



Image: Visit Victoria. Photo: Roberto Seba

A new governance framework to realise the Blueprint for Southbank precinct

> THE CONTEXT

Southbank precinct was already home to a cluster of world-class arts and cultural organisations. However, the precinct lacked the “glue” that could make the cultural experience cohesive. Broadly, the challenges identified were a lack of street life such as places to “hang out”, urban barriers in the architecture and layout of the site, introverted institutions with no clear roadmap for working together, and a lack of overall precinct identity. Arts Victoria had a vision for a site of civic engagement that was welcoming, creative, social and reflected Melbourne’s identity.

> THE BRIEF

In 2012, Positive Solutions had assisted Creative Victoria with a facilities audit for the Southbank Precinct (now Melbourne Arts Precinct). Later that year, we were engaged to outline a series of governance options, alongside an economic and development analysis of the precinct, undertaken by PriceWaterhouse Coopers. We were also to include a precinct road map for implementation of the new governance structure. These were to assist the Project Working Group to begin to deliver the strategies and initiatives that the precinct needed.

> OUR APPROACH

We provided a shortlist of options for governance based on an analysis of precinct success factors, informed by a benchmarking study in different jurisdictions, stakeholder views, and analysis of existing operations. We worked closely with the Project Working Group throughout this process, contributing to the development of options, and ensuring a holistic approach.

> THE RESULTS

Positive Solutions recommended that a dedicated single entity be established, responsible for the physical development, placemaking, activation and marketing of the Arts Precinct. The entity would be created for a time-limited period to see through implementation of key elements of the Blueprint. The commercial analysis and development options recommended maximised significant commercial return and public benefit, and were to be a key mechanism for realising the Blueprint’s objectives. The report also contained a detailed implementation plan which listed steps for how to enact the recommendation. Positive Solutions was engaged to deliver an updated Facilities Audit of the precinct in 2017, and then to inform the governance arrangements for the Melbourne Arts Precinct Transformation project in 2020 – including the new NGV Contemporary gallery.

SEE ALSO:

- > [Creative Victoria Facilities Audit and Governance](#)
- > [Bunjil Place Review and Business Plan, Casey City Council](#)
- > [Arts Queensland Facilities Audit and Governance](#)