

# **SERVICE DRIVEN ASSET MANAGEMENT**

## **FINDING A COMMON LANGUAGE ACHIEVING SERVICE OPTIMISATION**

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# OVERVIEW

- Problems
- Whose Problem
- Government requirements and responsibilities
- Current approach
- Our approach
- Customisable algorithm
- The program
- Results in an agreed asset service plan

# WHOSE PROBLEM?

- Problems
  - Aging, over-worked buildings
  - Inadequate and shrinking funds
  - Increasing demands for performance reports
  - Demanding asset maintenance/operational staff
  - Bewildered executive teams and boards
- Whose Problem
  - Portfolio funds managers
  - Corporate Services heads (COOs)
  - Asset Strategy managers
  - Non asset executives



# GOVERNMENT BUDGET REQUIREMENTS

*Victorian government departments plan the delivery of high quality, cost effective services to meet community needs in the medium and long-term*

Source: A guide to corporate and long-term planning June 2012

- Treasury advises the Government on aggregated portfolio picture over ten years
- Departments undertake planning which informs service and infrastructure responses over a 10 year time frame.
- Departmental planning activities relate to:
  - the Financial Management Act 1994
  - Strategic Management Framework
- Funding sources for asset costs:
  - Budget and Expenditure Review Committee (BERC)
  - Arts and Cultural Facilities Maintenance (ACFM) fund
  - Depreciation Bids

# STATUTORY RESPONSIBILITIES

- Arts Victoria Act 1972
  - Section 4 - Objects of the Department
    - c. to encourage and assist in the provision of facilities to enable the Arts to be performed or displayed;
- Crown Land (Reserves) Act 1978
- Building Act 1993
- Building Regulations 2006

# ARTS VICTORIA

- The Portfolio holds significant State financial and cultural value
  - Collections Value \$4.924 billion
  - DPC Building Asset Value \$ 1.915 billion
  - Largely iconic and heritage listed buildings
- Facilities that benefit the community through provision of Arts experiences and generate significant economic benefit to the State
- 100 year asset planning for safety, sustainability and to increase competitive advantage is important



# HERITAGE LISTED AND ICONIC BUILDINGS



Melbourne Recital Centre 2009

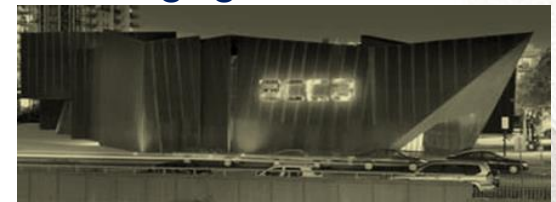
# ASSET MANAGEMENT CHALLENGES

- Tight budget position - funds are more hard-fought
- Capital funding will be even harder to secure
- Ever increasing safety and compliance requirements
- Boards and senior management pushing for more programs
- New budget proposals need to argue service-benefit
- Stronger arguments harder to attack
- “Public expects...” doesn’t wash any more
- Must show impact on service = trade-offs/ prioritization required



# THROUGH THE SERVICE LENS

- A lens to view any asset issue through
- Instead of seeing a broken asset we see a potential service improvement
  - A proposal for replacing a lift
    - Does the lift facilitate the organisation's vision?
    - Vision "to engage the widest possible audience"
    - Will the lift help with this?
    - Yes? high priority
    - No? move the project down the list
  - Do clean well painted walls enable the organisation to engage with a audience?











# FORMER ASSET MANAGEMENT






- Reporting inconsistent
- Facility based

## RESULT?

- Hard to explain to auditors

Area	Assessment
<b>Planning and acquisition</b>	
Asset investment reporting	
Asset planning/investment KPIs	
Linking demand to asset planning and investment	
Collection of data that could inform asset planning/investment KPIs	
<b>Operation and maintenance</b>	
Asset register	
Asset operation and maintenance reporting	
Asset operation and maintenance KPIs	
Collection of data that could inform asset operation/maintenance KPIs	

Key:

-  – Not present
-  – Very limited
-  – Limited
-  – Present but either not extensive or inconsistent
-  – Extensive and consistent

# LIFECYCLE OR LANDMARK?





# ASSET FUNDING SOURCES

- Budget and Expenditure Review Committee (BERC)
  - Growth and sustain projects
  - > \$1million
- Arts and Cultural Facilities Maintenance (ACFM) fund
  - Arts Victoria's maintenance works
  - < \$100,000
- Depreciation Equivalent Access Bids
  - Assets which have aged or are beyond their expected useful life - old plumbing
  - Equipment and fittings replacement for compliance purposes

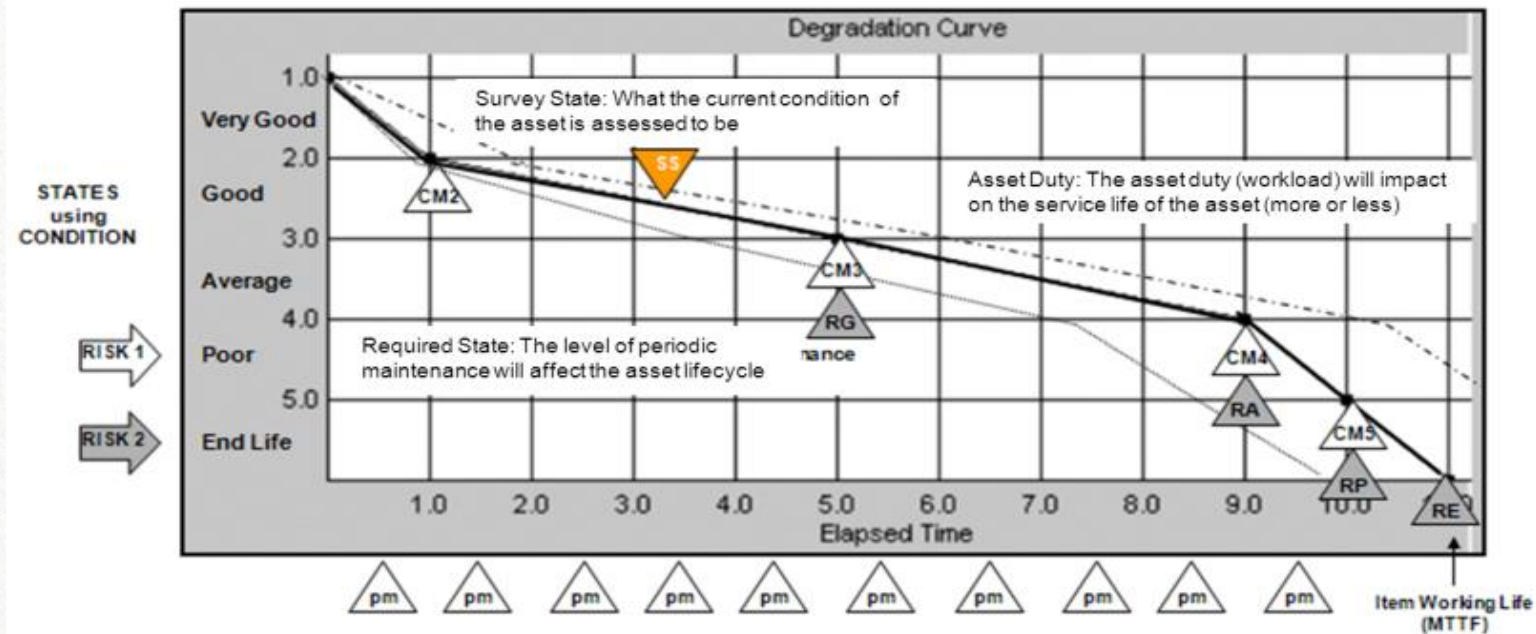
# SERVICE BENEFIT AS DRIVER FOR ASSET MANAGEMENT

- It's about the relative service benefit
- Upgrading the paint finish
  - In a public foyer
    - gives a tangible service improvement to customers
  - In a cleaner's cupboard
    - gives a small benefit in terms of building lifecycle
    - but no service improvement to customers



# SO WHAT IS SERVICE?

- Frameworks already exist that reference service
- Service (in performance terms) of an infrastructure asset



- Not the *IMPACT THE BUILDING HAS ON DELIVERING THE ORGANISATION'S SERVICE* – ie business elements



# WHY A FRAMEWORK?

**Strategic asset management provides the mechanism for**

- Appropriate assets operating efficiently for effective service delivery
- Enabling agencies to meet their strategic objectives

**Link**

- **Asset management to service provision and delivery needs**

**Benefits**

- Integrated, proactive approach to long-term asset planning
- Ongoing capital maintenance programs
- Targeted funding to improve the efficiency of operations
- Meet DTF / Government expectations of long-term planning

# **OUR APPROACH TO PRIORITIZATION**

## **Service Oriented Asset Management**

- Users define their services and functional spaces
- Define what is important within these spaces and why
- Spaces assigned weighting based on service delivery importance
- Score against specified criteria

## **Integrate**

## **Condition and Compliance Audits**

- Condition Audit using TEFMA / NASA guidelines
- Maintenance Cash Flow model development
- Asset register

# INTEGRATING SERVICE

- Visibility of the vision throughout the organisation
- Ensuring operational activities (like asset management) directly relate to organisation's service objectives





# THE PROGRAM

- Requires tie-in at all stages to the organisation's vision
- Enforces the development of appropriate planning and reporting
- Supports Arts Victoria in understanding the portfolio asset issues and complying with the reporting standards it must meet (eg. DTF MultiYear Financial Plan process)
- Simplifies and reduces double handling
- Better lead times for decision-making and project completion
- Currently implemented with NGOs
- Working with Agencies to implement – MRC, GPAC

# ASSET SERVICE AGREEMENTS

## THE MALTHOUSE

**ASSET SERVICE AGREEMENT  
2013**

**MALTHOUSE  
THEATRE**

**ARTS  
VICTORIA**



## CURRENT FACILITY

Source: Valuation Report - Assessment of Fair Value for the Financial Year ending 30 June 2012 The Malthouse (111 and 113 Sturt Street Southbank)



### BUILDING 1

#### THE MALTHOUSE

Formerly an industrial building built in 1892, but redeveloped and refurbished in 1989/1990. Construction is of original solid brick parameter walls with a concrete/timber and metal roof. Additions are of concrete tilt slab. The building is four levels and includes three theatres being Beckett, Merlyn and Tower. The building has heating and cooling. Fire services include sprinklers, smoke detectors and emergency lighting.



### BUILDING 2

#### ARTS HOUSE

Two storey building. Construction is of brick/concrete with a concrete/timber floor and metal roof. Internal lining is of plaster and timber panelling. Fire services include hose reels and extinguishers.



### BUILDING 3

#### MALTHOUSE WORKSHOP

Workshop building built in 2002 and used by The Malthouse. Construction is of metal frame with metal external cladding, marine ply over concrete flooring and metal roof.



# ASSET SERVICE AGREEMENTS

- Establishment of the agreement
- Service Delivery Objectives
- Current Facility
- Current Facility Service Levels
- Scoring / Assessment
- Spaces & Attributes
- Facilities Management Plan
- Facilities annual maintenance
- Maintenance funding
- SUMMARY

## MALTHOUSE THEATRE

ASSET SERVICE AGREEMENT  
2013

### CURRENT FACILITY

Source: Napier and Blakeley OPC Valuations 2012



#### BUILDING 1

##### MALTHOUSE THEATRE

Formerly an industrial building built in 1892, but redeveloped and refurbished, we are advised, in 1989/1990. Construction is of original solid brick, perimeter walls with a concrete timber and metal roof. Additions are of concrete tiles. The building is four levels and includes three theatres being Beckett, Marilyn and Tower. The building has heating and cooling. Fire services include sprinklers, smoke detectors and emergency lighting.



#### BUILDING 2

##### ARTS HOUSE

Two storey building built in 1880. Construction is of brick/concrete with a concrete/timber floor and metal roof. Internal lining is of plaster and timber panelling. The building has heating and cooling. Fire services include hose reels and extinguishers.



#### BUILDING 3

##### MALTHOUSE WORKSHOP

Workshop / Warehouse building also built in 2002 and used by the Raydon Malthouse Theatre. Construction is of metal frame with metal external cladding, marine ply over concrete flooring and metal roof.



# VISION AND GOALS AGREED

## SERVICE DELIVERY OBJECTIVES

Source: Heide Museum of Modern Art 2011 – 2013 Strategic Plan

### STATEMENT OF PURPOSE

Heide offers an inspiring, educational and thought-provoking experience of modern and contemporary art, architecture and landscape.

#### Values

creativity in cultural programming, audience development and profiling of the museum  
sustainability of cultural, financial and environmental operations  
integrity in governance, leadership and museum management

### GOALS

Four interconnected goals drive the Heide strategic plan

Artistic:	Develop and maintain the Heide Collection and a diverse, high-quality exhibition program
Educational:	Be a thought leader in education and interpretation
Profile:	Engage the widest possible audience to maximise awareness, profile and attendance
Operational:	Be operationally and financially sustainable

### FUNDING

Core funding is provided by Arts Victoria to underpin the company's operations and provide a platform from which to leverage funds from other sources to support the company's activities

# SPACES AGREED

All functional spaces are grouped by experience

- Audience
- User and
- Investor

Audience Experience	Grounds
	Presentation Space (Galleries, Theatres, Pavilions, Public Art)
	Foyer
User Experience	Administration
	Studios
	Backstage
	Production
	Collection storage
Investor Experience	Heritage Icon Community Value
	Asset Sustainability
	Government Initiatives ( Resource Efficiency )

# ATTRIBUTES AGREED

- Attributes of spaces described as service requirements
- Scale from Very Poor to Excellent

Excellent	5	The available administrative spaces are excellent and support the delivery of our program. Flexible work station and hot desks areas and quiet research or meeting rooms mean different groups can work concurrently. <b>Natural and electric lighting, sound insulation and climate control are all excellent</b> and there is plenty of space and storage. There is excellent access for all abilities, good signage. There is very secure access to these areas. There is excellent access to staff amenities provided are ample in size, well located, of high quality, attractive and pleasant to use.
Very Good	4	The available administrative spaces support the delivery of our program well. Flexible work station and hot desks areas and quiet research or meeting rooms mean different groups can work concurrently. Natural and electric lighting and climate control are all good and there is plenty of space and storage. There is adequate access for all abilities, good signage but it does not affect general operations. There is good access to staff amenities provided are ample in size, well located, of high quality and pleasant to use.
Good	3	The available administrative spaces support the delivery of our program well. Flexible work station and hot desks areas and quiet research or meeting rooms mean different groups can work concurrently. Natural and electric lighting and climate control are all good and there is plenty of space and storage. There is adequate access for all abilities, good signage but it does not affect general operations. There is good access to staff amenities provided are ample in size, well located, of high quality and pleasant to use.
Poor	2	There is limited ability to enable space for meeting room, quiet research needs. Work station and hot desks areas are not easily managed. There is poor lighting in some areas, no natural lighting and noise levels are high. There are no security lockers. There is no ability to hot desk. Lighting is not good. <b>Comfort levels in a number of spaces are impossible to adjust and there are limited opportunities in others.</b> Hardly anything needed is ready to hand and we waste a lot of time searching and retrieving from storage, especially when storage is off-site. Access for all abilities is compliant as is signage. Poor sound insulation to or from outside areas affects use of these areas at all times. Areas not lockable and there are no security lockers. Access to staff amenities is not easy. Kitchen and toilet facilities are basic. There are not enough toilets and they are poorly located. Hot and cold water for clean-up can be provided.
Very Poor	1	There is limited ability to enable space for meeting room, quiet research and work station needs. There is no ability to hot desk. Lighting is not good. <b>Comfort levels in a number of spaces are impossible to adjust and there are limited opportunities in others.</b> Hardly anything needed is ready to hand and we waste a lot of time searching and retrieving from storage, especially when storage is off-site. Access for all abilities is compliant as is signage. Poor sound insulation to or from outside areas affects use of these areas at all times. Areas not lockable and there are no security lockers. Access to staff amenities is not easy. Kitchen and toilet facilities are basic. There are not enough toilets and they are poorly located. Hot and cold water for clean-up can be provided.

Administration		
Excellent	5	The available administrative spaces are excellent and support the delivery of our program. Flexible work station and hot desks areas and quiet research or meeting rooms mean different groups can work concurrently. <b>Natural and electric lighting, sound insulation and climate control are all excellent</b> and there is plenty of space and storage. There is excellent access for all abilities, good signage. There is very secure access to these areas. There is excellent access to staff amenities. Kitchen, toilet and shower amenities provided are ample in size, well located, of high quality, attractive and pleasant to use
Very Good	4	There are flexible, open space areas for construction work with good ceiling heights and disability access. Spaces exist to achieve specific requirements by separating clean from dirty activities and wet from dry. Production spaces have good loading bay access. There is controlled mixed use with pedestrians or other vehicles and weather protection. This enables the smooth delivery of materials, including artworks. Work can be undertaken safely. There is secure storage and access for staff. These spaces are well lit both externally and internally, have quality temperature control, dust mitigation and provide the levels of power required for effective equipment usage.
Good	3	There are adequate open space areas for construction work with fair ceiling heights and disability access. Spaces exist to achieve specific requirements by separating clean from dirty activities and wet from dry. Production spaces have some loading bay access. There is controlled mixed use with pedestrians or other vehicles and some weather protection. This enables delivery of materials, including artworks. Work can be undertaken safely. There is lockable storage and access for staff. These spaces are adequately lit externally and internally, have some temperature control and dust mitigation and provide the levels of power required for equipment usage.
Poor	2	There is space for construction work with fair disability access. It can be arranged to achieve specific requirements by separating clean from dirty activities and wet from dry with some effort. Production spaces have loading bay access. There is mixed use with pedestrians or other vehicles but poor weather protection. This effects the delivery of materials, including artworks. Most work can be undertaken safely. There is storage and access for staff. These spaces are not well lit either externally or internally, with no temperature control or dust mitigation, but the levels of power required for equipment usage are sufficient.
Very Poor	1	There is limited ability to enable space for meeting room, quiet research and work station needs. There is no ability to hot desk. Lighting is not good. <b>Comfort levels in a number of spaces are impossible to adjust and there are limited opportunities in others.</b> Hardly anything needed is ready to hand and we waste a lot of time searching and retrieving from storage, especially when storage is off-site. Access for all abilities is compliant as is signage. Poor sound insulation to or from outside areas affects use of these areas at all times. Areas not lockable and there are no security lockers. Access to staff amenities is not easy. Kitchen and toilet facilities are basic. There are not enough toilets and they are poorly located. Hot and cold water for clean-up can be provided.



# WEIGHTINGS AGREED

Every organisations is different

- How does the space contribute to the organisation's services
- Which spaces are more important to enable you to meet your vision and goals?
- Which spaces would you rebuild first if everything burnt down?

	Gallery	Theatre
Space	100%	100%
Grounds	20	10
Presentation Space	25	35
Foyer	15	15
Administration	20	10
Studios	7	
Production	6	15
Backstage		15
Collection storage	7	

# RANKINGS AGREED

What service level can be achieved from the space?

- What condition are they in now?
- What do you need them in to enable your service to be delivered?

Functional Space	Weighting	Current		Target		
		Service level score	Total score	Service level score	Total score	Improvement target
		(1-5)	(out of 5)	(1-5)	(out of 5)	
Grounds	20%	3	0.60	4	0.80	0.20
Presentation Space	25%	3	0.75	4	1.00	0.25
Foyer	15%	3	0.45	4	0.60	0.15
Administration	20%	2	0.40	4	0.80	0.40
Studios	7%	4	0.28	4	0.28	0.00
Production	6%	2	0.12	4	0.24	0.12
Collection storage	7%	3	0.21	4	0.28	0.07
<b>TOTAL</b>	<b>100%</b>		<b>2.81</b>		<b>4.00</b>	<b>1.19</b>

# FACILITY MANAGEMENT PLANS AGREED

## Projects Identified

- Condition and compliance audits
- Discussion with organisations

## Categorised

- Urgency (years)
- Type

## Prioritised

- Client Organisation
- Arts Victoria / Government
- Spaces project impacts

Priority	Reference	Ref	By	Key Action	Location	Service Outputs	Service Outputs	Service Outputs	Proposed Budget	Service Outputs
YEARS 1-2	Compliance and High Risk	HS-0-1-01	2014	Investigate Project - Replacement of Office 40 if it is not replaced at once	Site room 2	Preservation Scope + Collection Storage + Administration	80%	0.81	\$50,000	GDPR compliance met
		HS-0-1-02	2015	Repair 100 Year old gate, replace gate with modern material	Site 2	Grounds	80%	0.13	\$18,000	Access requirements met
		HS-0-1-03	2015	Investigate Project - Condition and upgrade external security lighting	Site	Grounds	80%	0.13	\$18,000	Security requirements met
		HS-0-1-04	2015	Investigate Project - Replace CCTV set up	Site	Grounds	80%	0.13	\$18,000	
		HS-0-1-05	2015	Investigate Project - Upgrade CCTV cameras	Site 2	Preservation Scope	80%	0.13	\$18,000	Current BGA security standards met
		HS-0-1-06	2015	Investigate Project - Replace the large heritage window (going with safety glass)	Site 2	Preservation Scope	80%	0.13	\$18,000	
		HS-0-1-07	2015	Tenant Purchase AV equipment for education centre	Site 2	Education Centre	70%	0.04	Tenant	Increased coverage of education centre
		HS-0-1-08	2015	Investigate Project - Replace phone system	Site 2	Collection Storage	80%	0.03	\$18,000	No impact of operations and business interruption
		HS-0-1-09	2014	Investigate Project - Implement automatic of the site building design for projects in the 2010	Site	Preservation Scope + Collection Storage + Administration	70%	2.03	\$80,000	
		HS-0-1-10	2015	Investigate Project - Replacement of all 3 Gates at once	Site	Preservation Scope + Collection Storage + Administration	80%	0.81	\$10,000	Reduce ongoing maintenance costs
YEARS 3-5	Long term sustainability	HS-0-1-11	2014	Investigate Project - All 3 Gates replaced	Site room 2	Preservation Scope + Collection Storage + Administration	80%	0.81	\$10,000	GDPR compliance met
		HS-0-1-12	2014	Upgrade electrical wiring and connect to BGS (BGS Control)	All buildings	Preservation Scope + Collection Storage + Administration	80%	0.81	\$10,000	Reduction of energy use
		HS-0-1-13	2016	Investigate Project - Replacement of Office 40 if it is not replaced at once	Site room 2	Preservation Scope + Collection Storage + Administration	80%	0.81	\$100,000	
		HS-0-1-14	2017	Investigate Project - All at once and with resilience	Site	Administration + Power	20%	0.22	\$1,000,000	
		HS-0-1-15	2014	Investigate Project - Relocate upper car park, public use, parking area etc	Site 2	Grounds	80%	0.13	\$50,000	
		HS-0-1-16	2015	Investigate Project - Relocate public area if not met	Site 2	Grounds	80%	0.13	\$50,000	
		HS-0-1-17	2015	Investigate Project - Relocate public area if not met	Site 2	Administration	80%	0.08	\$50,000	
		HS-0-1-18	2015	Investigate Project - Relocate public area if not met	Site 2	Administration	80%	0.08	\$40,000	
		HS-0-1-19	2014	Investigate Project - Relocate public area if not met	Site 2	Administration	70%	0.03	\$25,000	
		HS-0-1-20	2014	Investigate Project - Relocate public area if not met	Site 2	Administration	80%	0.81	\$10,000	

## Type

Compliance and High Risk

Service Outputs

Long term sustainability

Government initiatives



# RISK BASED PRIORITIES

If Arts Victoria doesn't do this project what will be the impact on the ...

- Long term sustainability of the asset
- Health and safety of organisation and patrons
- Community values
- Arts Victoria's perception of the impact on service delivery
- Financial considerations



# CUSTOMISABLE ALGORITHM

Organisation Score out of 5

Arts Victoria Score out of 5

Spaces project impacts Score out of 100

Single Space	Gallery	Theatre
Grounds	20	10
Presentation Space	25	35
Foyer	15	15
Administration	20	10
Production	6	15
Studios	7	
Backstage		15
Collection storage	7	
Multiple Spaces		
Presentation Space + Collection Storage + Administration	<b>52</b>	<b>45</b>
Grounds + Foyer	35	25
Administration + Foyer	35	25
Administration + Backstage	20	25
Administration + Presentation Space	45	45
Grounds + Administration	40	20
<b>All Building</b> - Presentation Space + Backstage + Foyer + Production + Studios + Collection Storage + Administration	80	90
<b>All</b> – Grounds + Presentation Space + Backstage + Foyer + Production + Studios + Collection Storage + Administration	100	100

# SERVICE PRIORITIES

Project priorities total 100

- 20% Organisation
- 20% Arts Victoria
- 60% Spaces project impacts

Project Urgency and Type weightings applied

Urgency (Years)	Type	Loading
0-2	Compliance	50%
0-2	Service / Long term / Government initiatives	30%
3-5	All types	15%
6-10+	All types	5%



# THE FORMULA

## Project 1

0-2 year Long Term Repair falling render and re-point brickwork

## Project 2

0-2 year Compliance Upgrade fire escape to meet current code

	Project 1			Project 2		
	Raw score		Weighted score	Raw score		Weighted score
Organisation	4	20% (Multiply by 4)	16	4	20% (Multiply by 4)	16
Arts Victoria	5	20% (Multiply by 4)	20	5	20% (Multiply by 4)	20
Space	90	60% (Multiply by 0.6)	54	35	60% (Multiply by 0.6)	21
<b>Service Total</b>			90			57
Urgency priority	0-2yrs Long term		30% (Multiply by 0.3)	0-2yrs Compliance		50% (Multiply by 0.5)
<b>Priority Total</b>			27			28.5

Highest score possible is 50

# CASE STUDIES

Name	Key Action	Location	Proposed Budget	Rank	Service Spaces	Service Weighting	Org	AV	Priority
SLV	Chiller Replacement	Plant room	\$ 170,000	1	All Building	90	5	4	27
REB	Commercial Kitchen Upgrade	Exhibition Hall	\$ 50,000	2	Production	20	5	4	14
ACCA	Commercial Kitchen Upgrade	Kitchen	\$ 50,000	3	Production	28	5	2	13
SLV	Conference Centre Upgrade	Main building	\$ 50,000	4	Foyer	20	5	2	12

# IMPLEMENTATION

Rolled out for smaller clients

Implementing for larger arts agencies

	ORGANISATIONS	AGENCIES
Buildings	Generally owned by the state and leased to the organisations at below commercial rental levels.  Generally smaller buildings.	Generally owned by the agency, though have obligations under state owned asset reporting.  Often large buildings or portfolio of buildings.
Funding	Pool of operational and asset funds made available to Arts Victoria to allocate.	Eligible for separate allocations directly from the state. Additional maintenance funding often provided through Arts Victoria.
Governance	Collaborative and often small leadership team heavily engaged in the day to day running of all aspects of the operation including building maintenance	Large and structured leadership team with areas of responsibility held based on area of specialisation. Facilities and operations led by separate individuals reporting up to the CEO or equivalent.



# BOARD LEVEL

The Agreement contains an A3 summary of the:

- Organisation's vision
- Facility management plan and
- Current and aspirational service levels for spaces

## THE MALTHOUSE ASSET SERVICE AGREEMENT SUMMARY

### VISION

Risk, Rigour and Guest Inform all facets of our work on- and off- stage

Risk: Works performed presented and/or created at Malthouse Theatre aim to test and extend the boundaries of our art form.  
Rigour: Malthouse Theatre is committed to research, creative development and the ongoing examination of our practice.  
Guest: Malthouse Theatre lives its values both on-stage and off-stage; diversity, access and social inclusion are at the core of the work we want to represent and share.

### GOALS

## SPACES & ATTRIBUTES SUMMARY

Space and Weighting	Current service level	Target service level
Grounds 5%	Grounds offer a good, attractive, safe and comfortable visitor experience at all times. Clear signage and directions at street level. Pedestrian safety not a major concern. Moderate disability access. Moderate bike racks and parking capacity. Most areas have safe paths, although not necessarily paved, and there is good public safety protection, good lighting and security cameras. There is, however, limited public seating. Drainage is a problem but is contained.	Grounds offer a very good, attractive, safe and comfortable visitor experience at all times. Clear signage and directions at street level. Easy access for all abilities. Ample bike racks and parking capacity. Most areas have paved paths and public safety protection, there is good lighting throughout with security cameras, ample public seating facilities. Drainage is not a problem.

***“Our Board were very enthusiastic about the clarity it gives them”***

The Malthouse 2013

Theatres	35%	2	0.70	5	1.75	1.05
Foyer	10%	2	0.20	4	0.40	0.20
Administration	10%	1	0.10	4	0.40	0.30
Studios	10%	2	0.20	4	0.40	0.20
Backstage	15%	2	0.30	4	0.60	0.30
Production	15%	4	0.60	4	0.60	0.60
TOTAL	100%		2.25		4.35	2.10

Production 15%	There are flexible, open space areas for construction work with good ceiling heights and disability access. Spaces exist to achieve specific requirements by separating clean from dirty activities and use from dry. Production spaces have good loading bay access. There is controlled mix/drop with possessions or other vehicles and weather protection. This enables the smooth delivery of materials, including artworks. Work can be undertaken safely. There is secure storage and access for staff. These spaces are well lit both externally and internally, have quality temperature control, dust mitigation and provide the levels of power required for effective equipment usage.	Same as current
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# ACKNOWLEDGEMENTS



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# THANK YOU

**ARTS  
VICTORIA**

