

Action 2.5 Bicycle Network – Progress Status of Priority Routes

Priority Routes	Identification	IMAP Partner	Progress	Capital Works \$ Commitment	Completion Date (expected)
Primary 1	• Cremorne Railway/Sandringham	Yarra Stonnington Port Phillip	<p>Stonnington – Further to the City of Stonnington's Chapel Vision Structure Plan and a draft brief prepared to stimulate interest in a Regional Shared Trail project from Cremorne to Windsor, VicRoads funded a route option identification study from Swan Street Richmond to Alma Road along and adjacent to the Sandringham railway corridor. Funding in the order of \$150k was allocated by the State Government. Traffix Group was appointed for the consultancy. The Route Identification options study was produced and nominated a series of preferred route/s for further investigation.</p> <p>VicRoads met with DoT who was undertaking a series of investigations across Melbourne to determine the use of railway reserves for alternative purposes. It appears DoT is resisting the use of this space in the Sandringham railway corridor and the project has now been placed on hold.</p> <p>VicRoads can be contacted to provide a current report on the status of this project. DoT to comment on their issues with this project?</p> <p>Immediate capital implementation possibilities for further investigation:</p> <ul style="list-style-type: none"> - Widening of bridge over Yarra - Ramps over bridge - Chapel Street to High Street Windsor - Relocation traffic lights to improve connectivity over High Street at the corner to the corner of Porter Street. - Traffic Lights and ped/bike crossing to Yarra Trail, corner of Yarra St and Alexandra Ave <p>City of Yarra – Works in Yarra have been shelved due to the</p>		<p>Route Option Identification Study Complete.</p> <p>Project on hold. Further discussion and lobbying of DoT required to consider the use of this public land (Railway corridor) for highest and best community use.</p> <p>Completion date</p>

			forecast cost of the works.		unknown.
2	<ul style="list-style-type: none"> Albert Street/Elizabeth Street <p>Stage 1 Albert St Stage 2 Elizabeth St</p>	Yarra Melbourne	<p>Yarra – Elizabeth St asphalted in July 2010, bike lanes widened and repainted. Elizabeth St improved bicycle separation works has been reprioritised to be undertaken in the 2011/12 financial year. Concept plans have been approved by VicRoads and CoM for a reconfiguration of the westbound lanes at Hoddle St. Improved separation along Elizabeth St will likely take the form of buffered Bike Lanes or possibly Copenhagen Lanes> Improved bike facilities at the Church St and Lennox St intersection will be investigated. Works on the Clifton Hill – Abbotsford Route have been completed which is a feeder route for Elizabeth St.</p> <p>Melbourne – Installation of physically separated bike path in Albert St commenced in April 2010. Project completed in June 2010. Enhancements installed that include LED warning signs, Clearway modifications, Tow Away restrictions, parking modifications and extension of the westbound bike lane from Clarendon St to Powlett St.</p>	Estimated Cost \$250,000	<p>Completion Date December 2011</p> <p>Bike Lane completed mid June 2010. Enhancements completed end June 2011.</p>
3	<ul style="list-style-type: none"> Brunswick Street/Gisborne Street/Macarthur Street 	Yarra Melbourne	<p>Yarra – Brunswick St (Alexandra Pde to Victoria Pde) - LAAP application to introduce advanced start for bikes/peds was approved and funded but a lack of resources at VicRoads for traffic signal upgrades resulted in the project being temporarily shelved. Yarra has completed the design and it is now with VicRoads to deliver.</p> <p>Yarra – Brunswick St (Alexandra Pde to Johnston St) – Green paint implemented across minor intersections i.e. conflict points.</p> <p>Melbourne - Gisborne Street / Macarthur St / Collins St bike link currently being upgraded with green pavement, profiled edgeline and storage boxes.</p>	Estimated Cost \$220,000.	<p>Completion date to be advised.</p> <p>Completed 2009.</p> <p>Completed in May 2010.</p>
	<ul style="list-style-type: none"> Royal Parade 	VicRoads	Melbourne – VicRoads has upgraded the existing onroad bicycle lanes with green pavement treatment and profile		Completed

4			edgeline.		
5	<ul style="list-style-type: none"> Moonee Ponds Creek/Macaulay Road/Dryburgh Street/Queensberry Street 	City Link Melbourne	Melbourne - Design of replacement of stairs linking Moonee Ponds Creek path to Macaulay Road lane has not been able to be implemented due to physical limitations and costs.		Project not proceeding
6	<ul style="list-style-type: none"> Rathdowne Street 	Yarra Melbourne	<p>Yarra – 600mm wide Chevron line marking installed between Davis and Park Street.</p> <p>Concept plans prepared ‘Copenhagen’ style separation – project cost estimate \$1M. Copenhagen treatment has been shelved to allow prioritisation of other more highly ranked routes outlined in the bike strategy.</p> <p>Melbourne – Installation of vibraline and green pavement completed. Independent Road Safety Audit has given this unique treatment the OK.</p>		<p>Completed May 2009</p> <p>Completion date unknown</p> <p>Completed 2008</p>
7	<ul style="list-style-type: none"> Cecil Street/Whiteman Street/Clarendon Street/Spencer Street 	Port Phillip Melbourne	<p>Port Phillip - Fitzroy St project completed August 2009. Off road bikeway to Albert Park Reserve delivered mid 09.</p> <p>Cecil Street Stage 1 – Whiteman Street to York Street implemented in October 2010.</p> <p>Detail design completed for Stage 2 with construction intended to commence in 2011/12 financial year, subject to VicRoads releasing funds.</p> <p>Stage 3 – Detailed Design intended to commence in 2012/13 following implementation of Stage 2.</p> <p>Melbourne – Feasibility Study being undertaken to improve link between Cecil and Spencer Street. Study in draft form at present.</p>		<p>Completed Aug 2009</p> <p>Completed Oct 2010</p> <p>Completion estimated in 2011/12.</p> <p>Completion estimated in 2013/14</p> <p>Completion estimated in late 2011</p>

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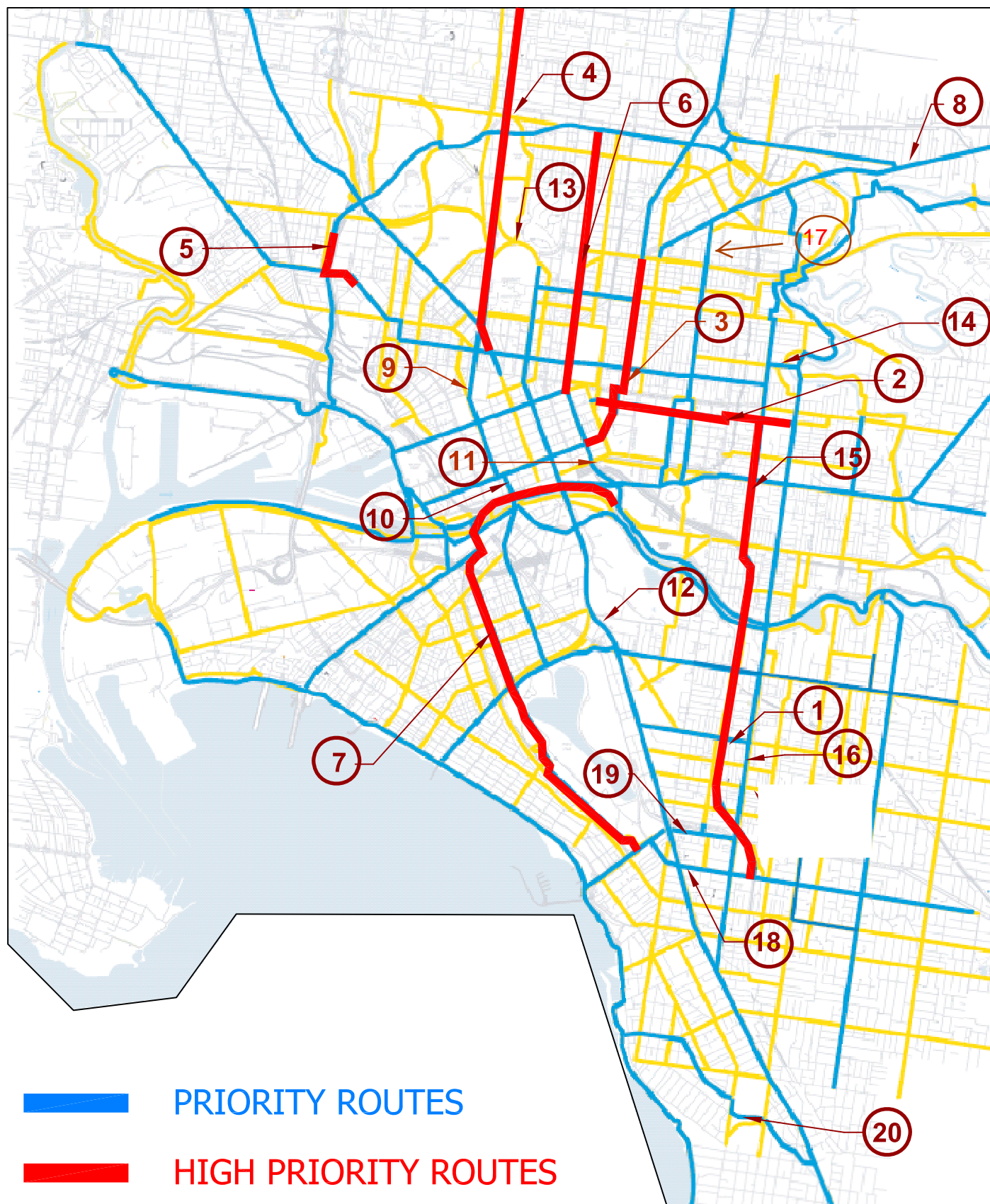
12	<ul style="list-style-type: none"> St Kilda Rd / Princes Bridge <p><i>Princes Bridge is managed by CoM.</i></p>	Melbourne VicRoads	<p>Melbourne – St Kilda Road is controlled by VicRoads and an assessment is being made of the impact a Copenhagen style bicycle lane would have on its traffic flow. Study completion date April 2009. VicRoads have installed profile edgeline and vibraline along length of bicycle lane.</p> <p>CoM has installed an 800mm wide informal bicycle lane and facilitated the installation of an early start bicycle phase at the traffic signals leading onto the bridge.</p> <p>CoM and VicRoads recently met to discuss opportunities to provide physically separated bike lanes along St Kilda Road.</p>		<p>Completed. Profile edgeline and green pavement installed late 2010</p> <p>CoM installed bike lane modification Sept 2008</p> <p>Expected completion 2013.</p>
13	<ul style="list-style-type: none"> College Cres – Swanston to Princes Park Dr 	VicRoads	Melbourne – Has written to VicRoads requesting consideration of this link.		Dates to be determined.
14	<ul style="list-style-type: none"> Maugie / Lulne / Truro / Keele Streets (opposite Victoria Park) 	Yarra	<p>Yarra – Considered a low priority and has been shelved for the medium term.</p> <p>The Yarra Bicycle Strategy proposed a substantial nearby route called 'The Clifton Hill / Abbotsford Route' which commences at Heidelberg Rd/Fenwick St and continues through to Nicholson St/Gipps St in Abbotsford. This Route is near completion and involved some small civil works, traffic signal changes, improved signage and line marking.</p>		<p>Dates to be determined.</p> <p>Completed 2011</p>
15	<ul style="list-style-type: none"> Lennox Street 	Yarra	<p>Yarra – Lennox Street between Highett and Elizabeth St will be reconstructed in September this year (2011).</p> <p>A line marking design has been completed for the rest of Lennox St to the south but funding is not confirmed.</p>		Reconstruction to be completed by September 2011. Works subject to internal funding.

16	<ul style="list-style-type: none"> Chapel St – Toorak Rd to Alexandra Ave 	Stonnington	<p>Stonnington –In view of the 2010 First Bike Scope Survey results, an audit of bicycle parking demand and supply in major street shopping centres, including Chapel Street has been completed. This audit will now be extended to minor shopping strips, thus covering all shopping strips in the municipality. Progressive “roll-out” of bicycle parking expected to commence under 2011-12 budget.</p> <p>Stonnington – Green treatment at conflict points along intersections with Chapel Street (south of Toorak Road) completed.</p>	\$140,000	Expected to commence under 2011-12 budget Completed
17	<ul style="list-style-type: none"> Wellington Street 	Yarra	Yarra – Investigations are underway to increase the amount of separation on Wellington St. Initial conceptual design undertaken for removal of parking from one side of the street and implementation of a Copenhagen – style treatment, but analysis of various other options will be looked at.		
18	<ul style="list-style-type: none"> Wellington St – Chapel St to St Kilda Rd 	Port Phillip	Port Phillip – Currently not the priority but look to progress feasibility assessment in 2012/13.		Completion date unknown.
19	<ul style="list-style-type: none"> Alma Rd / Princes St – St Kilda Rd to Fitzroy St 	Port Philip	<p>Port Phillip – Creating a continuous route along Alma Road is the current priority. Completing the gap in the bike route along Alma Road through designing the section between Westbury and Chapel Streets to be done in 2011/12.</p> <p>The design of Princes Street is restricted by road width and will require discussions with VicRoads on any design options. Subject to future investigation</p>		<p>To commence under 2011-12 budget</p> <p>Completion date unknown.</p>
20	<ul style="list-style-type: none"> St Kilda St – East Canal path 	Port Philip	Port Phillip – East Canal Path appears to be within Bayside Council area. Elwood Canal is an off-road canal path within Port Phillip.		Completion date unknown.

IMAP 2.5

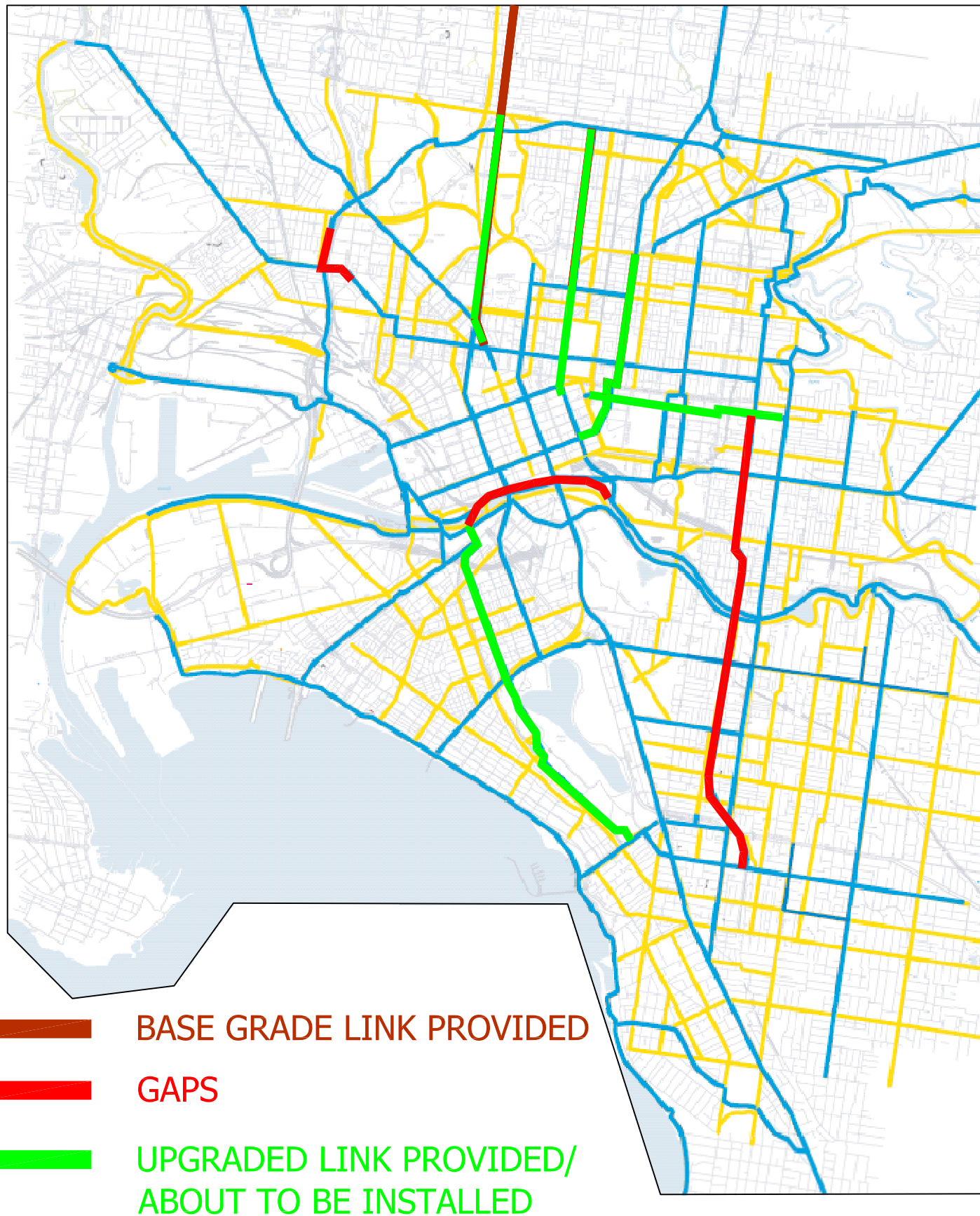
PRIORITY NETWORK

ADOPTED BY IMAP IN AUGUST 2008
(REFER TO APPENDED TABLE)



IMAP 2.5

HIGH PRIORITY NETWORK CURRENT STATUS



Inner Melbourne Action Plan

Progress Report

Action 7.7 - Work Integrated Learning (WIL) Project

Purpose

The purpose of this document is to provide a status update for the IMAP WIL Project. The document will also outline the strategy, context, goals and actions for the project, in order to gain confirmation and support of the approach from the IMAP Executive Group.

The recent focus for the IMAP WIL Project has been to discover, analyse, establish connections/networks and plan future phases of the project.

Background

IMAP has a strategic objective to recognise and support 'key workers' and advance opportunities to increase human capital and skills diversity by building on existing relationships with the tertiary education sector.

The IMAP Councils have chosen to focus on universities and TAFE due to the social and economic impact they have on the inner Melbourne region.

Universities and TAFEs...

ATTRACT

- Knowledge workers to the city
- International students to the city
- Increase tourism

CONNECT

- Diverse industry networks
- International academic networks

GENERATE

- Large scale employers
- Revenue
- Create future employees

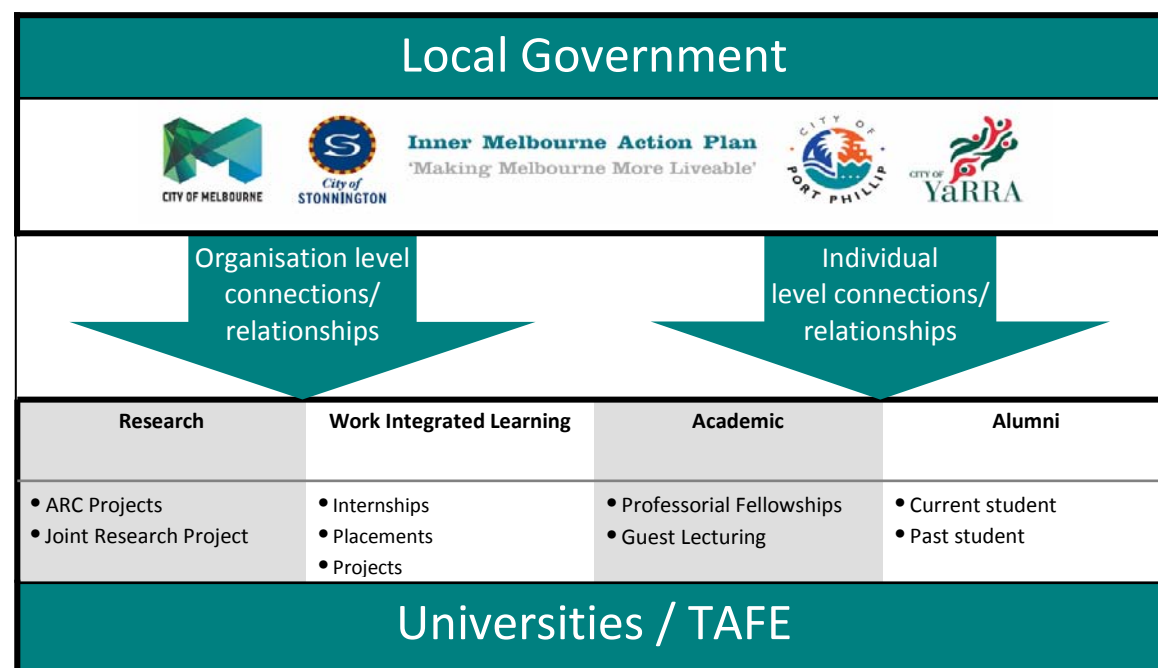
INFORM

- Provide education services
- Perform research
- Inform policy

Connections with Universities and TAFEs

IMAP Strategy 7 seeks to 'Promote the Inner Melbourne Region as an investment location for knowledge rich business sectors.' IMAP Action 7.7 aims to 'Work collaboratively with universities and TAFE to define and develop a stronger role in regional development.'

The figure below depicts the high level relationships between the IMAP Councils and the universities and TAFE sector.



The relationships/connections that exist between the IMAP the Councils and the universities and TAFE sector are not regularly reported or measured. The relationships and networks that exist tend to be individual or personal and are not being leveraged across the IMAP Councils.

WIL has been selected by the IMAP Executive Group as the connection to be exploited and leveraged to work collaboratively with universities and TAFE to define a stronger role in regional development. The IMAP WIL Project and the role of the Student Placement Officer have been established to *improve and strengthen* the WIL related relationships and connections.

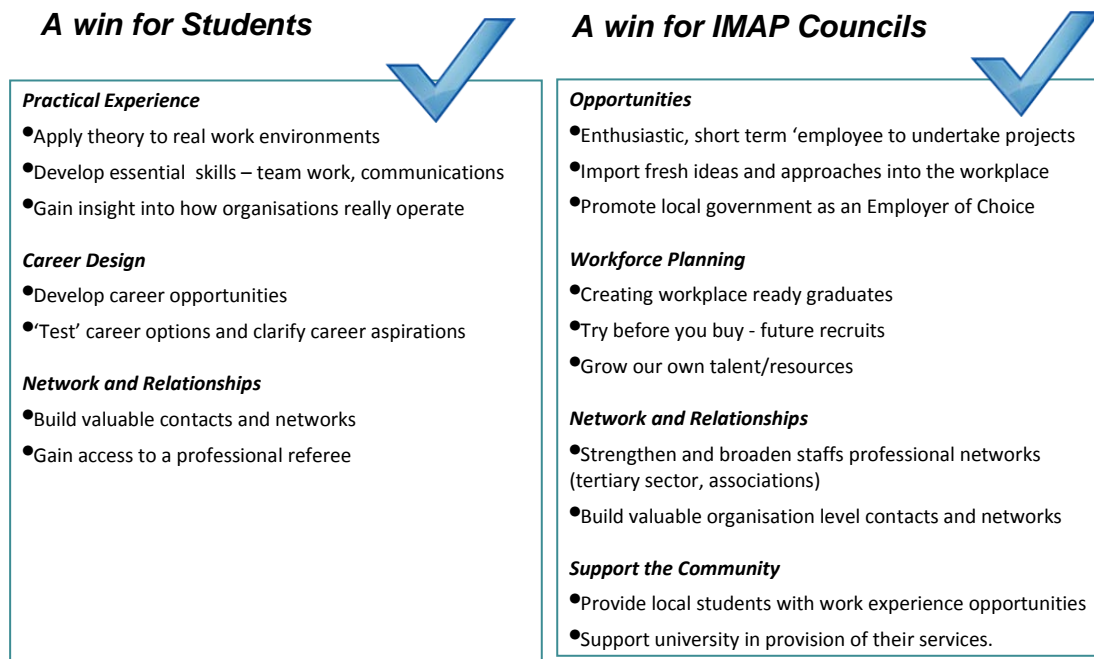
The IMAP Councils have a number of exciting projects and diverse work areas that will provide students with fantastic learning and work experiences in line with their academic studies.

The initial discovery and analysis of the university/TAFE sector has uncovered a large range of WIL opportunities and a desire on the part of these education providers to create meaningful long term partnerships with the IMAP Councils.

The IMAP WIL Project is a unique initiative from both a local government and higher education perspective. The IMAP Councils are playing a leadership role in supporting and funding this project, also through joining forces the IMAP Councils increase their leverage and open up opportunities that would not necessarily exist as individual Councils.

WIL Benefits

WIL well planned creates a win for students and a win for IMAP Councils. IMAP Councils can exploit these benefits through taking an active role in planning and establishing WIL opportunities.



Project Complexity

The IMAP WIL project is being implemented within a complex environment, which may have an impact on the goals, actions and success factors for the project.

The IMAP Councils are complex organisations in regards to:

- Breadth of career streams and role types.
- Understanding where the IMAP WIL Project sits relative priority to each organisations goals and projects for 2011/2012.
- Understanding how best to work with each of the Councils on this initiative and how best to bring stakeholders together to build relationships and networks.

The universities and TAFE sector is complex in regards to:

- Multiple organisations to connect with and understand their WIL offerings.
- Institutions take different approaches to WIL – often at a school level.
- Vast range of opportunities available – reviewing what may suit and when.

WIL in the IMAP Councils

The focus of the project since May 2011 has been to 'Discover' what relationships and connections exist between the IMAP Councils and universities and TAFE sector – with a focus on WIL. The data collection is still continuing across the four councils. Expectation is that the number of placements will grow as data is collected and confirmed.

University and TAFE WIL Placements (June 2010 – August 2011)				
IMAP TOTAL	COM	COPP	COS	COY
45	31	7	7	1
IMAP TOTAL	Universities	TAFE	Other or Unknown	
45	17	3	25	

There are no council quotas for the number of WIL placements expected in each year.

Understanding the current triggers and drivers for WIL placements is useful when considering the drivers and intent of the IMAP WIL Project.

A number of areas within each council have ongoing partnering and practical agreements in place with particular universities and TAFEs, these student placements take place year on year.

In regards to providing additional WIL opportunities outside these practical agreements the **main trigger** is external whereby a student (or academic) contacts the council and requests a placement. The relevant team within council will then determine whether they can accommodate the request.

The **main driver** for IMAP Councils using student is 'altruistic' – having a social responsibility to provide opportunities to assist in the education of students.

Essentially, this is an adhoc, externally driven process and on the whole does not develop strong relationships and networks with the higher education sector and isn't necessarily providing the IMAP Councils with access to the strongest and brightest graduate talent Melbourne has to offer.

In May 2010 the IMAP Executive Group stated their drivers for increasing and improving WIL were:

Primary Driver	
Develop stronger links with the universities and TAFE sector.	
Intent	Actions/Opportunities
Create Awareness Identify and understand opportunities for work integrated learning.	<ul style="list-style-type: none"> • Develop materials illustrating work integrated learning in councils. • Develop internal marketing plan for the four councils to raise the profile of WIL. • Identify and understand ability to staff short-term projects.
Make It Easier Minimise the complexity in the process of employing students.	<ul style="list-style-type: none"> • Develop policy. • Develop checklist. • Develop frequently asked questions guide.
Broker Relationships Generate a high level of support, visibility and awareness both internal and external to councils.	<ul style="list-style-type: none"> • Develop a four council model approach. • Provide regular ongoing opportunities for WIL employers to meet, share ideas and information.

Secondary Driver Improve IMAP Council HR strategies relating to students (workforce planning, recruitment, talent management).	
Intent	Actions/Opportunities
<i>Address Workforce Challenges</i> Identify and understand the role students play in addressing areas where it is difficult to recruit new staff.	<ul style="list-style-type: none"> • No specific action identified.
<i>Recruitment Strategy</i> Ensure higher education providers and students see councils as an 'Employer of Choice'.	<ul style="list-style-type: none"> • No specific action identified.

Cultural change is required within the four councils to move from an adhoc, externally driven process to a proactive, internally driven process; and to shift the drivers to those intended by the IMAP executive group.

The intent of the initiative is to create the foundations for ongoing and sustainable change in WIL practices in the IMAP Councils and through this strengthen the relationships with the university/TAFE sector. This requires advocacy and support for WIL from within the IMAP Councils.

IMAP WIL Project Plan

Project Areas

In order to create the foundations for ongoing and sustainable change in WIL practices the WIL Project has been organised into three project areas which are aligned to original primary driver.

Primary Driver	Develop stronger links with the universities and TAFE sector.
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Project Area 1 – PROMOTE WIL – *Create Awareness*

- Provide information on what WIL is available within universities and TAFE sector.
- Create tools and channels for promoting WIL.

Project Area 2 – STRENGTHEN WIL – *Make It Easier*

- Update and adopt policy, process and manager guides.
- CEOs, Directors, managers promote – tools and aids, etc in discussion with leadership group on an ongoing basis.

Project Area 3 – FACILITATE WIL – *Broker Relationships*

- Create career stream groups – to bring people together from four councils and share ideas, generate projects and leverage relationships with universities.
- Create round table discussions between IMAP councils and university/TAFE staff.
- Propose ongoing planning, budgeting and FTE model for student placements.

While the actions identified for each project area may result in going some way to addressing the IMAP Executives secondary driver - *'Improve IMAP Council HR strategies relating to students (workforce planning, recruitment, talent management)'* – no specific actions will be progressed for this driver given the resources, effort and time of the Student Placement Officer will be focused on the primary driver.

The detailed actions for each project area are detailed within this document for endorsement by the IMAP Executive Group.

Project Resources

The IMAP Student Placement Officer role is a part time resource working across the IMAP Councils; this is project position which will end in May 2012.

Human resources staff will also be contributing in the delivery of the project, through being members of the project team and being owners of artefacts produced through the project.

Ultimately success of this project and the level to which relationships between the IMAP Councils and the university/TAFE sector are strengthened will be determined through increased interaction between council staff and staff from the education institutions.

Therefore, time and effort from directors, managers and team leaders will be required to:

	Level of Council staff involvement.	What Will Staff Need to Do
Project Area 1 – PROMOTE WIL – Create Awareness	Low	<ul style="list-style-type: none"> • Read, understand and act on promotional materials.
Project Area 2 – STRENGTHEN WIL – Make It Easier	Medium	<ul style="list-style-type: none"> • Read, understand and use policy, process and guides.
Project Area 3 – FACILITATE WIL – Broker Relationships	High	<ul style="list-style-type: none"> • Participate in relationship building, dialogue and partnering with university/TAFE stakeholders. • Leverage existing council – university/TAFE relationships for IMAP. • Actively include WIL in their workforce planning strategies. • Identify meaningful and supported WIL opportunities for students.

The proposed approach to facilitate the 'Broker Relationships' project area is the establishment of 'career stream clusters'¹ which will be a group of representatives from across the IMAP Councils based on their interest in a profession; work function; study area or academic discipline. The aims in forming career stream clusters are to:

- Enhance networks across the four councils and create partnerships.
- Share experiences and contacts.
- Understand workforce management issues current and projected for a career stream.
- Understand recruitment management issues and skills shortages for a career stream.
- Understand management of future talent pipeline for a career stream.
- Understand and leverage current approach to student placement.
- Understand what needs to be improved in work integrated learning for a career stream.
- Combine forces to influence higher education sector.

¹ Career Stream Cluster information detailed on Page 11 of this document.

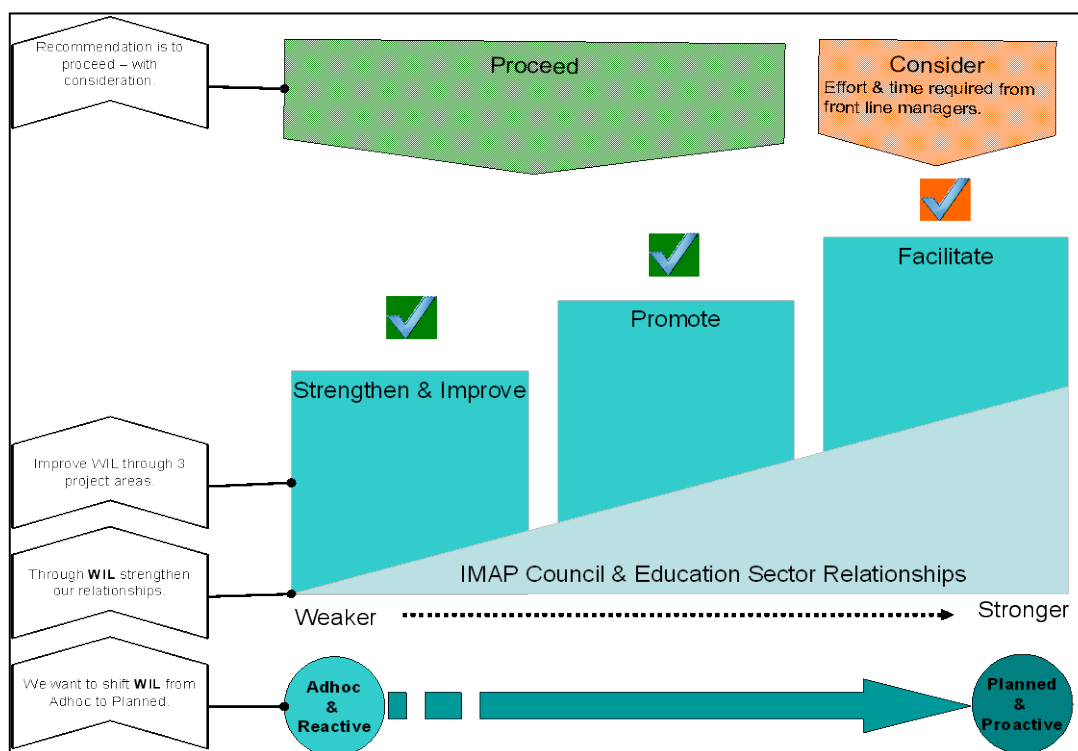
Discussion / Consideration

1. Is strengthening links with the university and TAFE sector still important for your individual Councils and as an IMAP group? Why is strengthening the links with the university and TAFE sector important for your organisation, people and customers?
2. Does the IMAP Executive agree that cultural change is required within the four councils to shift from an adhoc, externally driven process to a proactive, internally driven process? Is this the intent of the project? Should cultural change within the four councils be driven by IMAP?
3. The detailed actions for each project area are detailed within this document for endorsement by the IMAP Executive Group. Each council should consider the following:
 - a. Where does the project/action fit in the priority list for 2011/2012?
 - b. How will your council benefit and leverage the action.
 - c. Potential resource commitment from your organisation.
 - d. Do you provide your endorsement for the action to proceed?
4. If the IMAP Executive consider that one of the goals of this project is to increase the number of students being brought into councils on WIL – do you want to adopt targets or quotas?
5. There is benefit in understanding all relationships/connections that exist between the IMAP Councils and the higher education sector and in gaining a view of the strength and success of these relationships. This project plans to only report on the WIL connections.

Recommendation

The recommendation is to proceed with 'Project Area 1 – PROMOTE WIL – Create Awareness' and 'Project Area 2 – STRENGTHEN WIL – Make It Easier'.

The recommendation is also to proceed with 'Project Area 3 – FACILITATE WIL – Broker Relationships', however careful consideration is required from each council to confirm actions given potential impact of time on frontline management.



IMAP WIL Project Actions

Project Area 1 – PROMOTE WIL – Create Awareness					
Action	Description	When	Impact on Driver	Staff Time	Proceed?
WIL Service Catalogue	Provide consolidated view of what WIL is and the WIL opportunities available.	September 2011.	Medium	Low	
WIL Bulletin/Emails (monthly)	Provide an update on – status of project, WIL Case Studies, WIL opportunities and upcoming events.	1 st edition August 2011.	Medium	Low	
WIL Intranet Pages	Provide an online central WIL information repository within each council, leveraging existing intranet/communication channels.	September 2011.	Medium	Medium	
WIL Calender	Provide a calendar of activities and timings across the councils, universities and TAFEs to understand trigger points, submission dates, likely times when students are available.	September 2011	Medium	Low	
University and TAFE Career Fairs, Vacation Work Fairs.	IMAP Councils represented on campus at Careers Fairs planned for 2012. Needs to align to overall recruitment strategy may be a cost. Initial phase will be on understanding what is available.	January 2012	Low	Medium	

Project Area 2 – STRENGTHEN WIL – Make It Easier					
Action	Description	When	Impact on Driver	Staff Time	Proceed?
WIL Policy	Provide an update on the WIL policy for each IMAP council.	October 2011	Low-Med	Low	
WIL Processes	Review and enhance WIL processes.	October 2011	Low-Med	Low	
WIL Managers Guide and Training	Provide the WIL managers guide and associated training materials	November 2011	Low-Med	Low	
Information management and reporting	Understand, collate and map the existing WIL relationships between the IMAP councils and the universities. Ensure ongoing accurate reporting on WIL statistics.	January 2012	Low-Med	Medium	

Project Area 3 – FACILITATE WIL – Broker Relationships					
Action	Description	When	Impact on Driver	Staff Time	Proceed?
Advise on placements	Assist leaders and managers in sourcing students where they identify and need for a student.	Ongoing	High	Low	
HR Contacts	Confirm links between HR teams and employment and career service/WIL groups within the universities.	September 2011	Med	Medium	
WIL 2012 – Plan, Budget and FTE	Establish proposal for updating the planning cycle where IMAP councils confirm student roles and projects for the year ahead. Review benefits of aligning with corporate planning.	January 2012	Med/High	Medium	
WIL Career Stream Clusters	Form career stream clusters.	September 2011 – ongoing.	High	High	
WIL Round Tables	Broker meetings between IMAP council groups and universities/TAFE. Potentially align with council activities – conferences, festivals, knowledge week.	September 2011 – ongoing	High	High	
IMAP WIL Student Alumni	Create an alumni group of students who have performed WIL in the IMAP councils. Plan ‘keep them warm’ activities.	February 2012	Low	Low	

IMAP WIL 'career stream clusters'

The table below details the career stream clusters, which may be adapted through the life of the project.

Capital Works and Building <ul style="list-style-type: none"> • Major Projects and Infrastructure • Project Management • Construction • Administration 	Communication and Marketing <ul style="list-style-type: none"> • Communications • Marketing 	Corporate & Business Services <ul style="list-style-type: none"> • Analysis and Planning • Finance Management • Human Resource Management • IT Management • Legal
Economic Development and Tourism <ul style="list-style-type: none"> • Economic Development • Tourism 	Engineering <ul style="list-style-type: none"> • Infrastructure • Buildings • Traffic 	Environment and Public Space Management <ul style="list-style-type: none"> • Landscape Architecture • Parks and open space • Waste Management
Events <ul style="list-style-type: none"> • Events 	General Management <ul style="list-style-type: none"> • Team Leadership / Management • Project Management • Risk Management • Administration 	Health and Community Services <ul style="list-style-type: none"> • Aged Care • Arts and Culture • Children and youth • Community Relations • Disability Care • Environmental Health • Family Support • Social Planning and Projects
International Relations <ul style="list-style-type: none"> • International Relations 	Planning and Development <ul style="list-style-type: none"> • Building Surveying / Inspecting • Planning • Property Management • Land Surveying 	Research <ul style="list-style-type: none"> • Research
Sustainability <ul style="list-style-type: none"> • Sustainability Planning and Projects 	Urban Design <ul style="list-style-type: none"> • Urban Design • Architecture 	