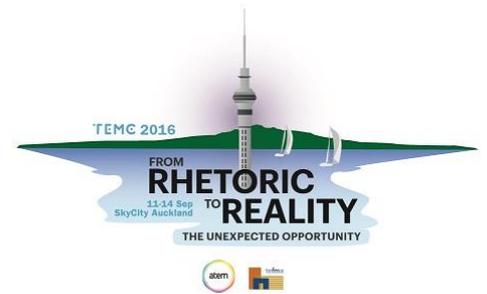


Concurrent Session L
Wednesday 14 September 2016
1:55pm – 2:45pm



Session 1
Good Planning or Just Plain Lucky?
Meredith Butler, Jo Humphris
University of Newcastle

Jo Humphris, is Strategic Property Manager at the University of Newcastle (UON); managing the university's property portfolio, acquisitions, disposals, leasing, development and retail strategy implementation. Preceding this, Jo managed UON's Insurance programme and risk management. Prior to joining UON in 2006, Jo held Head of Underwriting positions with multinational and public sector trade credit insurers. Jo's commercial and financial background, coupled with tertiary sector experience, enable the development of strategies focused on stakeholder engagement and operational alignment.

Meri Butler, joined UON in 2015 as Campus Strategy Manager, contributing to strategic planning of UON physical assets, developing infrastructure initiatives to improve the performance and efficiency of the estate. The synergy of Meri's previous experience as a Design, Project and Office Manager in the Architectural Industry and in the Higher Education sector, as a Lecturer and Course Coordinator, allows effective balance of University stakeholders' requirements with the technical aspects of a project.

When it comes to developing a retail strategy in the tertiary sector there are not a lot of opportunities to develop the strategy and progress smartly into implementation.

In late 2014 the University of Newcastle (UON) brought the retail activities of its controlled entity UON Services Limited (UONS) back into the fold of the University. Historically, the tenures negotiated had been long and the focus had been on a couple of large operators delivering the food services on campus. Additionally, the emphasis was weighted towards commercial returns, with less attention paid to student experience and satisfaction.

In parallel to these circumstances, UON had focused considerable time and effort in developing key strategy documents and approval processes that would guide the way development and projects occurred across campus. These Estate Strategy documents align with the University's Strategic Plan, ensuring that the strategic objectives of the UON were met. Included in these was the development of a Retail Strategy, responding specifically to the new opportunity that had arisen from the consolidation of UON Services.

This presentation highlights:

- the importance of having the strategy and structures in place to allow opportunities to be responded to when they arise;
- how the many elements of asset management came together to support a project; and
- the framing and delivery of the project.

The presentation will examine the path and timeframe taken to get the suite of Estate Strategies in place. These strategies were developed with a focus on the future and include; Master Plans, the Retail Strategy, Strategic Asset Management Plan, Placemaking Strategy, Intelligent Campus Strategy, Environmental Strategy and Maintenance Strategy with consideration of financial

sustainability. The elements of Estate Planning and the role they play in managing the University's built environment, including their specific role in project delivery will be described in the Case Study.

Analysis will also be presented outlining what the Retail Strategy and associated Engagement process told us. The implementation of this strategy will be discussed, outlining the proposed staged approach to realising the recommendations of the Retail Strategy. The project methodology will be introduced, UON has recently adopted Prince 2, which provides a framework for our project approval and governance process. The implementation of the Strategic Asset Management Plan will be explained, including the process for business case development, to ascertain the right balance when considering investment in an asset with a limited lifespan.

A Case Study, the Hunter Building refurbishment, will be used to present the Project Delivery and realisation of the Retail Strategy. This project will result in a revitalised retail precinct within the Hunter Building on the Callaghan Campus. The specifics of student and staff engagement will be included, along with lessons learnt and the identification of new opportunities, within a changing market.