance works.

Within the road reservation of Municipal Roads, Council is responsible for the following assets;

- Roadway (structural pavement & wearing surface, excluding the area of roadway required for tram purposes and safety zones, and for rail crossings)
- Footpath and shared paths (excluding vehicle crossings to private property)
- Kerb & channel
- Drainage (pipes, culverts & pits), with the exception of drainage connections between private property and legal point of discharge.
- Bridges
- Signs (traffic, parking and information, excluding signs owned by VicRoads and other agencies)
- Council-owned Public lighting
- Street furniture
- Public art
- Trees

Within the road reservation of Arterial Roads, Council is responsible for the following assets;

- Footpaths and shared paths (except on bridges)
- Drainage (pipes, culverts & pits)
- Signs (parking and information, excluding signs owned by VicRoads and other agencies)
- Council-owned Public lighting
- Street furniture
- Public art
- Trees (subject to agreement with VicRoads)

Information about these assets is recorded in various data systems within the City of Melbourne and the development of the RMP has facilitated the opportunity to bring all data together under one system. The priority has been to finalise the Road Asset Register in regard to roadways, footpath and kerb & channel initially with the various other assets being brought into the register as soon as data collection, report systems and resources allow.

It should be noted that not all of Council's road assets are located on Council roads. In some cases assets, such as signs, might be owned by Council but located on a VicRoads road for instance. Similarly, a VicRoads asset might be located on a Council road, e.g. traffic signals.

ACTION 3.2

The City of Melbourne has commenced work on integrating its various asset data bases to optimise the information available. To ensure a consistent approach, it is important that work continues on finalising all road asset elements under the one system.

Completion Date: June 2005.

3.3 Pavement Management (SMEC)

The City of Melbourne has managed its key road assets by adopting the SMEC Pavement Management and Road Inventory System which has been in place for a number of years. The system was originally designed as an inventory, condition summary and budget planning tool for road pavements only but it has been extending its capacity to include footpath and kerb & channel as well.

The SMEC System records technical data on the City of Melbourne's Register of Public Roads and the roadway, footpath and kerb & channel elements on the Road Assets Register for which Council is responsible.

3.4 SMEC Reports

The following are typical reports that can be produced by the system to assist with decision making regarding prioritising works or justifying budget allocations.

The type of reports that can be produced for footpath and kerb & channel data does not currently have the same sophistication as that for the roadway data, however, average condition information is still very useful for setting priorities.

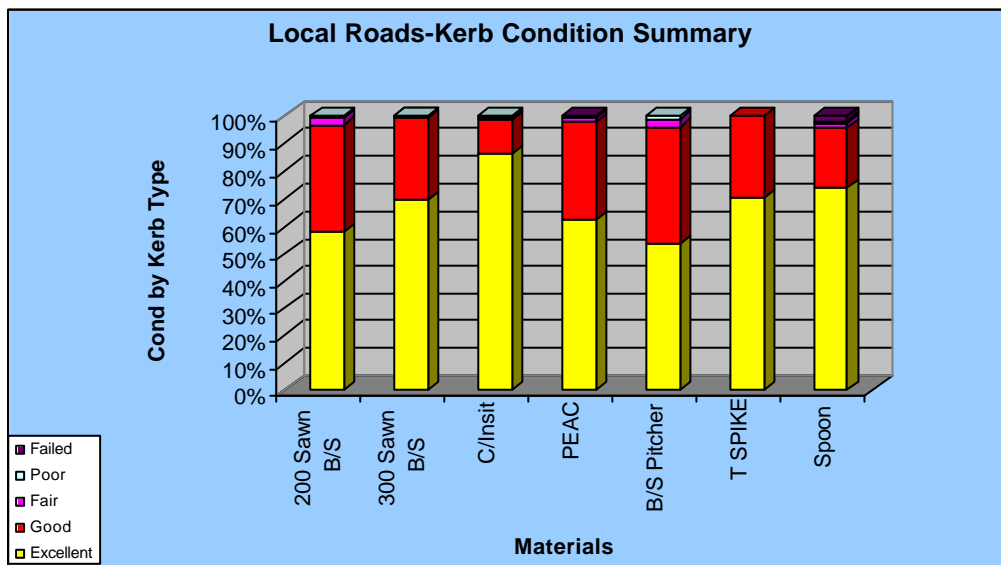
SMEC will be producing an upgrade to its current software package that will enable more detailed reporting for the footpath and kerb & channel elements of road assets.

Figure 3.4.1 – Typical Footpath Report Showing a Summary of Average Condition by Type.

Condition

Type Code	Type Description	Average Condition	Total Area Sq. M	Life Years
F1	ASPHALT	7.039133	144,172.9	25
F2	CONCRETE	8.104589	6,180.7	50
F3	CONCRETE PAVER	6.225538	4,845.9	20
F4	TERRAZZO PAVER	7.698532	13742	25
F5	BLUESTONE PAVER	8.166397	41,067.6	50
F6	BLUESTONE PITCHER	7.492697	59.0	50
F8	OTHER	6.298276	1,205.0	15

Figure 3.4.2 – Typical Kerb & Channel Report Showing Average Condition By Type



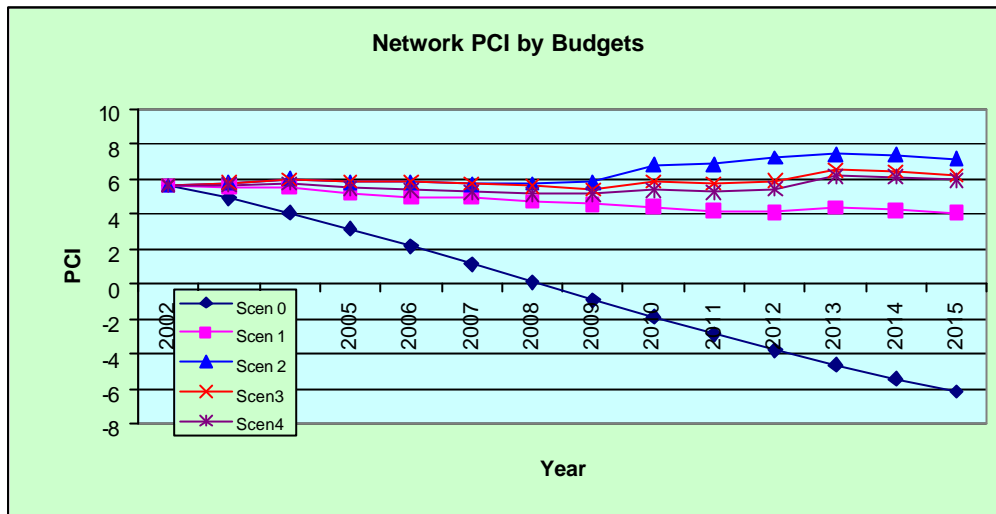
With the footpath and kerb & channel data, the reports produced can only identify an average condition for the whole network. The data does not contain enough detail to identify particular sections of footpath and kerb & channel. In other words, the system cannot accurately produce a list of the worst streets for footpath, for instance.

With the examples above, the information produced shows that the various types of footpath and kerb & channel in the municipality are, on average, in very good condition. A condition score of 7 and above would be the aim.

The information that can be produced from the roadway data, however, is much more detailed so that more sophisticated reports can be produced. With this element, therefore, it is possible to compile a list of the worst roads and use this information to determine priority works

Figure 3.4.3 – Typical Budget Report Showing How Different Funding Scenarios Affect Road Condition in the Future.

Can



The information can also be very useful in providing funding scenarios as part of Council’s budget process. The chart above shows the effect various funding scenarios have on the overall condition of the road network (the higher the pavement condition index (PCI) the better). In this case, scenario 0 represents what would happen in future years to the condition of the roads if there was no spending on rehabilitation and resheets. The other scenarios reflect the effect of differing amounts of expenditure on roads. The aim is to maintain a PCI of 5 or better.

ACTION: 3.4

Continue to develop the SMEC System with a view to refining the type of information available from the footpath and kerb & channel data in order to be able to produce reports which can better assist with decision making.

Completion Date: February 2005

4. PART C – ROAD ASSET MANAGEMENT SYSTEM

4.1 Policy and Budgetary Framework

The City of Melbourne has used the following asset management frameworks in developing a road asset management system that best meets Council's needs in discharging its duty to inspect, maintain and repair public roads:

- Integrated Asset Management Guidelines for Road Networks (AP-R202) 2002, Austroads Inc.
- International Infrastructure Management Manual (IIMM) 2002, IPWEA.
- MAV Asset Management Improvement STEP Program – Road Asset Management Plan Framework 2003.
- Council and VicRoads Design and Construction Guidelines

Other inputs have included national, State and local government policies and objectives.

Road asset management involves the management of both physical assets and the aspects of the use and operation of those assets that affects the condition of the asset. It applies to all road assets, including the road, structures, roadside and road infrastructure.

The road asset management system provides the direction for all asset management activities linked to the Council's annual business planning cycle within the context of delivering a safe and efficient road network to meet affordable community needs taking into account the resources available.

Most elements of Council's Road Asset Management System are covered by the Civil Infrastructure Services contract.

4.2 Civil Infrastructure Services Contract

The City of Melbourne's Civil Infrastructure Services (CIS) contract has been in place for a number of years and was developed to help meet the objectives of the Council's strategic directions which were adopted following an extensive community consultation process. These strategic directions are reviewed annually as part of the Council's corporate planning and budget processes.

The service specification for this contract describes the scope of the service as;

Generally, CIS involves the following;

- *The routine maintenance of:*
 - (i) *roadways, laneways, footways and other paved surfaces using asphalt, bluestone and other materials;*
 - (ii) *stormwater drainage systems, including kerb and channel constructed from various materials, and associated pits and grates;*
 - (iii) *parking and traffic signs, and other signs, including street and information signs, using wherever possible;*

- (iv) *pavement markings and associated traffic control devices, and*
- (v) *street furniture items.*
- *The design and construction of new and refurbished civil infrastructure asset installations in accordance with an approved Works Program and associated Council budget, where these works have a project value of less than \$200,000;*
- *The provision of a reinstatement service to support Council’s “Road Opening Permit “ (ROP) process;*
- *The provision of support services for Special Events;*
- *The provision of support services for Emergency Management events;*
- *The maintenance of Council’s stormwater and flood control pumping stations, including associated mechanical and electrical services;*
- *The provision of customer management services, including the use of shared software systems and databases with Council, and*
- *The provision of information management services, including the management of technical and drawing databases, and the use of shared software systems and databases with Council.*

The specifications for the provision of this service cover;

- The setting of engineering standards for the design and construction of new and refurbished civil infrastructure;
- The standards and intervention levels for the carrying out of routine maintenance;
- The surveillance frequencies;
- The consultation process;
- Recording maintenance works and program actions;
- Auditing completed maintenance works;
- Documentation and maintenance of a Quality Plan, an Occupational Health & Safety Plan, an Environmental Management Plan and Risk Management Plan;
- Setting Key Performance Indicators to measure meeting targets and standards;
- Council and contractor to participate in an “Innovation Committee”; and
- Formal annual reviews to be conducted of the service.

Appendix 2 shows a summary of maintenance standards, intervention levels and surveillance frequencies used in the CIS contract.

The various standards in the CIS contract have been reviewed and are still considered to be appropriate levels of service for the City of Melbourne.

As part of ESG’s Quality Procedures, the CIS contract is managed by developing a **Contract Management Plan** which provides a framework by which the contract can be managed and Council and authorised parties can ascertain compliance with proper contract management principles.

4.3 Other Elements of the Road Asset Management System

4.3.1 Analysis of Accident Data and Traffic Counts

The City of Melbourne continually analyses accident data and traffic counts to ensure a safe and efficient road network for all road users.

Council's **Road Safety Plan, 2004** aims to provide the means to create a significantly safer street environment for vulnerable road users over the next 3 years. In order to achieve this, the Plan:

- Explores the crash statistics across the City of Melbourne and discusses the conditions experienced by vulnerable road users
- Identifies key road safety concerns across the municipality
- Identifies key behavioural issues that exacerbate all crash casualty figures
- Has devised a programme of social and practical actions that will aid the promotion of a safer street environment across the municipality.

The Plan includes the process for analysing incident patterns and for the prioritising of appropriate actions.

Traffic counts are recorded annually or as required on key routes throughout the municipality to keep abreast of any change in travel patterns, for both vehicles and pedestrians. For example, in recent years, the introduction of new infrastructure like City Link and Docklands has had a significant impact on the traffic flows within the CBD which has meant some adjustments were required to meet new road user needs.

ACTION 4.3.1

In order to analyse any changing travel patterns, Council should continue to monitor accident data and traffic counts.

Completion Date: Annual Programme.

4.3.2 Analysis of Insurance Claims

The City of Melbourne has developed a comprehensive process for dealing with insurance claims regarding incidents occurring within the road reserves for which the Council is responsible. These claims are monitored and continually analysed to pick up any trend with regard to unsafe elements within the road reserves. This work was difficult, however, as earlier records of insurance claims were not very precise with regard to a detailed description of the incident and the exact location where it had occurred. Recently, the format of recording has been changed to include more useful data which can more easily be formatted and analysed.

This new format will allow for easier and more precise analysis of the insurance claims and make it possible to produce summary reports showing such information as incident type and exact location which can then be tied into the maintenance programme for that particular asset to facilitate the assessment process.

In recent years, the City of Melbourne's insurance claims history, regarding incidents involving roads assets, has been low. Considering there is a daily influx of over 500,000 visitors to the CBD, this fact gives some reassurance that road assets are in good condition and well maintained.

ACTION 4.3.2

To ensure that insurance claims for incidents occurring within the road reserve continue to be effectively monitored, it is important that the new recording format be introduced.

Completion Date: June 2004.

4.3.3 Priorities

As part of the Council's annual business planning cycle, a number of factors are considered in helping to develop priorities that best meet community needs.

Expenditure on roads must compete with other Council services so there is a real need for the community to understand what is required to manage, at a sustainable level, all assets for which Council is responsible. This information is constantly communicated to the community so that the feedback can be used to decide on priorities.

Council uses the following to assist in prioritising its expenditure on the road network;

- Council's Corporate Plan;
- Council's financial strategy;
- Funding from other government sources eg VicRoads;
- Community complaints and requests;
- Feedback from various community groups;
- Analysis of accident data;
- Monitoring of annual traffic counts;
- Analysis of insurance claims.

4.3.4 Surveillance Plan

A critical element of managing road assets is obtaining up to date information on the condition of the assets. At the City of Melbourne, this information is collected in three ways;

- Regular inspections as part of the day to day maintenance of the road network (this is covered by the CIS contract).
- Periodic road condition surveys (refer clause 5.1).
- Programmed inspections that collect information on all aspects of road assets.

This last category is the subject of the **ESG Surveillance Plan** which is currently being developed. This plan covers a programme of random checks across the road network using self-assessment, specific checklists and post-process reviews to ascertain information on;

- Legibility (parking and traffic signs)
- Content (including accuracy and fact)
- Technical merit and competence
- Compliance with specifications or policy
- Acquisition of appropriate approvals

This plan is seen as an important way of demonstrating that ESG is effectively managing its road assets.

ACTION 4.3.4

In order to augment Council's quality management of its road assets, it is important that the ESG Surveillance Plan be finalised.

Completion Date: August 2004

4.3.5 Periodic Reviews

With changing circumstances like Citylink, Docklands and the introduction of such innovations as tram superstops effecting the CBD area and the diminishing road funds available from government sources, it is necessary to conduct periodic reviews of asset management strategies and objectives to ensure that the maintenance programme has delivered the expected benefits to road users, stakeholders and the community.

Information obtained from Council's Road Asset Register (refer clauses 3.3 and 3.4) regarding the overall condition of the road assets and the depreciation levels, also must be considered when reviewing the maintenance programme. If a trend is starting to show that the overall condition of the assets is declining, then strategies and objectives may need to be altered to arrest that trend. This could involve adjusting the maintenance programme to focus on those areas that require more attention at the expense of other areas. In other words, changing priorities.

ACTION 4.3.5

That periodic reviews of asset management strategies and objectives take place as part of Council's business planning and budget processes to ensure that an appropriate maintenance programme is in place.

Completion Date: Annual Council Cycle.

4.3.6 Reporting of Achievements

A key element of responsible asset management is informing the community about targets for the coming year and reporting achievements at the end of the year so that the community gains an understanding of the efforts required to manage, at a sustainable level, Council's road network. This process is undertaken continually at the City of Melbourne by involving the community in the annual business planning and budget processes and by reporting asset management achievements, against planned targets, in Council's annual report.

5. PART D - MAINTENANCE STANDARDS

5.1 Road Condition Surveys

Responsible asset management relies on having up to date information about the asset and what affects that asset. It is therefore necessary to conduct periodic surveys to monitor road pavement, road surfacing, structure, and roadside condition at specified intervals depending on the asset, its condition at the previous survey, the volume and nature of road usage, and any risk to safety.

At the time of developing this RMP, the City of Melbourne was having such a survey conducted to obtain more current information on its road network.

ACTION 5.1

In order to obtain up-to-date information on Council's road assets, road condition surveys are to be conducted on the whole road network every 4 years.

Completion Date: July 2004 and then every 4 years.

5.2 Routine Maintenance Standards and Inspections

As covered in clause 4.2, Council's CIS contract specifies maintenance standards, intervention levels and inspection frequencies for maintaining the road network. One of the contract requirements calls for the service provider to provide an annual review of the services provided covering such issues as;

- Workload
- Operating costs
- Areas of risk
- Assessment of meeting the requirements of the Quality, Environmental Management and Occupational Health and Safety Plans
- Ways on increasing the flexibility and efficiency of the service.

This annual review should be viewed in conjunction with the periodic reviews referred to in clause 4.3.5 to assess the current level of service and make appropriate adjustments that better meet the needs of road users.

The key elements of the maintenance programme, i.e. the standards, intervention levels and the inspection frequencies, should be viewed as being dynamic due to the changing nature of the requirements needed to provide a quality service.

ACTION 5.2

That any relevant issues raised in the CIS contract annual review be referred to the appropriate officers involved with the periodic reviews mentioned in clause 4.3.5 so that a comprehensive assessment can be made of the maintenance programme.

Completion Date: July 2004.

6. CONCLUSION

6.1 Summary

Developing this Road Management Plan has proved to be a valuable exercise in reviewing the way the City of Melbourne currently manages its road assets, assessing whether processes and procedures meet the requirements of the Act and the Council's strategic directions and in looking at ways to improve asset management standards.

As was stated at the outset, the RMP is not about developing a new strategy but rather presenting a summary of what is already occurring in the management of road infrastructure assets. Whilst it is believed that the RMP demonstrates that the City of Melbourne is responsibly managing its road assets, in line with its policy on continuous improvement, some actions have been identified that will further enhance Council's management in this area.

6.2 Related Implications

As there are still some unresolved issues identified in the RMP, e.g. the agreements with other state road authorities (particularly VicRoads), agreements with utilities, the development of the ESG Surveillance

Plan, etc, there may be some additional resources necessary to deliver the requirements stated in the RMP.

There is a real need, therefore, that Council and all road users understand and recognise the level of funding required, both in works and management, to effectively and efficiently manage the road network.

ACTION.6.2

That once the implications of all actions specified in the RMP are known, Council needs to review the allocation of resources for the management of road assets and make any necessary adjustments to resource levels.

Completion Date: June 2004.

6.3 List of Actions

The following is a summary of the actions identified in the development of the RMP. It should be noted that, while most of these actions are Council's responsibility, some of the actions will need to be completed by others.

ACTION 2.1

To allow for easier access to the information contained in the Register of Public Roads, the relevant data should be available on the City of Melbourne's web site.

Completion Date: December 2004.

ACTION: 2.4.1

In order to clarify primary responsibility and maintenance arrangements on non-Council roads, Agreements between the City of Melbourne and other State Road Authorities should be finalised as soon as possible.

Completion Date: End June 2004.

ACTION: 2.4.2

As the issue of utility works in road reserves is recognised as a key risk element in road management, it is imperative that the Code of Practice, "Utility Installations in Road Reserves" be finalised as soon as possible.

Completion Date: End June 2004.

ACTION 3.2

The City of Melbourne has commenced work on integrating its various asset data bases to optimise the information available. To ensure a consistent approach, it is important that work continues on finalising all road asset elements under the one system.

Completion Date: June 2005.

ACTION: 3.4

Continue to develop the SMEC System with a view to refining the type of information available from the footpath and kerb & channel data in order to be able to produce reports which can better assist with decision making.

Completion Date: February 2005

ACTION 4.3.1

In order to analyse any changing travel patterns, Council should continue to monitor accident data and traffic counts.

Completion Date: Annual Programme.

ACTION 4.3.2

To ensure that insurance claims for incidents occurring within the road reserve continue to be effectively monitored, it is important that the new recording format be introduced.

Completion Date: June 2004.

ACTION 4.3.4

In order to augment Council's quality management of its road assets, it is important that the ESG Surveillance Plan be finalised.

Completion Date: August 2004.

ACTION 4.3.5

That periodic reviews of asset management strategies and objectives take place as part of Council's business planning and budget processes to ensure that an appropriate maintenance programme is in place.

Completion Date: Annual Council Cycle.

ACTION 5.1

In order to obtain up-to-date information on Council's road assets, road condition surveys are to be conducted on the whole road network every 4 years.

Completion Date: July 2004 and then every 4 years.

ACTION 5.2

That any relevant issues raised in the CIS contract annual review be referred to the appropriate officers involved with the periodic reviews mentioned in clause 4.3.5 so that a comprehensive assessment can be made of the maintenance programme.

Completion Date: July 2004.

ACTION.6.2

That once the implications of all actions specified in the RMP are known, Council needs to review the allocation of resources for the management of road assets and make any necessary adjustments to resource levels.

Completion Date: June 2004.

7. REFERENCES

7.1 Technical References

- Integrated Asset Management Guidelines for Road Networks (AP-R202) 2002, Austroads Inc.
- International Infrastructure Management Manual (IIMM) 2002, IPWEA.
- MAV Asset Management Improvement STEP Program – Road Asset Management Plan Framework 2003.
- Road Safety Act 1986
- Transport Act 1983
- Local Government Act 1989
- VicRoads Standard Specification Section 750 – Routine Maintenance.
- Draft Ministerial Codes of Practice – Road Management Bill.

7.2 City of Melbourne Documents

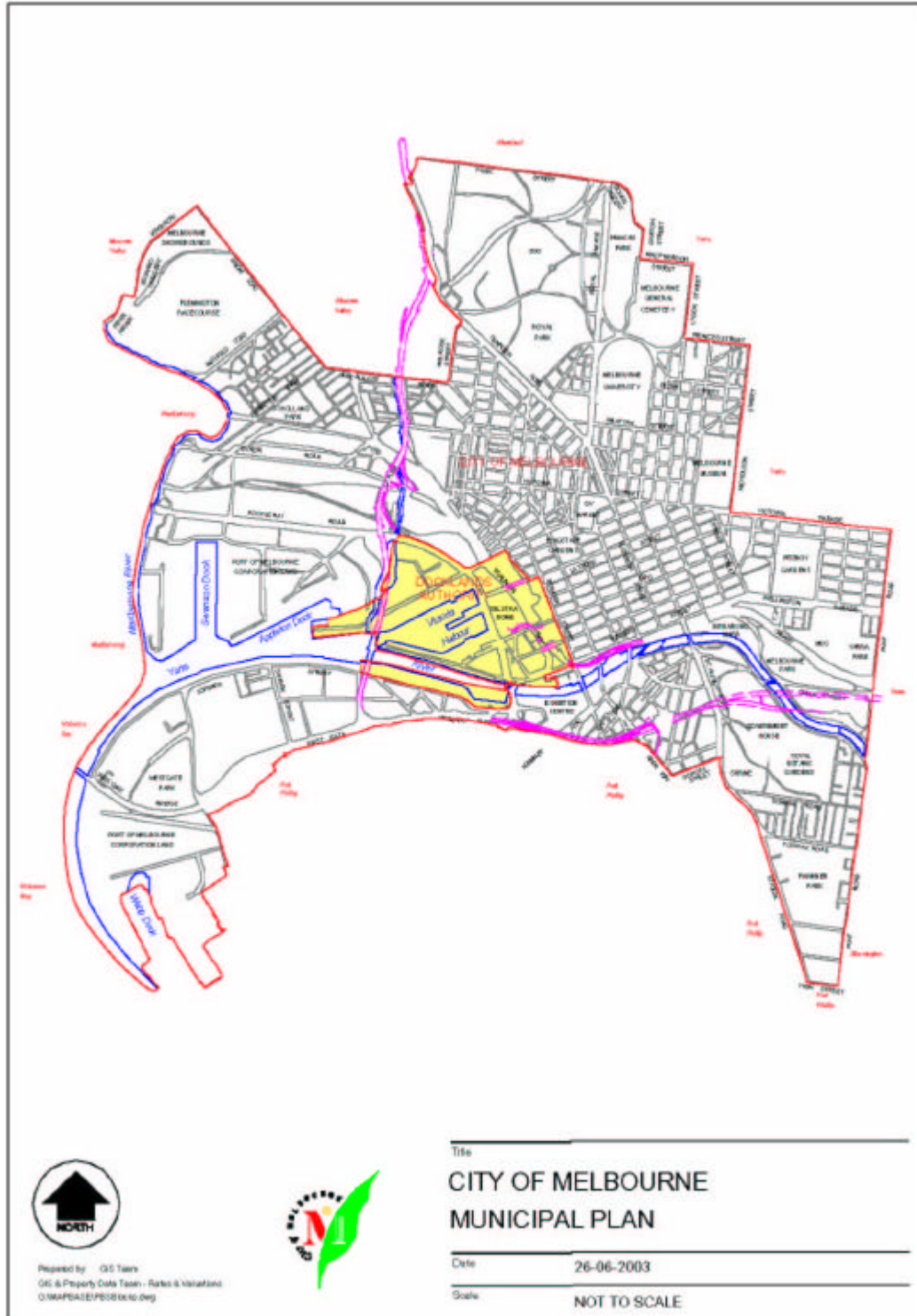
- City Plan 2010
- Transport Program 2003-2006
- Council Plan 2003- 2006
- Road Safety Plan 2004
- Civil Infrastructure Services (CIS) Contract (No. 59/2/3208)
- Contract Management Plan – CIS Contract No. 59/2/3208
- ESG Surveillance Plan (draft).
- Bridge Maintenance Manual
- Risk Register

8. APPENDICES

8.1 Appendix 1: City of Melbourne Municipal Map

8.2 Appendix 2: Civil Infrastructure Services Contract – Summary of Standards

Appendix 1 City of Melbourne Municipal Map



Appendix 2

Civil Infrastructure Services Contract

Summary of Standards

1 Inspection Frequency

	Category	Frequency of Safety Inspections (shown as interval between inspections in months)
Roads	major road	6
	minor road	12
	local access	12
	special – CBD retail core / Lygon St / Errol St / QV Market	4
Footpaths	main shopping areas – CBD retail core / Lygon St / Errol St / QV Market	4
	busy urbanised areas	6
	less busy urbanised areas (local streets)	12

2 Intervention Levels - Roads

Defect	Intervention Standard	Response Time for Repair
Potholes	> 25 mm deep and hazardous	immediately
	> 25 mm deep and not hazardous	7 days
Wheel ruts and depressions	> 25mm gap under 1.2m straightedge or causes puddle	10 days
Heaving	> 40mm gap under 1.2m straightedge	10 days
Cracks	> 3mm wide	10 days
Minor surface defects	stripping - > 50% loss of aggregate in area > 5sqm bleeding - > 5sqm crazing (crocodile cracking) - any	10 days

Segmental paving (pitcher, brick, pavers)	Displaced – lips > 30mm > 30mm gap under 1.2m straightedge Loose or missing	10 days
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3 Intervention Levels - Footpaths

Defect	Intervention Standard		Response Time to Make Safe
Lipping (edge slope more than 1:1)	segmental paving (pitchers, cobblestones, pavers, bricks)	> 10 mm and hazardous	immediate
		> 10 mm and not hazardous	10 days
Mounding / heaving and depressions	heaving - asphalt and concrete	> 50 mm gap under 1.2m straightedge <u>and hazardous</u>	immediate
		> 50 mm gap under 1.2m straightedge <u>and not hazardous</u>	10 days
	depression - asphalt and concrete	> 25 mm gap under 1.2m straightedge <u>and hazardous</u>	immediate
		> 25 mm gap under 1.2m straightedge <u>and not hazardous</u>	10 days
	heaving and depression segmental paving - (pitchers, cobblestones, pavers, bricks)	> 30 mm gap under 1.2m straightedge <u>and hazardous</u>	immediate
		> 30 mm gap under 1.2m straightedge <u>and not hazardous</u>	10 days
Loose or missing pitcher, brick, pavers	loose or missing <u>and hazardous</u>		immediate
	loose or missing <u>and not hazardous</u>		10 days

Sustainability Assessment

Draft Road Management Plan

Theme: Organisational issues

Question 1: Internal Issues

Is this issue an internal administrative issue? If so, how does improve organisational processes? Note: if this issue does not directly impact the municipality, please select 'not applicable' from the Impact list for the remainder of the questions.

Comments:

N/A

Theme: Social Factors

Question 2: Community Services

What effect will the proposal have on the quality, quantity and accessibility of education, leisure, cultural, health and other community services?

Impact: no impact

Question 3: Active and Engaged Community

What effect will this proposal have on the development of a culturally diverse, healthy, equitable, active and involved community in Melbourne?

Impact: no impact

Question 4: Cultural and Heritage Value of Built Form

What effect will this proposal have on the cultural heritage of Melbourne's neighbourhoods and buildings?

Impact: no impact

Question 5: Transport and Accessibility

What effect will the proposal have on the level of public transport and number of transport options/connections with the City of Melbourne?

Impact: positive **Likelihood:** low **Magnitude:** minimum

Question 6: Welcoming and Safe Public Space

What effect will the proposal have on the safety and amenity of the public environment eg streets, laneways, parks and gardens?

Impact: positive **Likelihood:** medium **Magnitude:** moderate

Comments:

Improvements to asset management will provide for a safer road and footpath environment for the benefit of all users of the road reserve particularly pedestrians and cyclists.

Theme: Environmental Factors

Question 7: Energy Use and Greenhouse Emissions

What effect will the proposal have on energy consumption and greenhouse gas emissions associated with Council and/or community activities?

Impact: positive **Likelihood:** low **Magnitude:** minimum

Question 8: Resource Use and Waste Generation

What effect will the proposal have on the total quantity and type of waste, including prescribed waste, generated by Council and/or community activities?

Impact: no impact

Question 9: Pollution

What effects will the proposal have on the use of hazardous materials and levels of pollution (air, noise, soil, and water) in the region?

Impact: no impact

Question 10: Water Consumption

What effect will the proposal have on the quantity of water consumed and disposed of by the Council and/or in the municipality?

Impact: no impact

Question 11: Flora and Fauna

What effect will this proposal have on flora and fauna in the City of Melbourne on private and public land and in the aquatic environment?

Impact: no impact

Theme: Economic Factors

Question 12: Development of Key Business Sectors

What effect will the proposal have on the number and type of businesses and level of business investment in the City of Melbourne?

Impact: positive **Likelihood:** low **Magnitude:** minimum

Question 13: Transport Infrastructure

What effect will the proposal have on Melbourne's transport infrastructure?

Impact: positive **Likelihood:** medium **Magnitude:** moderate

Comments:

Improved management of the road network will reduce transport costs through reduced fuel consumption, improved travel times and reduced vehicle operating costs.

Question 14: Communications Infrastructure

What effect will the proposal have on Melbourne's information technology and telecommunications infrastructure?

Impact: no impact

Question 15: Business Innovation

What effect will the proposal have on research and development in Melbourne?

Impact: no impact

Question 16: Job Creation

What effect will the proposal have on the number and types of jobs available in the City of Melbourne?

Impact: no impact

FINANCE ATTACHMENT

DRAFT ROAD MANAGEMENT PLAN

There are no direct financial implications to Council arising from this report.

Joe Groher
Manager Financial Services

LEGAL ATTACHMENT

DRAFT ROAD MANAGEMENT PLAN

As at 6 April 2004, the Road Management Bill 2004 (“the Bill”) had been passed in the Legislative Assembly without any amendments. It is anticipated that the Bill will be introduced into the Legislative Council and passed in the current (Autumn) session of Parliament.

The report accurately summarises the salient features of the Bill and in particular the requirements for Road Management Plans.

Kim Wood
Acting Manager Governance Services