Image: Creative Victoria

New governance arrangements for delivery of the Melbourne Arts Precinct Transformation project

> THE CONTEXT

The Melbourne Arts Precinct Transformation development is a major cultural investment by the Victorian Government. The project has multiple key stakeholders that all need to have meaningful involvement in the journey of the precinct's development. However, their time also needs to be optimised in order to maintain efficient momentum in the project.

> OUR APPROACH

Our approach had a major consultation component, which included benchmarking of multi-stakeholder State government project governance arrangements, workshops with stakeholders, and interviews with all key stakeholders. It was acknowledged that the current structure and processes had been successful up until this project, but that there were some difficult decisions coming up in the next stage that would benefit from having further structure, procedure and other risk management supports in place.

> THE BRIEF

Following the concept development and master planning processes, our brief was to inform governance arrangements for the next stage of the precinct – finalising design development and initiating construction. Our role was to 'listen and learn'; hearing from each of the key stakeholders on what had worked well and what needed adjusting for the future stages.

> THE RESULTS

Our report responded to several drivers for change: the need to deliver holistic, precinct-wide outcomes, the need for difficult decisions to be made amongst multiple organisations, and the ramping up of project delivery activities which increased key risks in the incoming stage. We provided a series of key short and medium term recommendations that included the adoption of a precinct vision and charter, the adoption of a series of policies and procedures that would assist with any forthcoming issues in the next stage, and a high-level 'route map' to provide clarity to stakeholders about the rest of the project.

SEE ALSO:

> Southbank Precinct Governance Framework

> Bunjil Place Review and Business Plan, Casey City Council

> West Kowloon Cultural District, Hong Kong

> Creative Victoria Facilities Audit and Governance

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