

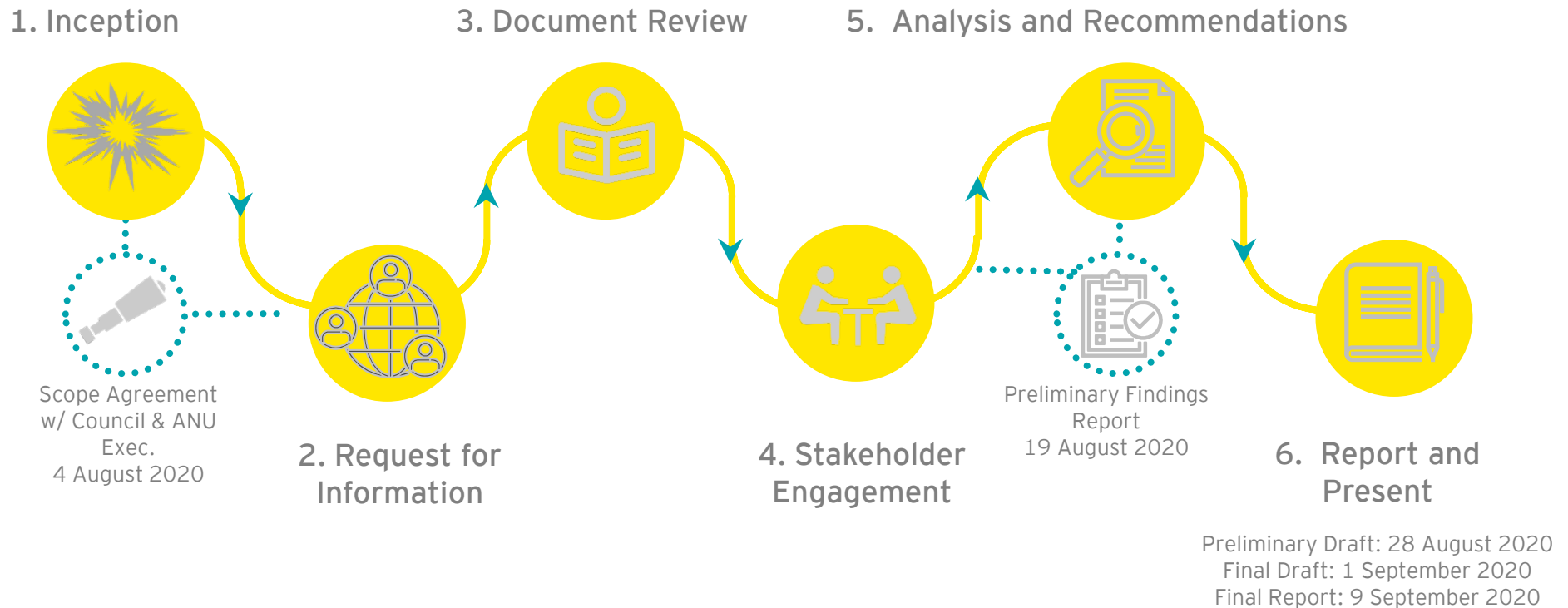
SA8 Project Review

Australian National University

2nd October 2020



Approach to the Council-Initiated review



Key findings – governance and decision making

- ▶ The approach to land acquisition and NCA approvals was outsourced, deficient and undermined the ability of the project to meet its original student experience and overarching commercial intent. This exposed deficiencies in the way the ANU manages commercial capital projects
- ▶ There was no single client user executive point responsible for strategy, design and yield decisions
- ▶ Financial and commercial impacts as a result of bed reductions were not assessed, nor was the impact on the PBSA
- ▶ The Major Projects Team had limited staff and key staff left the University during the project's development

Key findings – systems and processes

- ▶ Strategies and guidelines that inform project development do not exist
- ▶ Academic and commercial infrastructure projects are developed differently
- ▶ Upfront and ongoing risk management processes were not implemented
- ▶ Reporting to Council and Committees was infrequent, inconsistent and insufficient

Recommendations

- ▶ Our Report makes 19 recommendations
- ▶ Our recommendations are focused on improving the frameworks, processes and governance of capital investment project development and decision making
- ▶ Additionally, 8 next steps for SA8 have been identified to inform the University and Arup's ongoing work

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