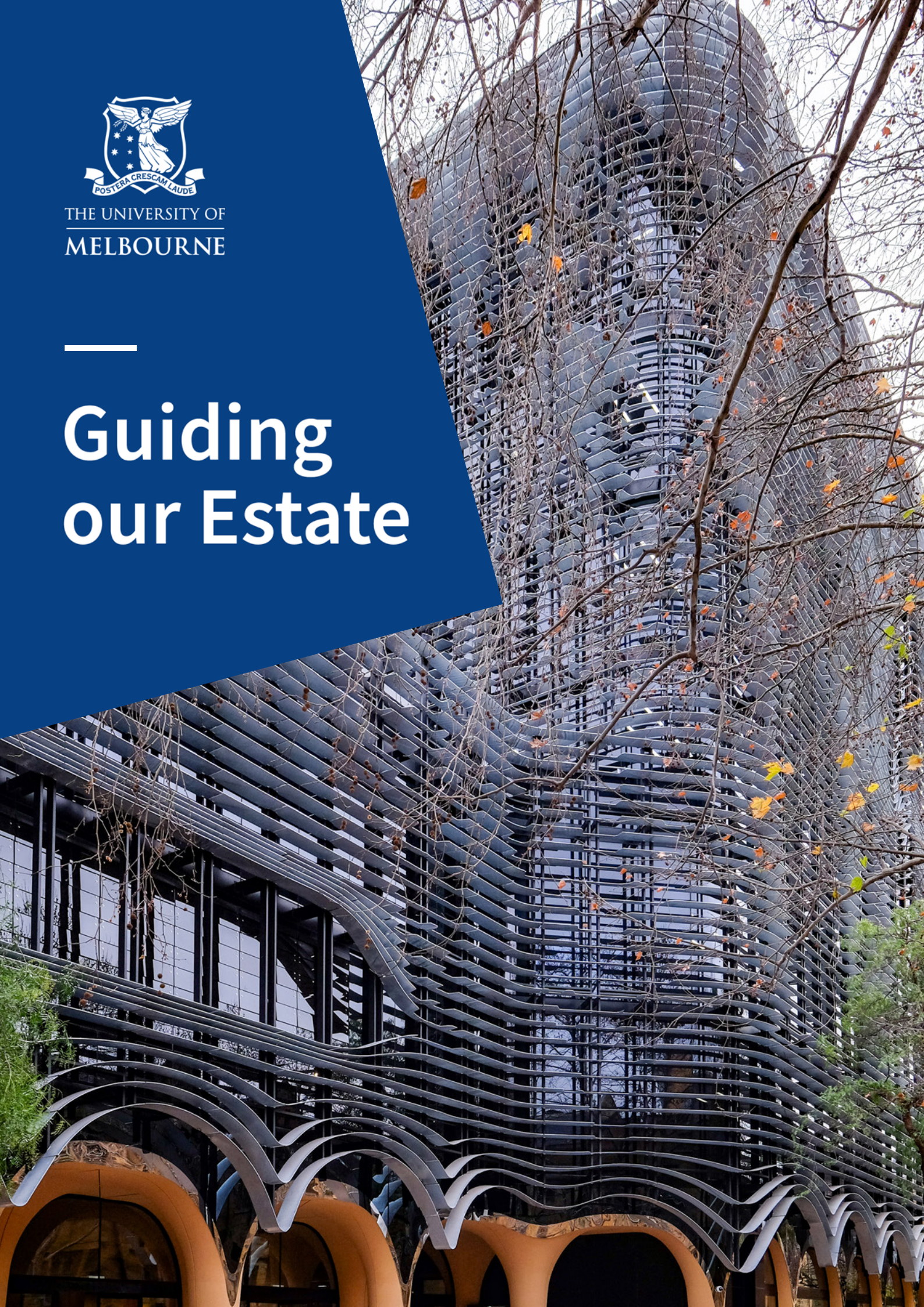




THE UNIVERSITY OF  
MELBOURNE

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# Guiding our Estate





# Acknowledgment of Country

The University recognises the importance and the significant role of Aboriginal and Torres Strait Islander peoples in Australia's culture and history. We acknowledge and pay respect to the Traditional Owners of the lands upon which our campuses are situated:

- the Wurundjeri and Boon Wurrung peoples (Parkville, Southbank, Fishermans Bend, Werribee and Burnley campuses)
- the Yorta Yorta Nation (Shepparton and Dookie campuses)
- the Dja Dja Wurrung people (Creswick campus).

We recognise the unique place held by Aboriginal and Torres Strait Islander peoples as the original custodians of the lands and waterways across the Australian continent with histories of continuous connection dating back more than 60,000 years.

We also acknowledge and respect our Aboriginal and Torres Strait Islander students, staff, Elders and collaborators, and all Aboriginal and Torres Strait Islander people who visit our campuses from across Australia.

# Foreword from the Estate Plan 2018



The Foundation Stones of the University of Melbourne and the State Library of Victoria were laid on the same day; a small fact that speaks to the major role the University has played in shaping the cultural and intellectual life of the city of Melbourne. Founded in 1853, the original campus to the north of Grattan Street in Parkville has since expanded to seven campuses across Victoria supporting a growing community of over 8,500 staff and 65,000 students.

While a lot has changed, much still endures. Our oldest buildings stand alongside newer, sustainable designs, and a walk through the Parkville campus is a walk through the history of architecture in Melbourne. From the proud neo-gothic arches of the Old Quadrangle through to the ribbons of steel enveloping Arts West, the buildings that form our campuses are as diverse as the community they support.

The challenge in managing a complex estate is ensuring that it remains cohesive and seamless in its ability to accommodate the core functions of the University – teaching, learning, research, innovation, and engagement. This requires careful planning and a long-term view of the University's strategic and academic ambitions.

The Estate Plan provides a comprehensive evaluation of the University of Melbourne's estate and outlines a set of principles that will guide the development of our campuses while ensuring a consistent approach to investment. With a 30-50 year horizon, the Plan prompts us to imagine not only the kind of campus we will need in the future but also the kind of world in which it will exist.

**The Estate Plan is the first step on an ambitious path towards developing the campus of the future, in which virtual spaces are integrated with the physical, buildings are sustainable and adaptive to changes in climate, and campuses are open, inclusive, and deeply integrated with the broader community.**

It will enable the University to shape the future by creating environments in which students and staff, along with people from outside the University, for example from industry or government, can collaborate together in order to learn, to make new discoveries and to make a positive difference to people's lives.

A handwritten signature in blue ink, reading "Duncan Maskell".

Professor Duncan Maskell  
MA, PhD, FMedSci, HonAssoc RCVS  
Vice-Chancellor

# Introducing Guiding our Estate



*Guiding our Estate* is a practical guide that traces the story of the University of Melbourne’s physical assets. It presents a summary of the Council endorsed *Estate Plan* and includes a roadmap to support teams as they plan for the future with an Estate-wide view.

### What do we mean by our Estate?

*Guiding our Estate* translates key themes of the *Estate Plan* (2018) into a management plan for the University of Melbourne’s properties, precincts, acquisitions and developments. It enables University teams to understand the performance, quality, utilisation, condition and capacity of all campuses and physical assets through a unified story.

For the first time, the University is representing its property portfolio and physical campuses as an entire Estate - where the assets as a whole are greater than the sum of their parts.

*Guiding our Estate* was developed to support the implementation of the *Estate Plan* to ensure quality and effectiveness are maintained across workstreams as University of Melbourne campuses evolve during a period of assumed growth.

It includes a roadmap to guide university staff and partners who are involved in the design, development or delivery of processes, systems, building projects or property investments across eight campuses and ten faculties.

It outlines the Estate Planning principles that underpin and govern the development of our campuses while ensuring a consistent approach to investment that stretches beyond the horizons of individual strategies. The decisions that are made around the University’s Estate will endure for many generations.

From building purchases or heritage adaptations requiring maintenance and management to land acquisitions and large scale developments, until now our Estate has never been identified as a strategic asset as a whole - with a clear value proposition to the many communities who live, learn and work on campus.



### Why do we need to guide our estate?

The University of Melbourne has a complex operating environment that requires careful planning. As a large research-intensive, residential, world-class institution, our estate comprises eight campuses all with vastly different characteristics and communities. The University’s principal campus, Parkville, is located in Melbourne’s city centre and adjacent to the Biomedical Precinct. Its location enables the University to better demonstrate its civic role in place-making, urban regeneration and regional development, working in close collaboration with public and private sector partners.

*Guiding our Estate* will enable the University to manage campus resources and assets efficiently and effectively, optimising the University’s position over the next decade and beyond.

With good stewardship, the University can ensure growth is purposeful by balancing and prioritising the many demands on our Estate to deliver high quality campus experiences. The Estate plays a significant role in continuing to attract world-class talent and support staff and students in their teaching and learning endeavors. It must also invite and inspire the many communities who access the campus, day and night and all year round.

The drivers behind developing an Estate-wide view have included recognition of the rate and pace of change, the growth in the University’s population, as well as urban growth and the need to ensure the campus experience can continue to support the University’s academic, social, cultural and sustainability objectives.

### In addition, *Guiding our Estate* was developed:

- As a summary of the Council-endorsed *Estate Plan* (2018), to guide investment and ensure it aligns with the University’s vision
- To distil key *Estate Plan* principles and action areas to ensure all faculties and stakeholders are aligned on an Estate-wide view
- To support the University in its strategic directions around the future identity, size, shape and location of the Estate
- As a critical component of the evolution of the University’s brand and competitive advantage
- As the foundation for a set of new processes and systems to be developed to ensure successful, sustainable implementation of related frameworks and strategies
- To support teams who are involved in new ways of working, across campuses, disciplines, faculties and through partnerships with stakeholders (public and private)
- To guide the identification of issues and present a set of core action areas and priorities
- To build the foundations for an evidence base that will inform infrastructure decisions including the acquisition, leasing, disposal and use of assets
- To identify and address performance gaps
- To confirm the governance structures for strategic decision making around our Estate.



# Background and context



## Towards an Estate-wide view

Founded in 1853, the original Parkville campus has since expanded to eight campuses across Victoria, supporting a growing community of 8,500K staff and 65K students across ten faculties.

The University of Melbourne has a continually evolving portfolio of properties that have been acquired opportunistically over more than 150 years.

In December 2017, the University commissioned a substantial comparative review of the University of Melbourne’s estate to inform the preparation of the *Estate Plan*.

The review focussed on the Parkville campus and found it had many high quality buildings and spaces in good condition, with an enviable location close to the heart of a global city and adjacent to other universities, research institutes and centres of excellence in public policy and medical research.

In late 2018, University Council provided the imprimatur for its first Estate Plan, a comprehensive document with a fifty year outlook that included stakeholder consultation across faculties and with Chancellery facilitating its development.

The *Estate Plan* will continue to be developed as a narrative. *Guiding our Estate* was created as a communication tool with support materials to further this narrative.

While the *Estate Plan* itself was not developed for widespread distribution, its form and story has been foundational to this summary – *Guiding our Estate*.

## Themes drawn from the Estate Plan

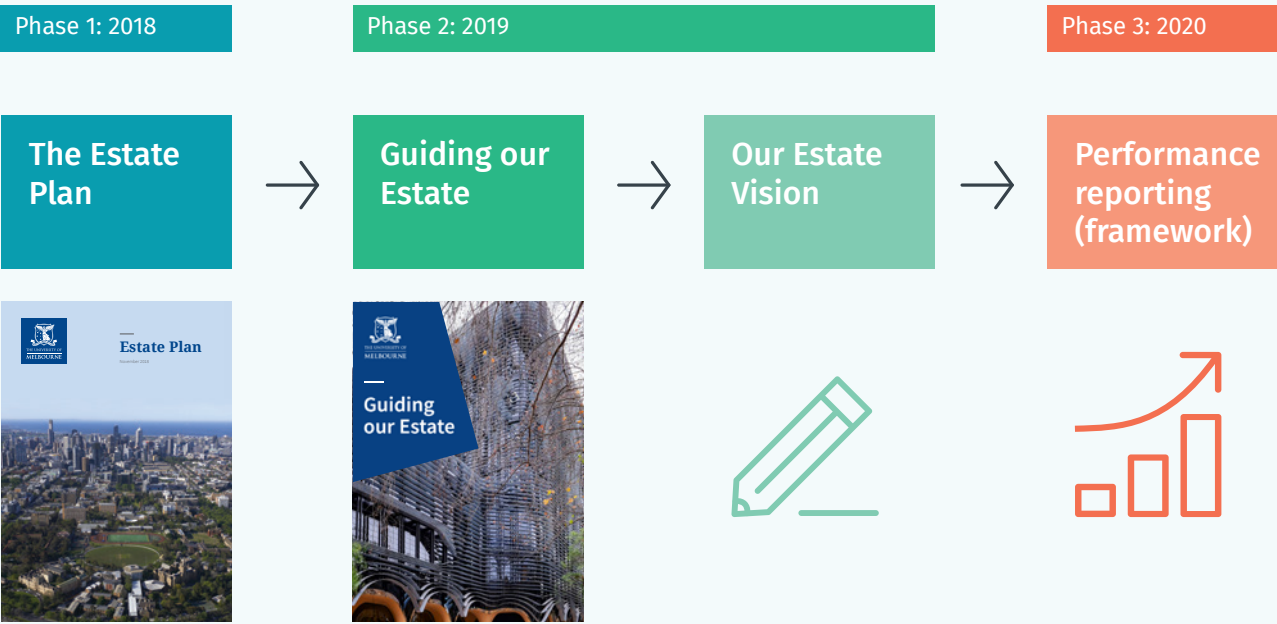
The *Estate Plan* included 11 cross-cutting themes that emerged through consultation with University leaders and from a backbone of many broader consultation strategies. These cross-cutting themes describe the current academic and operational needs of the University. They are not necessarily specific to a campus or faculty but they will remain core to how the University makes decisions, plans and manages its estate into the future.

**The eleven cross-cutting themes are:**

- Indigenous narrative
- Residential
- Sustainability
- Collections
- Student experience
- Research
- Libraries
- Teaching and learning infrastructure
- Early childhood education and care spaces
- Melbourne University sport
- Commercial and industry engagement.

*More information on the above is provided on page 16.*

## Phases for the Estate Plan implementation



## Who is involved?

In order to successfully implement University strategies, an Estate-wide view is required. This includes involvement from a range of key stakeholders from governments, research partners, industry partners, staff, students, alumni and community groups.

**Estate Planning Group**

As a result of the Estate Plan, the Estate Planning Group was established to set direction and priorities and ensure management of the University’s physical assets through a wholistic response to decision making and planning around infrastructure projects.

**Design Advisory Review Panel (DARP)**

The panel is the University’s architect, ensuring that a consistent approach to our campus design is maintained.

**University of Melbourne leaders and teams**

Senior leaders across academic divisions and portfolios.

**Partners and consultants**

The University engages with and contracts work with architects, developers, town planners, designers, construction company’s, manufacturers, heritage consultants and councils.

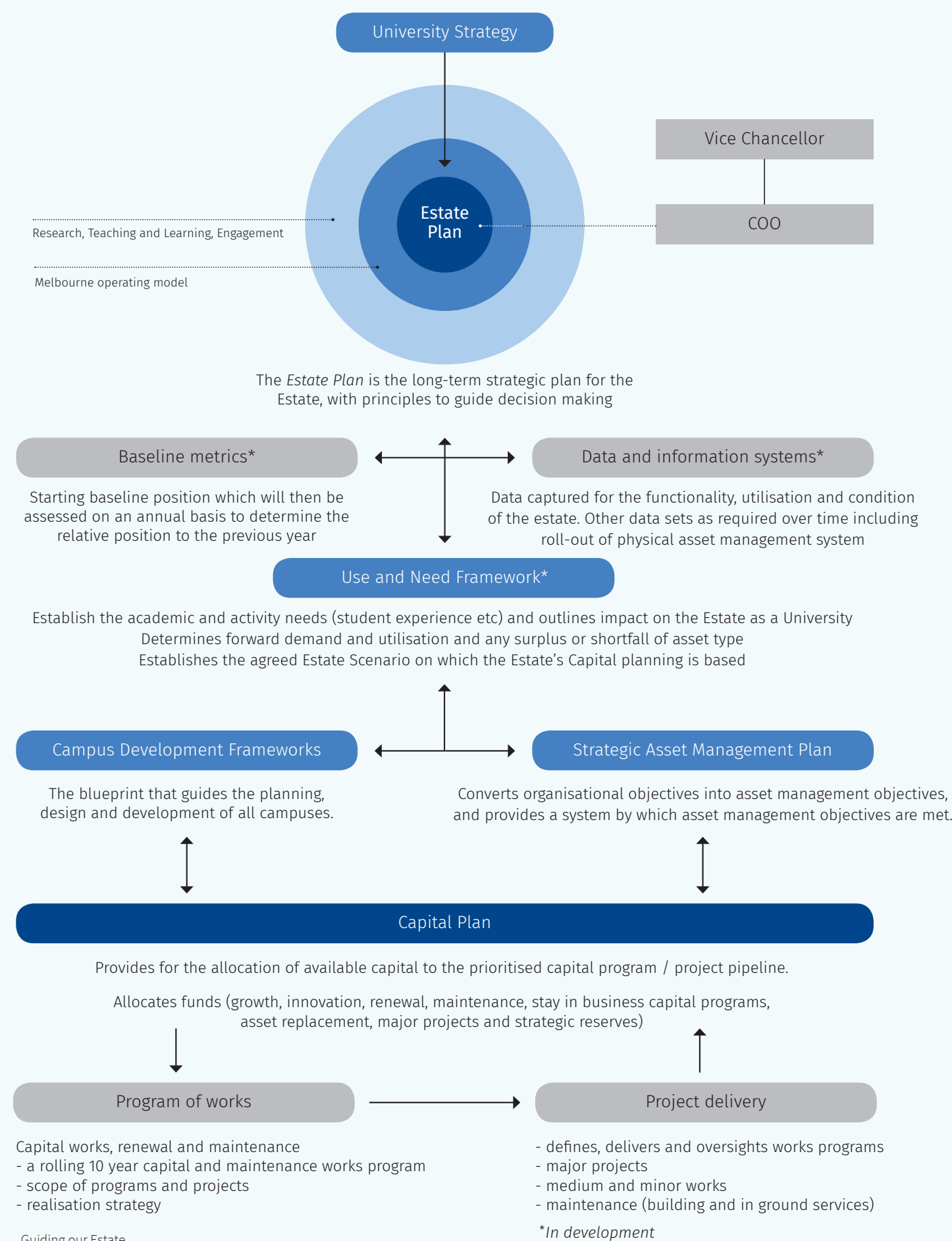
## Guiding our Estate support materials and vision toolkit

*Guiding our Estate* includes a supplementary toolkit.

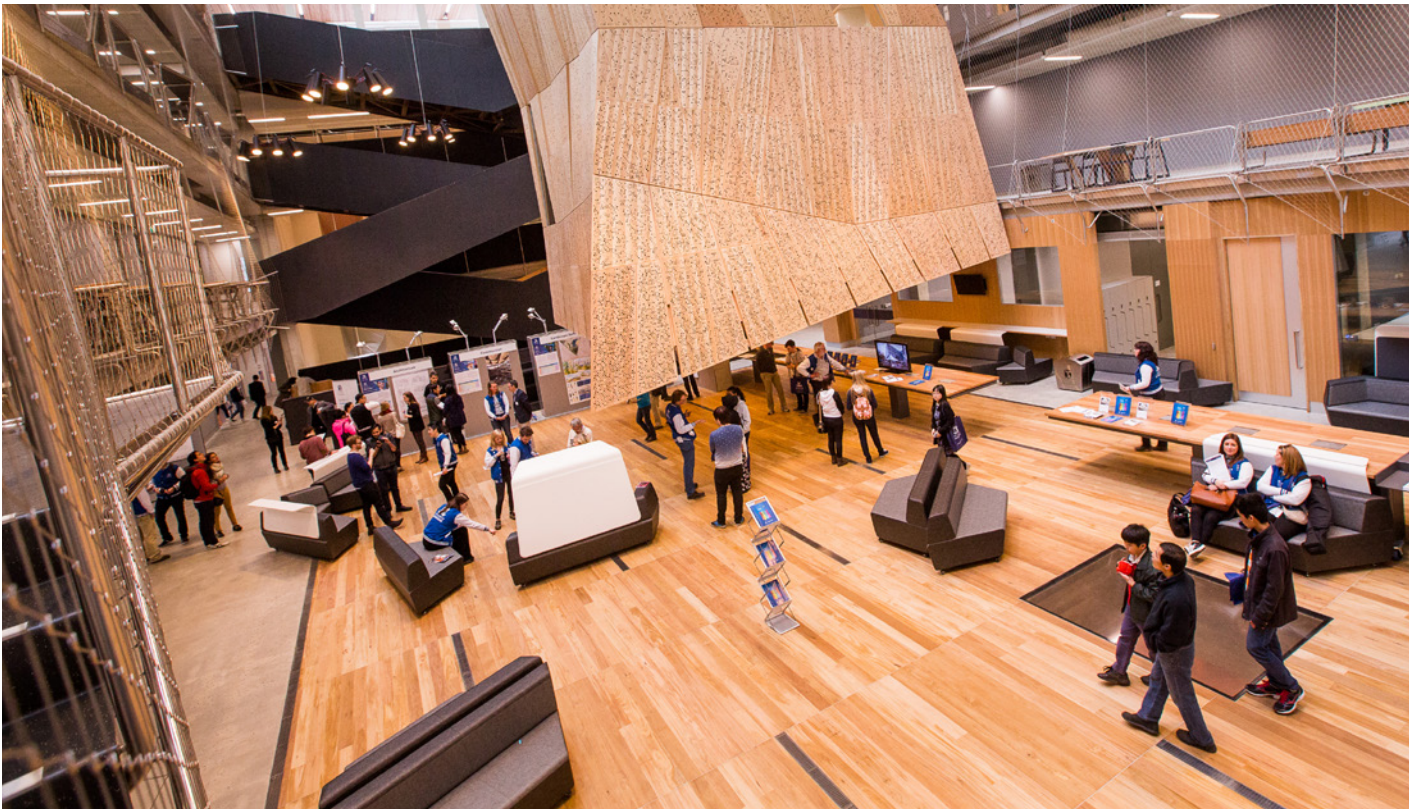
*Our Estate Vision Toolkit* includes a suite of presentation materials designed to support leaders and partners in the discussion, collaboration and the ultimate realisation of the University’s civic role in place-making, urban regeneration and regional development.



# Estate framework



# Vision and mission



## What is the vision for our estate?

The vision for our Estate is to enable UoM leaders and partners to manage campus resources and assets efficiently and effectively, optimising the University's position over the next decade and beyond.

## How does the Estate support the UoM vision?

*Guiding our Estate* is embedded in The University of Melbourne's vision and operating model. It is core to how we will deliver on our academic mission.

Its implementation will move through all areas of the Melbourne Operating Model to ensure it is aligned with the broader business plans and strategies across the University.

As a living document - it will be reviewed annually.

The University of Melbourne is ranking consistently in the global top 40 but aims to be even higher, and to be the Australian university of choice for the most talented students and scholars worldwide.

- To attract more or better staff and students global universities aim to maximise their value using a variety of methods, including:
- Research excellence
  - World-class faculties
  - Exceptional students
  - Quality of teaching
  - Financial stability
  - Quality of the campus environment.
- Guiding our Estate* supports the realisation of the above methods employed by the University of Melbourne.
- The Estate Plan* outlined a number of emerging trends that indicate how international universities are developing their estates to meet contemporary needs in a competitive market. These trends include:
- Hub buildings and student precincts
  - Residential accommodation
  - Innovation and industry engagement
  - Urbanity
  - Efficiency
- These trends will need to be carefully considered in the context of the Australian higher education system.



# Estate Planning Principles

The Estate Planning principles underpin the management of all of the University of Melbourne's physical assets. The overarching ambition is to improve our campus experience and to remain competitive in an increasingly complex global environment.



## Leverage our Estate

The University of Melbourne will leverage its estate to accommodate its current and potential scale of core activities, to understand the functionality, utilisation and condition of the estate, to consider the future academic uses and needs that will likely be made, and plan the Estate accordingly.



## Build strong foundations for growth

The University will develop its Estate on the assumption that it will continue to grow in the short to medium term. On current growth trajectory we will reach circa 60,000 equivalent full-time students and 75,000 headcount within five years.

Research activity will also increase significantly to maintain and improve the University's global standing.



## Commit to a diversity of asset uses

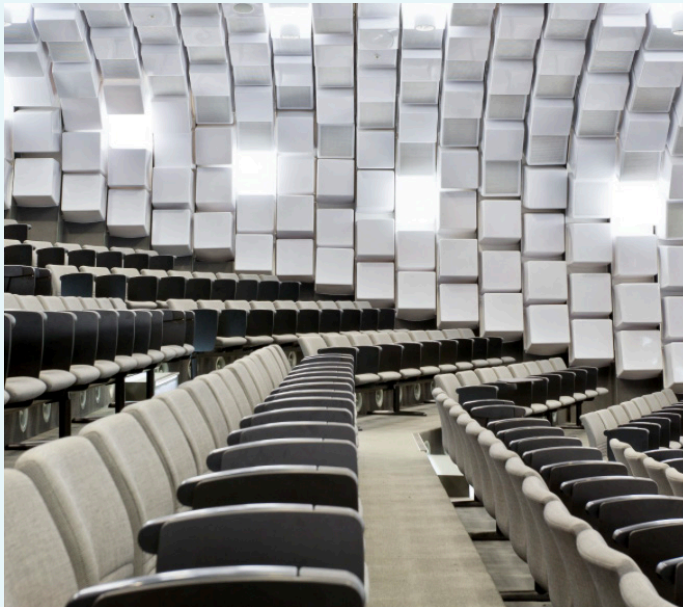
The University will promote a more targeted approach to certain uses, to enable communities, through our Estate, to serve a diverse student and staff body, and promote diversity.

The University will implement an Estate Response ensuring a just, equitable and reconciled nation for all Australians, a significant cornerstone of the University's overall strategy.



## Support the development of campuses and precincts

The University will move to a centralised management approach for University-level management, leading to greater equity across the non-Parkville campuses and to a more consistent long-term approach, resulting in the broader and better use of existing remote campuses, the concentration of uses in different locations, and equal quality of service and brand across all campuses, irrespective of location or use.



## Support the Melbourne brand through spaces and places

The University will protect and develop its physical brand through a more consistent campus identity, through architecture, design, wayfinding and landscape architecture.

A consistent approach to accessibility and permeability will evolve as well as a specific consideration of the contribution of the Indigenous narrative for each campus.



## Embed the Estate plan in University-wide strategy and planning

The University will embed Estate planning in University-wide strategic and business planning exercises to ensure the development of the Estate is congruent with broader institutional goals.



# Our Estate snapshot



400

The University of Melbourne's Estate comprises a property portfolio of 400 University-owned buildings

Plus an additional 24 leased buildings

\$4.58bn

The value of the University of Melbourne's property, plant and equipment value

814,486.15sqm

The total usable floor area (UFA) of the University's assets

- The majority of UFA is located at Parkville (817,330.87sqm), which is also the most densely populated campus.
- The largest campus is Dookie (2,421 hectares; 28,249.79 sqm). The scale of this campus distorts statistics concerning the size and shape of the University.
- Total maintenance per annum is \$10m
- The capital plan will see the investment of approximately \$2.6bn across the University's Estate. Just over \$2.1bn is forecast to be spent in the next five years.

Table 1: University of Melbourne Estate area by campus

Total main campus area	Hectares	Student headcount
Parkville	35.21	63,622
Burnley	9.13	302
Southbank	5.55	1,230
Creswick	14.72	42
Dookie	57.80	207
Dookie Farm	2,363.00	N/A
Shepparton	2.03	N/A
Werribee	15.78	78
Off-campus residential accommodation managed directly by the University	3.85	N/A
Total	2,507.06	65,481

Spatial analytics generated by Space Management, University Services, as at 1 July 2018

- Campuses**
- Parkville
  - Southbank
  - Burnley
  - Creswick
  - Dookie
  - Shepparton
  - Werribee
  - Fishermans Bend

- Faculties**
- Faculty of Architecture, Building and Planning
  - Faculty of Arts
  - Faculty of Business and Economics
  - Melbourne Graduate School of Education
  - Melbourne School of Engineering
  - Faculty of Fine Arts & Music
  - Melbourne Law School
  - Faculty of Medicine, Dentistry and Health Sciences
  - Faculty of Science
  - Faculty of Veterinary and Agricultural Sciences



# Current capital plan and projects



The University is implementing a major capital programme encompassing a large number of building and public realm projects over the next decade. The impact of this programme must be forecast and modelled, and a parity of experience delivered across both existing and new buildings and facilities.

The scale of the capital programme corresponds to the need for the University to provide world-class facilities and infrastructure at scale, reflecting the broadening fast pace of growth at the University of Melbourne and the changing nature of the teaching, research and engagement it performs. Rapidly evolving technologies, and rising expectations among globalised cohorts of staff and students, will demand substantial capital investment in order for the University to remain globally competitive.

## The elements we need to improve our Estate

A better understanding of efficiency, functionality and space utilisation provides significant scope for improvement if the University can effectively harness opportunities in the following areas:

### Functionality

Functional suitability is an important measure of the efficiency and implied performance of the University’s Estate. The Strategic Asset Management Plan recommends assessment via a functional suitability matrix. The next step is to develop this matrix and agree on an institutional process for applying it across the University Estate.

### Condition

The University is updating its Building Condition Data. It will then be able to accurately target maintenance and renewal spending.

### Efficiency

The University is currently developing a use and needs framework which will incorporate strategies for measuring how efficiently the Estate is used, based on measures of occupancy and utilisation. This will identify real need for capital spending and will influence which capital programmes are brought forward in future.

# Key action areas and core priorities

A number of action areas will enable the University to take an Estate-wide view. These action areas have been drawn from an analysis of existing strategies, projects and themes.

Priorities and initiatives have also been identified for delivery in 2019-2020.



## Key action areas

- 1. Good Estate data** that allow better decisions to be made about future needs, so that there can be improved integration with the University planning system.
- 2. A long-term land acquisition strategy** on the need to acquire land and the locations in which the University will choose to operate
- 3. A more balanced approach to the broad range of uses** that the University needs to invest in, along with a minimum standard expected by staff and students across University sites
- 4. An improved structure** for managing the physical impression of the Estate across all sites.

## Core priorities:

- Property model
- Baseline metrics
- Utilisation study
- Minimum Standards and gap analysis
- Strategy and planning alignment

## Shorter term initiatives:

- Land acquisition and disposal policy
- Faculty housing
- Interdisciplinary activity and research platforms
- Design review process and guidelines
- Digital impacts on the Estate
- Others to be identified for inclusion.





# Campus overview



## Parkville, the principal campus

Established in 1853, Parkville is the University of Melbourne’s principal campus. The campus comprises a core site, a crescent of colleges to the north, and a significant and growing number of buildings and occupied spaces to the south, east and west of the core site. The core campus comprises 23 hectares of densely developed academic buildings interspersed by high quality green spaces. It is bounded by Tin Alley, Royal Parade, Grattan Street and Swanston Street.

To the north of the campus is College Crescent, which is bounded by Tin Alley, Swanston Street, College Crescent Road and Royal Parade. Seven of the University’s colleges have sites here. The University Oval and other sports facilities are located at the centre of College Crescent.

The University’s Parkville sites outside the campus core and College Crescent are referred to as ‘wider Parkville’. This encompasses the Biomedical Precinct to the west, a plethora of buildings south of Grattan Street (many of which are located around University Square) and the Melbourne Connect Initiative to the east of the Parkville core.

The Parkville campus is the hub of Australia’s premiere knowledge precinct, which includes eight hospitals, many leading research institutes and a wide range of knowledge-based industries.

## Southbank

Located at the heart of the Melbourne Arts Precinct, the 5.5-hectare Southbank campus hosts the Faculty of Fine Arts and Music, the Victorian College of Arts, and the Melbourne Conservatorium of Music. Comprising a mix of heritage and contemporary buildings, the Southbank campus is currently undergoing \$200m programme of renewal. The campus is connected to Parkville by tram, bus, bicycle, or a 45-minute walk, and will be located a ten-minute walk from the new Melbourne Metro line.

## Burnley

Situated on nine hectares of heritage-listed gardens 6.5 kilometres from the Parkville site, the Burnley campus hosts teaching and research for the University’s School of Ecosystem and Forest Sciences. A home to environmental, urban and ornamental horticulture, the campus also has a reputation for green infrastructure research and development with prominent partner organisations. University activities are concentrated in a large 1940s building designed in a functionalist, stripped-classical style.



## Creswick

Established in 1910, the Creswick campus is situated on 15 hectares of land 100 kilometres from the Parkville campus. Creswick is the only dedicated forest ecosystem science campus in Australia, focusing on conservation, forest industry, and molecular biology research. Over 60 research and graduate students work on-site at any one time; there is on-site self-catering accommodation for up to 75 people. The campus is adjacent to 610 hectares of State Forest, and benefits from a dedicated forest science library.

## Dookie

The extensive, 2,421-hectare Dookie campus is used by the Faculty of Veterinary and Agricultural Sciences for teaching and research in topics including food security, climate change adaptation, and agriculture technology development. Located 170km from Parkville, the campus encompasses a research farm, vineyard and winery, a grazing and cropping farm, an orchard and a seed bank. Student accommodation is located on site, with extensive sports facilities.

## Shepparton

The Department for Rural Health is located at the Shepparton campus, 164 kilometres from the Parkville core, and specialises in professional health education and research training in a rural context. There are on-site student accommodation units at the Shepparton campus.

The University’s Department for Rural Health is highly distributed, with major nodes at Ballarat and Wangaratta, and associations with nearly 40 smaller towns in rural Victoria.

The Academy of Sport, Health and Education (ASHE) is also located in Shepparton and is managed by the University of Melbourne. It is an education facility currently offering Victorian Certificates of Applied Learning to Aboriginal and Torres Strait Islander communities. ASHE is proposed to become the Munarra Academy, offering holistic education and lifelong learning as part of a new initiative located at the Munarra Centre for Regional Excellence.

## Werribee

Home to the University of Melbourne Veterinary Hospital, the Werribee campus is located on a 16-hectare site 26 kilometres southwest of Parkville. With the University U-Vet Animal Hospital, the campus provides care to the community via general practice, referral practice, emergency and critical care, and equine care. Kendall Hall, a 76-bedroom student accommodation facility, is also located at the Werribee campus.

The University is currently investing to enhance facilities at Werribee, including the redevelopment of existing facilities at the Animal Hospital and a new five-story building for veterinary pre-clinical and clinical skills training.

## Fishermans Bend

The University of Melbourne will build a new 6.5-hectare campus at Fishermans Bend, five kilometres from Parkville. Set to open in the early 2020s, initial concepts suggest the campus could be used for large-scale engineering activities that cannot be accommodated at Parkville.

The campus will enable students and academics to collaborate with world-leading local and international companies across sectors including transport, energy, food, mining, infrastructure and water.



# Enhancing the value of our Estate

## Indigenous narrative

The University of Melbourne has assumed a leadership position to advance reconciliation, and to actively champion initiatives to empower Aboriginal and Torres Strait Islander peoples and create societal change.

## Residential

It is University policy to increase the number of student accommodation places available, as a means of improving student experience. This approach is endorsed in *Growing Esteem 2015-2020*, where it is noted that ‘students must have access to... high-quality social space and accommodation options’.

## Sustainability

In 2016 and 2017, following extensive consultation with students and staff, the University released its Sustainability Charter and Sustainability Plan. The Sustainability Charter celebrates the dedication of the University of Melbourne community to upholding its social responsibility to lead public debate and action towards a sustainable future. The Sustainability Charter also provides the principles and values that inform tangible commitments outlined in the Sustainability Plan.

Two areas of the Charter and Plan are particularly relevant to this Estate Plan: operations and governance. The principles in the Charter in these areas are:

Sustainable practices are embedded in all of the University’s operations, modelling innovative ways to maximise social and environmental value:

The University integrates sustainability principles into its decision-making and the management of the organisation.

## Collections

The University of Melbourne is the custodian of the second largest cultural collection in Victoria. It is valued at approximately \$400m. The Cultural Collections span six Academic Divisions across 19 schools and disciplines, as well as the Academic Services’ Research and Collections Department and the Ian Potter Museum of Art.

## Research

In *Growing Esteem*, the University of Melbourne prioritised ‘establishing the University of Melbourne as the destination of choice for the most talented scholars in the world’. Access to world-class research infrastructure and providing our staff and Graduate Researchers access to the best facilities is essential to securing the best researchers in the right strategic fields, and required to deliver high performance research outcomes.

## Libraries

The University of Melbourne Library operates from 11 branches across the University’s estate. Its branches see more than 1.4 million visits and more than 1.3 million completed loans and renewals every year. The general collection contains more than 3.5 million items, and the Library also manages the University’s 33 cultural collections.

## Teaching and learning infrastructure

The University of Melbourne has more than 1,000 teaching spaces located across its seven campuses. These range in size and volume, from over 100 small seminar rooms (capacity of c. 25) to two large lecture theatres with capacity for over 500.

## Early childhood education and care spaces

The provision of appropriate childcare facilities for the whole University community is a key function that must be embedded into the Estate Plan. The range and location need careful consideration. The delivery model for this is under consideration by the University at this time.

## Melbourne University Sport

Sport and other physical activities constitute a significant part of the campus experience for many of the students and staff at the University of Melbourne. The 2015 Student Wellbeing Survey found that 77 per cent of respondents participated in regular physical activity at least once a week, and that 50 per cent of students were involved in regular physical activity at the University. More than 80 per cent of students stated that it was important or very important that the University provide programmes and facilities for sport.

## Commercial and industry engagement

The University of Melbourne has a strategy to support greater and deeper collaboration with business, industry and government. It recognises that the physical estate will have a major role to play in achieving this goal. The University’s approach to commercial and industry engagement is established in its *Enterprise Strategy*.

## Student experience

Delivering a positive and competitive student experience to all members of the University community – undergraduate, post-graduate taught, and graduate researchers – is central to the University of Melbourne’s institutional strategy. As *Growing Esteem 2015-2020* acknowledges, student experience is paramount. The University is seeking to ensure that all students have access to the best research and learning spaces, both physical and virtual, and to high-quality social space and accommodation options.





THE UNIVERSITY OF  
MELBOURNE

## Contact

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