



Government of South Australia Department for Infrastructure and Transport

AGFMA Agencies

What We've Heard Report

April / May 2025

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Department for Infrastructure and Transport

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Introduction

The Across Government Facilities Management Arrangements (AGFMA) is the mechanism by which the South Australian Government ensures over 5,000 government-owned facilities around the State are properly maintained. The focus is to ensure they remain safe and fit for purpose for the delivery of the essential community services they support. This includes schools, hospitals, prisons, police stations and the majority of other government buildings, and includes over 1.2 million assets.

The Department for Infrastructure and Transport (the Department) is the lead SA Government agency responsible for the management of the AGFMA, working directly with Ventia, as the current Facilities Management Service Provider (FMSP), and coordinating the use of these arrangements with more than 47 SA Government Participating Agencies.

The Department has continued to receive substantial feedback from Participating Agencies about their experiences with Ventia and released a one-off survey to consolidate a 'point in time' view in March 2025.

We continue to welcome feedback provided through the website below:

Contact the AGFMA Team - Department for Infrastructure and Transport - South Australia

Survey Objective

Given the wide range of agency representatives interacting with the AGFMA from localised site users, through to high interaction between corporate and executive users, the Survey was specifically designed to gather role specific insights and feedback based on operational and strategic observations and experiences.

Survey Structure

- Questions 1 to 4 were Respondent identifying questions Name, Agency Name, Email, and Role identification.
- Questions 5 to 10 were Standard baseline questions asked of all Respondents.
- Questions 11 onwards were specific to the chosen Role group (refer Appendix A: Questions Matrix).

All questions were mandatory, with an option to select not applicable as required and comments were optional and measured on a Likert scale.

Survey Summary

The survey was issued on 28 February 2025 and remained open for 18 days, closing on Wednesday 26 March 2025 which includes an 8 day extension requested by agency representatives.

It sought input from Participating Agency stakeholders on what they see as important in achieving improved delivery outcomes for both the AGFMA and Participating Agencies. It was issued to over 3650 Participating Agency representatives and the Department received 526 unique and complete responses.





Executive Summary

The stakeholder feedback highlights a complex and varied service experience. While some individual staff members, particularly Facility Asset Managers (FAMs) and Project Managers are commended for their professionalism and responsiveness under the circumstances, the broader system is seen as underperforming and fragmented.

Key themes emerging from the feedback include:

Inconsistent Service and Staff Performance – Responses highlight that experiences vary significantly depending on assigned personnel. While some staff deliver proactive, high-quality, knowledgeable support, others are perceived as not experienced, disengaged or undertrained, resulting in variable service levels that erode trust and satisfaction.

Under-Resourcing and Staff Capacity Issues – Responses also indicate that FAMs and project managers, are viewed as overstretched and under-resourced, managing too many sites and or projects to provide timely or strategic service delivery and/or support. High staff turnover is noted as further disrupting quality, decision making and continuity of service outcomes and reduces institutional knowledge and increases inefficiencies and risks.

Poor Communication and Responsiveness – Communication in the responses is frequently described as reactive, delayed, or absent. Agencies report needing to follow up repeatedly for updates or to resolve issues, leading to a high administrative burden on government staff and heightened frustration regarding operational inefficiencies and downtime.

Ineffective Systems and Process Complexity - Panorama and Ariba are widely criticised in a majority of the responses stating that it is not fit for purpose, lacks transparency and expected functionality, including that it is clunky, unintuitive, and unreliable. Users struggle with usability, functionality navigation, frequent crashes, and slow performance, noting that reporting is also not fit for purpose and work order creation and approval processes are overly manual and time-consuming.

Unreliable Asset and Financial Data – Responses indicate with heightened frustration that Asset registers and financial records are often incomplete, outdated, or difficult to access. This is noted as limiting agencies' ability to plan, manage risks, or verify contractor performance and costs effectively.

Lack of Proactive Risk and Asset Management – Disappointment and concerns raised in the responses note that strategic planning, preventative maintenance, and risk identification are largely left to agencies with Ventia not taking an active, knowledgeable service delivery role. Ventia's role is viewed as reactive, with minimal evidence of structured oversight, forward planning, or use of data to drive asset lifecycle strategies.

Poor Contractor Oversight and Value for Money Concerns – Agencies question Ventia's role as it relates to service quality and performance which is reported as being inconsistent, particularly in regional areas. There are widespread concerns around allocations of work, quality control, inflated pricing, lack of competitive quoting, and insufficient financial transparency or accountability.

Administrative Burden on Agencies – The responses all provide comments in terms of system and service shortfalls, whereby agencies are frequently forced to compensate by performing tasks expected of the FMSP, including scoping work, chasing quotes, verifying claims, managing work on site including contractor performance, and handling documentation—tasks that should be managed by Ventia in line with the RASCI (refer to <u>fact sheet</u>).

Missed Opportunities for Strategic Partnership - Despite frustrations, many respondents express a willingness to collaborate on improvements that are fit-for-purpose and consider the required services and roles and responsibilities. There is appetite for co-designed solutions, better resourcing, and clearer outcomes aligned to roles and responsibilities, provided Ventia demonstrates genuine commitment, transparency and accountability.

Isolated Examples Show What's Possible – Agencies provided instances that indicated that where staff are knowledgeable, experienced, engaged, and supported, service outcomes improve. Some refer to previous experiences in the former AGFMA which offered a structured service delivery more broadly, reinforcing that systemic improvement is achievable with the right structure and investment.





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Agency and Role Participation

The survey captured demographic information (such as Department & Role), through specific questions to enable analysis and insight of specific roles and experiences. Whilst many Agency Representatives who responded were from Department for Education 56% (refer Figure 1 below), 37 of the 47 Participating Agencies were represented. Department for Health and Wellbeing, encompassing all the Local Health Networks, had a 20% response rate.



45% of respondents were Site Representatives and 26% of respondents identifying as undertaking multiple roles, classified as Combined Roles.





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2%

Very Dissatisfied 17% AGFMA Participating Agency satisfaction is an important element of the AGFMA and a key indicator that determines if needs and expectations are being met. The Department acknowledges that Participating Agencies, subcontractors and the FMSP require good working relationships and alignment on requirements and expectations, to ensure high quality, cost effective, safe outcomes for all aspects of the AGFMA.

The responses received show a satisfaction level of **26%** in relation to the overall experience with Ventia, with dissatisfaction significantly higher at **44%**, as shown below in Figure 1. For context, the contracted expectation of satisfaction level is **70%+** with these results recording well below the expectation.

Low satisfaction rates are reflected across all portfolios and regions within the State.

Dissatisfied

27%

A few important take-aways from the responses include:

Operational Staff Are Generally Well-Regarded: Many respondents appreciated the efforts of some individual Ventia staff, especially FAMs, and Project Managers who are acknowledged as being under considerable pressure due to under resourcing and lack of support and consistent process.

Inconsistent Service Delivery: Service levels vary significantly depending on the FAM or geographic region. Some respondents experience efficient and effective support, while many others face delays, repeated follow-ups, and unresolved issues. This inconsistency undermines overall confidence in the capability and capacity.



System and Process Frustrations: The Panorama portal is frequently cited as difficult to use, unreliable, and not intuitive. Processes such as quote approvals, work order tracking, and invoicing are seen as inefficient and time-consuming, creating administrative burdens.

Under-Resourcing and Workload Concerns: Many respondents feel Ventia staff are stretched too thin, managing too many sites to provide timely service. This contributes to delays, missed follow-ups, and an increased workload for agency staff who often step in to manage issues.

Communication and Contractor Accountability: Respondents require more consistent communication, better follow-up on reported issues, and improved oversight of subcontractors. Suggestions include implementing random job audits, making better use of asset lifecycle data, and holding contractors accountable for quality and cost outcomes.

Desire for Greater Flexibility and Fit-for-Purpose Solutions: Respondents highlight a need for more adaptable, locally responsive services. A "one size fits all" model is often seen as inappropriate, especially for unique or complex sites.



Note: All responses relating to Communication, Reporting and Information Sharing matters have been aggregated and aligned below.

Data Quality & Reporting - Report accuracy, applicability and usability are major concerns. Respondents communicating Reports are difficult to navigate, are challenging to generate with a slow, unintuitive interface that does not result in a comprehensive report or the ability to drill into exceptions. Financial and asset reports often lack clarity, with limited filtering and customisation, forcing agencies to manually compile data. Asset information is frequently outdated or incomplete, particularly after capital works. Many respondents are questioning the usefulness of available reports or how to use them effectively, which limits their use. Extracting data is time-consuming, and technical terminology in reports adds confusion, especially for those unfamiliar with trade-specific language.

Communication & Information Sharing - Communication is seen as reactive and inconsistent. Respondents often lack timely updates on projects, job status, and disruptions, leading to frequent follow-ups, frustrations and increased costs. Contractor and Ventia updates can be unreliable, and work orders are not valuable or kept current. Outcomes vary widely depending on the assigned FAM—some are highly effective, while others offer little support. Despite systemic issues, a few staff are praised for their proactive and clear communication.

Meetings & Forums - Many respondents are concerned with the effectiveness of the Participating Agency Forum or its purpose. Ad hoc meetings are a necessity due to the volume of issues which are often unresolved and lack structure in terms of completing actions. Some agencies report no meetings at all even when requested. When PAGAF meetings do occur, the usefulness is being questioned as Ventia run through the meeting in a report style rather than focus on the concerns, issues, improvements and information specific to the agency. Respondents reported that minutes are often late, not action-focused, and sometimes perceived as biased. Little follow-up occurs, with recurring issues left unresolved. However, where meetings are well-run by proactive leads, respondents report value in tracking performance and discussing KPIs.

Information Sharing and Performance – Respondents communicate a clear need for better information sharing. Many respondents communicate that they require better communication around assets and facility performance which relies on the skills or knowledge of the Ventia team. Knowledge and skills gaps across the Ventia team are an area reported to require focus and improvement to rebuild confidence. Currently this gap contributes to frustrations and the need for agency staff to compensate for knowledge or skills gaps themselves.

Information Reliability & Compliance - Many respondents communicate that the financial tracking and contractor claim processes are unreliable. Invoice reconciliation is difficult due to missing details, and claim misallocations lead to inefficiencies and administrative burden. These issues undermine both operational efficiency and compliance. The experience is highly dependent on an improved standardised approach and known documented process, managing both risks and opportunities in service delivery.

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Note: All responses relating to Invoice and Claims Management matters have been aggregated below.

Overpriced Services & Poor Value for Money - Many respondents believe services are significantly overpriced, particularly for simple tasks. Respondents question the value for money being provided and express frustration that quotes do not seem to be competitively vetted. There's a strong emphasis on an improved requirement to use local providers, and improved work transparency and competitive quoting.

Lack of Financial Oversight & Accountability - A major concern raised by agencies is the avoidable high volume of work orders resulting in a high volume of claims and apparent lack of a coordinated work effort and robust financial oversight, making it difficult to have confidence in the outputs and or to verify charges. There is limited visibility into how prices are determined or justified, leading to questions around overcharging and identified billing errors. Many communicate that there does not appear to be systemic checks and balances (controls) in place to monitor or validate claims before they are sent to agencies for approval.

Systemic Process Inefficiencies - Delays, misrouted claims, and complex workflows are commonly experienced. Panorama requires manual corrections, and rejected claims are often resubmitted without changes, adding to inefficiency and frustration.

Heavy Administrative Burden on Sites and Agencies – Agencies communicate frustrations that they are doing work intended for Facilities Managers such as chasing quotes, verifying claims, and correcting errors. This adds to a significant workload for agencies and undermines the value add.

Incomplete and Inaccurate Documentation - Claims often lack critical documents like photos or clear work descriptions. Incorrect or irrelevant attachments delay approvals and make it challenging to verify that work has been completed properly.

Project claims – Systems are described by respondents as being difficult to navigate and poorly designed for their intended purpose and lack transparency. Users report a lack of intuitive features, inconsistent data, and insufficient functionality—such as the inability to see project summaries, track or substantiate costs or clearly identify relevant documents. These issues slow down workflows and increase the risk of error.

Reporting and Accessibility Limitations - Reports often lack essential details and are hard to filter or export. Respondents want better tools for printing, reviewing costs, and accessing site-specific data to support efficient oversight and recordkeeping.



All responses relating to Asset Information matters have been aggregated and aligned below.

Inaccessible and Unreliable Asset Data – Responses detail that Asset registers at both site and portfolio levels are often incomplete, outdated, or hard to find. Many users are unaware of how to access them effectively or question the accuracy of the information available. Respondents also outline that Systems like Panorama are perceived as confusing and inefficient, requiring respondents to navigate multiple disconnected tiles to find relevant asset data. Lack of relevant training offered exacerbates these usability issues.

Limited Reporting and Strategic Planning Tools -Responses outline that the current tools do not support effective reporting or planning. As a result, many sites communicate in their responses that they resort to manual tracking (e.g., Excel) to work around system limitations and meet operational needs.

Minimal Support for Strategic Asset Management Planning –Majority responses indicate that there is little to no proactive support from Ventia in developing or updating the Strategic Asset Management Framework (SAMFs). SAMFs are heavily reliant on data that is not being regularly and accurately updated by Ventia, increasing the risk of higher costs, and inefficiencies. Agencies are often forced to hire external consultants to support the process, work that should have been informed and supported by Ventia for the individual agency SAMFs.

Poor Communication and Responsiveness - A widespread frustration was communicated regarding slow, unclear, or absent communication from Ventia. Many respondents report having to chase updates or provide their own solutions to fill gaps including through the Annual Service Delivery Planning process.

Inconsistent Service Delivery and Knowledge Gaps – Responses varied in terms of detail and experiences depending on their roles. Site level representatives indicate that service levels vary depending on the individual FAM or support person involved and the needs of the site. While some are praised, others lack technical knowledge or the capacity to support sites adequately, leading to a lack of advice and reduced asset management function.

Lack of Proactive Risk Management – Many responses outlined that risk identification and mitigation are generally left to the agencies. Ventia is viewed as reactive rather than strategic in addressing or managing risk, with respondents outlining risk registers are poorly managed, maintained or understood.

There are concerns about contractor oversight and lack of follow-through and enforcement of standards and asset compliance.

Inaccessible and Fragmented Information – Agencies explain in the responses that Asset and maintenance information is difficult to locate and often spread across multiple platforms. Users want a single, centralised, user-friendly system to access all relevant data per asset or site.



All responses relating to End-to-End Works Management (BD/PM) matters have been aggregated and aligned below.

Lack of Asset Data Analysis and Strategic Planning – A majority of the responses communicate that Ventia do not appear to be analysing preventative or breakdown maintenance data to inform future planning, budgeting, or asset replacement. This activity appears to be absent or poorly communicated.

Poor Communication and Engagement - Communication from Ventia is widely described in the responses as minimal, inconsistent, and reactive. Agencies are not kept informed about asset status, PM schedules, or follow-ups, often only receiving information when they chase it themselves – agencies further note that the self-reporting in Panorama is not fit-for purpose, lacks important information and is not efficient.

Inconsistent Follow-Up and Action on PM Findings – Agencies communicate that Ventia do not have a standardised approach to resolving identified issues during PM, with many frequently left unresolved, resulting in additional breakdown work and inefficiencies. Further, agencies communicate dissatisfaction with recommendations from contractors, which are often not effectively captured and acted upon, or ignored or not tracked.

Over-Reliance on Agency Staff – Agencies communicate that they are expected to identify, prioritise, and manage asset maintenance and replacement with little support. This includes verifying contractor work, despite lacking the knowledge, expertise or time to do so.

Poor Contractor Performance & Quality Control – Ventia are reported as having poor quality assurance activities with some works noted as requiring repeat visits from contractors with little oversight from Ventia. Quality controls are described as being weak or non-existent, and Ventia personnel are often not able to catch issues, leading to errors being passed through the system without correction.

Quality Assurance or Accountability – Respondents reported a lack of evidence of oversight or quality assurance from Ventia. PM works are marked as complete without validation or quality checks.

Burden on Agencies to Monitor and Resolve Issues – Many responses indicated that Agencies are left managing contractors, verifying works, resolving documentation gaps, and chasing outcomes which are tasks they believe should fall under Ventia's responsibility.

Systemic and Structural Issues in PM Management –Respondents reported that Preventative Maintenance is consistently challenged by outdated schedules, repeated or missed services, lack of coordination, and ineffective tracking.



All responses relating to Project Management matters have been aggregated below.

Delays and Slow Project Delivery - Projects take excessive time to progress—from scoping to quoting, tendering, and delivery. Even urgent or minor works are subject to long lead times, impacting operational needs and planning.

Poor Communication and Lack of Proactive Updates - Agencies are required to consistently follow up for updates. There is minimal proactive communication, no reliable status tracking, and limited visibility on project timelines or milestones.

Inconsistent Staff Performance and Capability - While some FAMs and PMs are praised for being professional and responsive, others are seen as having skills gaps or lack initiative and accountability. Staff turnover without proper handovers further disrupts service continuity.

Inadequate Systems and Tools - Internal systems are outdated and fragmented. Project data, financial records, and communications are often kept on individual laptops or in Excel files, undermining transparency, accuracy, and coordination.

Lack of Transparency in Financials and Procurement – respondents reported limited visibility into pricing, contractor selection, invoicing, and value-for-money. Concerns include auto-approved invoices, unclear scopes, and inconsistent tender processes.

Poor Documentation and Handover Practices - Key project documents—O&M manuals, closure reports, asset updates are often delayed or missing. Handover processes are inconsistent, requiring agencies to chase information post-completion.

Ineffective Support for Small or Complex Projects - FAMs managing projects under \$150K are seen as undertrained and unsupported. The current system doesn't accommodate complexities like variations, progress claims, or multi-stage works.

Over-Reliance on Contractors for Project Information - Agencies frequently rely on builders or contractors for status updates and accurate project information due to limited input or oversight from Ventia staff.

Governance, Risk and Quality Assurance Gaps - There's a lack of structured risk management, quality assurance, and compliance oversight. Projects often proceed without clear scopes, risk assessments, or performance monitoring.

Questionable Client Advocacy and Strategic Oversight - There is concern that Ventia does not consistently act in the Agencies' best interest, especially in pricing, project prioritisation, and contractor engagement, raising doubts about governance and customer focus.



All responses relating to Operational and Resourcing matters have been aggregated and aligned below.

Service Timeliness is Inconsistent and Often Delayed - Many respondents report lengthy delays in receiving quotes, commencing work, or resolving maintenance issues, particularly in regional or remote areas. In some cases, urgent issues have taken months to address, leading to operational disruptions and frustration among site staff.

Poor Communication - A common frustration included in the responses is the lack of consistent communication from Ventia. Emails and phone calls often go unanswered, proactive updates are rare, and information about job progress is difficult to obtain unless sites escalate through other channels or repeatedly follow up themselves. Delays in access approvals, tracking work requests, and managing asset data contribute to inefficiencies and add a significant administrative burden to already stretched site teams.

Lack of Proactive Engagement and Ownership - Many respondents feel they are forced to drive the process themselves—from chasing quotes to following up on work and escalating issues. There is a clear desire for more proactive support, including regular check-ins, future planning sessions, and scheduled communication to ensure jobs and projects stay on track.

FAMs and Site Support Are Overworked and Under-Resourced - Facilities Asset Managers (FAMs) are consistently described as capacity constrained (for example, managing too many sites without sufficient support), leading to delays in response, lack of follow-through, and limited engagement with agencies. Respondents report that even well-intentioned FAMs are too time-poor to provide an effective service.

Support Quality is Highly Dependent on the Individual - Experiences in the responses vary widely depending on which FAM or Service Delivery Leader (SDL) is assigned. Some individuals are praised for being responsive, supportive, and knowledgeable, while others appear undertrained, disengaged, or difficult to contact, leading to highly inconsistent service levels.

Contractor Network – Agencies communicated that there are persistent challenges in securing reliable contractors, especially in rural or regional locations. Jobs are sometimes delayed due to rejected quotes or contractor availability, and the quality of work delivered can be inconsistent, requiring additional follow-up or rework.

Asset Data and Compliance Support are Poor - Many respondents note that asset registers are outdated or incomplete, making it unclear which assets are covered and what maintenance is required. There's a lack of a standard barcoding system and limited support for ensuring work meets compliance or delivers value for money.

High Staff Turnover Impacts Continuity and Trust – Agency responses indicated Frequent changes in FAMs disrupt service continuity, as new personnel need time to understand site-specific needs, re-establish relationships, and ramp up. Just as a manager becomes effective, they are often replaced, restarting the cycle and leading to frustration and lost momentum.

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Systems Usability & Performance

All responses relating to Systems Usability & Performance matters have been aggregated below.

Usability & Navigation – Responses indicated that the system is generally user-friendly for job logging but is clunky, complex, and requires too many steps for key tasks. Improved search functions and streamlined workflows are needed.

Performance & Reliability – Speed was included in the responses as being inconsistent, with frequent crashes, slow responses, and login failures. Respondents experience delays in approvals and reporting, impacting efficiency.

Security & Access – Quick and Frequent system timeouts amongst the respondents, requiring continued email, password and authentication entry which most saw as being overly time consuming and unwarranted, with delays in responding to password issues which are not straightforward and timely creating additional frustrations. Some respondents experience extended lockouts and slow login resets.

Support & Training – Initial training is helpful, but ongoing support is lacking.

Respondents rely on colleagues for guidance, and responses indicate that the helpdesk is slow and unresponsive.

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Data & Reporting – Reporting is rigid, data is often outdated or missing, and extracting useful insights requires manual workarounds. Enhanced automation and integration are critical.

Priority Improvements

Respondents outlined the top issues for improvement by Ventia which have been grouped into the priority improvement areas below. Figure 9 also shows the breakdown of priority areas across role groups. The top two priority improvement areas are the core services that Ventia are required to provide for the AGFMA.









Next Steps

The Department will be seeking Ventia's urgent, comprehensive and credible plan to improve performance, to be communicated as a priority in recognition of the significant issues raised by the Participating Agencies.

Further analysis will be completed on key areas of dissatisfaction including;

- Asset and Facilities Management Knowledge
- Administration Burden
- Work allocation and end to end processes
- Availability of Information
- System Usability and Functionality
- FAMs Workloads & Performance
- Ventia Resourcing Structure.

The AGFMA team would like to take this opportunity to thank all Agency Representatives who completed the survey.

If you have any questions or concerns, please contact the DIT AGFMA team via the following link on the DIT AGFMA website:

Contact the AGFMA Team - Department for Infrastructure and Transport - South Australia



Appendix A

Question Matrix

Торіс	Question	Question # & Role
Operational Matters	How satisfied are you with being able to resolve day to day operational matters with Ventia in a timely manner?	5 - All
System Satisfaction	How satisfied are you with Ventia's system(s) when considering performance (system speed), usability (is it effective and easy to use) and functionality (expected automation and features)?	6 - All
Reporting & Information	How satisfied are you with the level, availability and accessibility of reporting and information provided to you by Ventia? For example: data integrity, job status, quarterly analysis, project information and status, asset and financial reporting.	7 - All
Value for Money	How satisfied are you that Ventia delivers Value for Money outcomes for your site/Agency?	8 - All
Overall Performance	How satisfied are you with the overall performance of Ventia?	9 - All
Elements for Change	What do you consider (if anything) would be the five most important elements for change to improve your Agency's experiences?	10 - All
Asset Register at a Site & Portfolio level	How satisfied are you with your ability to access an accurate asset register at a site and portfolio level showing current and historical records of your assets to make informed decisions (including asset information, condition rating, replacement year and cost)?	12a - Agency Lead/Snr Mgr/Corp 14b - Site Representative 14d - Asset / Facilities Manager 17f - Combined Roles
Claims Accuracy & Details	How satisfied are you that your Agency is receiving the correct information first time, with the right level of detail to approve claims ?	14a - Agency Lead/Snr Mgr/Corp15b - Site Representative13e - Finance Representative22f - Combined Roles
Communication and Information Sharing Satisfaction	How satisfied are you with the communication, and information sharing provided by Ventia considering the availability and accessibility of asset information, work completion and project tracking, status updates, and end to end management?	14f - Combined Roles
FAM's FM Service	How satisfied are you with the Facility Asset Manager's (FAM) ability to provide and guide FM services for your Site? For example; accessibility and availability of the FAM to track delivery and quality of works, knowledge and understanding of your site's needs, and resolving issues in a timely manner.	11b - Site Representative
FAM's Recommendations	How satisfied are you with the FAM's ability to inform you about required facility works including estimates, timeliness and effectiveness of the quoted works, and the FAM's recommendations and actions to completion?	12b - Site Representative
Financial Analysis Satisfaction	How satisfied are you with your ability to perform the required financial analysis including to prepare budgets and reporting from the data available in Ventia's Panorama system?	11e - Finance Representative
Formal Meetings (PAFGF)	How satisfied are you with the structure (including agenda and minutes), content and regularity of formal meetings facilitated by Ventia such as Participating Agency Focus Group Forum?	11a - Agency Lead/Snr Mgr/Corp 20f - Combined Roles
Invoice Accuracy & Details	How satisfied are you that your Agency is receiving the correct information first time, with the right level of detail to approve invoices ? (<i>i.e. invoices received twice monthly through Basware on the balance of the approved work order claims</i>).	15a - Agency Lead/Snr Mgr/Corp 14e - Finance Representative 23f - Combined Roles





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Торіс	Question	Question # & Role
PM & BD Analysis for Asset Replacement & Budgeting	How satisfied are you that Ventia cross-references through analyses the preventative maintenance activities against breakdowns on assets to support you in your role to inform immediate decision making and prioritisation for asset replacement and budgeting?	15d - Asset / Facilities Manager 18f - Combined Roles
Preventative Maintenance Quality Compliance	How satisfied are you with your ability to assess the quality and compliance of Preventative Maintenance work once complete?	12d - Asset / Facilities Manager 16f - Combined Roles
Preventative Maintenance schedule	How satisfied are you with the Ventia's management of your assets including making recommendations to improve the Preventative Maintenance schedule?	11d - Asset / Facilities Manager
Project Management Satisfaction <\$150k	How satisfied are you with Ventia's project management service considering: scoping, timeliness, communication, industry knowledge, procurement compliance and advice on quotes received for projects under \$150K via the Facility Asset Managers (FAM)?	11c - Project Manager 12f - Combined
Project Management Satisfaction >\$150k	How satisfied are you with Ventia's project management service considering: scoping, timeliness, communication, industry knowledge, procurement compliance and advice on quotes received for projects <u>over \$150K</u> through the Project Management Office (PMO)?	12c - Project Manager 13f - Combined Roles
Project Reporting	How satisfied are you with Ventia's provision of project tracking, status updates, accurate financials and variation tracking and management etc. that support your role or project?	14c - Project Manager
Reporting and Information Satisfaction	How satisfied are you with the level, availability and accessibility of reporting and information provided to you by Ventia? For example, site spend, replacement program, Service Delivery Plan progress and accuracy etc.	12e - Finance Representative
Risk Management & Facilities / Asset Management	How satisfied are you with the services Ventia provide to your agency to manage risk and achieve improved Facilities and Asset Management outcomes?	13a - Agency Lead/Snr Mgr/Corp 21f - Combined Roles
Strategic Asset Management Plans	How satisfied are you with the information and support provided by Ventia to inform your Strategic Asset Management Plans in line with the Strategic Asset Management framework?	13d - Asset / Facilities Manager 19f - Combined Roles
Ventia's Support	How satisfied are you that Ventia supports you in your role?	13b - Site Representative 15f - Combined Roles
Ventia's Support in Project Management	How satisfied are you that Ventia support you in your role to initiate and close out projects, including ensuring standards are met, operational information including site and building plans and O&M's compliance information are updated, and outstanding issues are resolved, and defects are rectified?	13c - Project Manager
Works Management	How satisfied are you with Ventia's Works Management (non- project) services considering: accessibility, capacity and experience of FAMs to provide advice, detailed scope of works, ability to communicate with the contractor network to achieve equitable Value for Money outcomes, procurement processes, tender evaluation (including preparing purchase recommendations) and the time spent ensuring procurement is managed effectively and in line with Procurement SA requirements?	11f - Combined Roles



Appendix B

Individual Role Responses

Agency Lead / Senior Manager / Corporate Role

This role group outlined that the category they are most dissatisfied with is *Asset Register at Site & Portfolio level AND*, with **55%** dissatisfaction. Invoice Accuracy was the category with the highest satisfaction at 25%, however dissatisfaction was higher at 28%.



Site Representative Role

This role group outlined that the category they are also most dissatisfied with is Asset Register at Site & *Portfolio level*, with **40%** dissatisfaction and a small cohort being satisfied at **13%**. *FAM's FM Service* was the category with the highest satisfaction at **43%**, while dissatisfaction was **31%**. Despite **43%** of Site Representatives being satisfied with FAMs service, dissatisfaction with the FAM's recommendations was **34%**.





Project Manager

Satisfaction across both Project Management categories (<150k and >150k) was much lower than expected levels at **32%**. Dissatisfaction was higher at **43%** for *Projects* >*150k* and **39%** for *Projects* <*150k*. Both Project Reporting and Ventia's Support in Project Management were the highest drivers of dissatisfaction at **64%** and **54%** respectively.

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Asset / Facilities Manager Role

This role group again outlined that the category they are most dissatisfied with is Asset Register at Site & *Portfolio level*, with **62%** dissatisfaction and only **9%** of respondents being satisfied. *Preventative Maintenance schedule* was the category with the highest satisfaction at **24%**, however dissatisfaction was significantly higher for this category at **51%**.





• Finance Representative Role

This role group outlined that the category they are most dissatisfied with is *Financial Analysis*, with **40%** dissatisfaction and only **20%** of respondents being satisfied. *Claims accuracy and details* was the category with the highest satisfaction at **40%**, again well below expected satisfaction levels, and dissatisfaction at **27%**.

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Combined Role

This role group outlined that the category they are most dissatisfied with is *Communication and Information sharing at* **48%**, while respondent satisfaction was **24%**. *Claims Accuracy & Details was the category* with the highest satisfaction at **30%**, however dissatisfaction was equally as high at **30%**.

