



THE UNIVERSITY OF  
MELBOURNE

**AECOM**

# DESIGNING OUR INFRASTRUCTURE FOR A RESILIENT FUTURE

September 2017

[sustainablecampus.unimelb.edu.au](http://sustainablecampus.unimelb.edu.au) / [ourcampus.unimelb.edu.au](http://ourcampus.unimelb.edu.au)

## SUSTAINABLE CAMPUS



Our future will be hotter, drier, with more extreme weather events

unpredictable  
variability

# SUSTAINABLE CAMPUS

## Bushfire prone











- Not in Service

261

CAR FREE ZONE

KEEP RIGHT

KORHAY ST





# Melbourne sweaters through record-breaking overnight temperatures around 30C

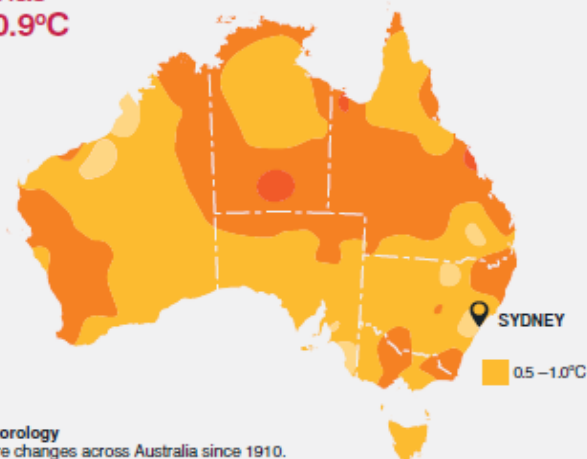
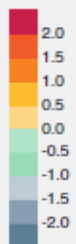
Updated 9 Mar 2016, 3:16pm





Australia's mean temperature has warmed by 0.9°C since 1910.

TEMPERATURE CHANGE (°C)



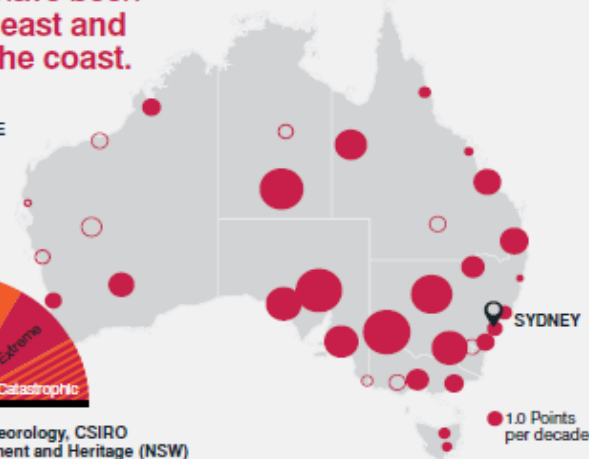
Source: Bureau of Meteorology  
Annual mean temperature changes across Australia since 1910.

The largest increases in fire weather have been in the southeast and away from the coast.

INCREASE DECREASE  
(Points per decade)

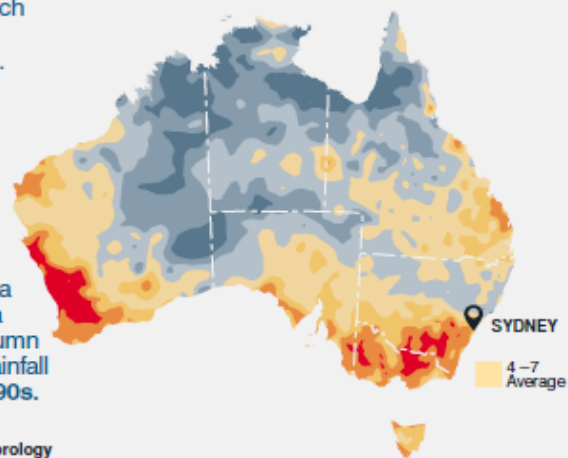


Source: Bureau of Meteorology, CSIRO and Office of Environment and Heritage (NSW)



Rainfall in the Southwest of Western Australia has been very much below average to lowest on record.

RAINFALL DECILE RANGES



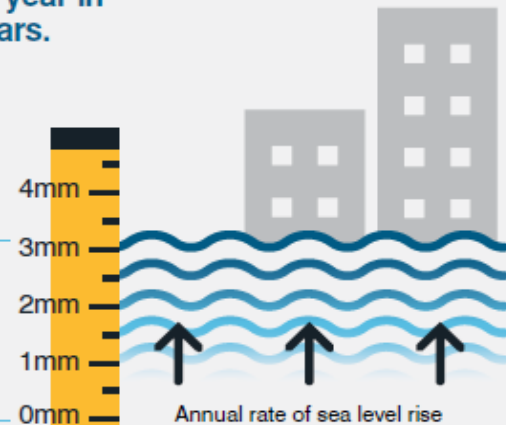
Southeast Australia has experienced a decline in late autumn and early winter rainfall since the mid-1990s.

Source: Bureau of Meteorology

Sea level rose at a rate of 3.2mm per year in the last 20 years.

2015

2014





## SUSTAINABLE CAMPUS

As well as a changing climate, the scale and pace of change is unprecedented



# What is Urban Resilience?

*The capacity of individuals, institutions, businesses and systems within a city to **adapt, survive and thrive** no matter what kind of chronic stresses and acute shocks they experience*

### Shocks

- Flood
- Heatwave
- Drought
- Marine pollution
- Global economic crisis
- Electricity supply disruption

### Stresses

- Unemployment
- Family violence
- Alcohol and drug abuse
- Ageing population
- Increasing social inequality
- Lower rates of community participation



## SUSTAINABLE CAMPUS

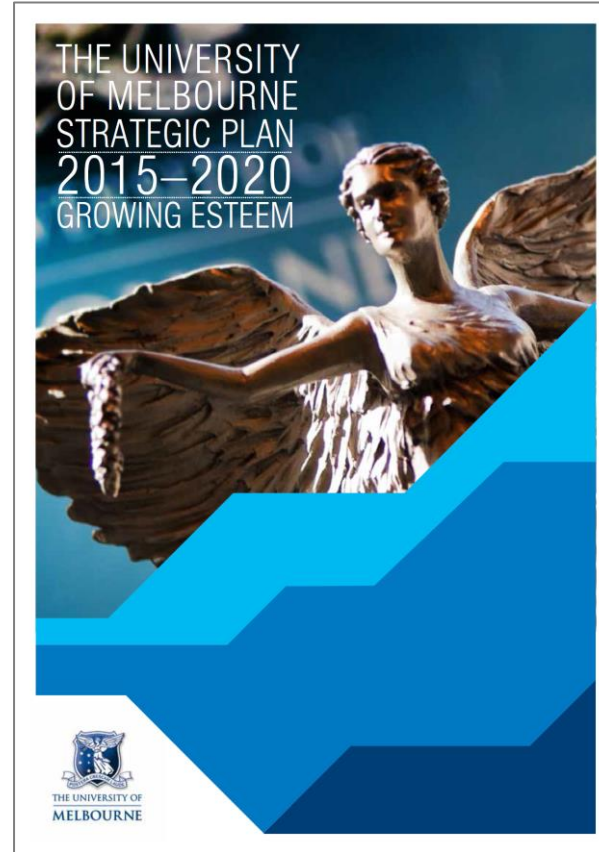
So, what does it mean for a University?

# SUSTAINABLE CAMPUS

## Strategic drivers

### Triple Helix

- Research
- Teaching & Learning
- Engagement





# SUSTAINABLE CAMPUS

## Strategic drivers – triple helix

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*The Triple Helix metaphor describes the character of the University and the importance of its core activities — **Research, Learning and teaching, and Engagement** programs. These three strands of the helix are **supported and enabled** by our leadership and by our people, **infrastructure**, polices, planning, administration and resources.*

<http://about.unimelb.edu.au/strategy-and-leadership>

# SUSTAINABLE CAMPUS

## Our start...

AS 5334 Climate change adaptation for settlements and infrastructure - A risk based approach



Project asset or operation	Extreme temperature	Annual rainfall	Extreme rainfall	Sea level rise + storm surge	Storms (snow, hail, dust, & lightning)	Annual relative humidity	Drought	Extreme wind	Fire danger	Evaporation rates
Building assets										
- Heritage or aging buildings	✓	✓	✓		✓	✓	✓	✓	✓	
- High-performance buildings	✓	✓			✓			✓	✓	
- Non-air-conditioned buildings	✓				✓	✓		✓	✓	
- Buildings housing sensitive research equipment and samples	✓		✓		✓	✓		✓	✓	
Road and pathways	✓	✓	✓		✓		✓			✓
Energy generation / distribution	✓		✓		✓			✓	✓	
Water supply drainage and drainage resources	✓	✓	✓		✓		✓			✓
Waste management	✓		✓		✓			✓		
Communications	✓		✓		✓	✓		✓	✓	
Parks and open spaces	✓	✓	✓		✓	✓	✓	✓	✓	✓



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# Climate change risk for our buildings

Melbourne Conservatorium of Music



Western Edge Bioscience - North



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# Lessons learnt so far...

- Main climate impacts identified related to extreme heat and rainfall / storms
- Risk to assets vs risk to operations
- Design considerations seem to be tracked, but handover of risk to UoM asset managers needs improvement
- Need to get better value out of green star adaptation plans



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## Next steps...

## Integrate with Risk Management System

Enterprise Risk Management System (ERMS)
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Enterprise Risk Assessment

IDENTIFY

<b>Step 3</b> Risk Description - Identify and describe the Risk	<b>Step 4</b> Risk Consequence - What do you believe is the foreseeable outcome should this Risk occur

ANALYSE

EVALUATE

TREAT

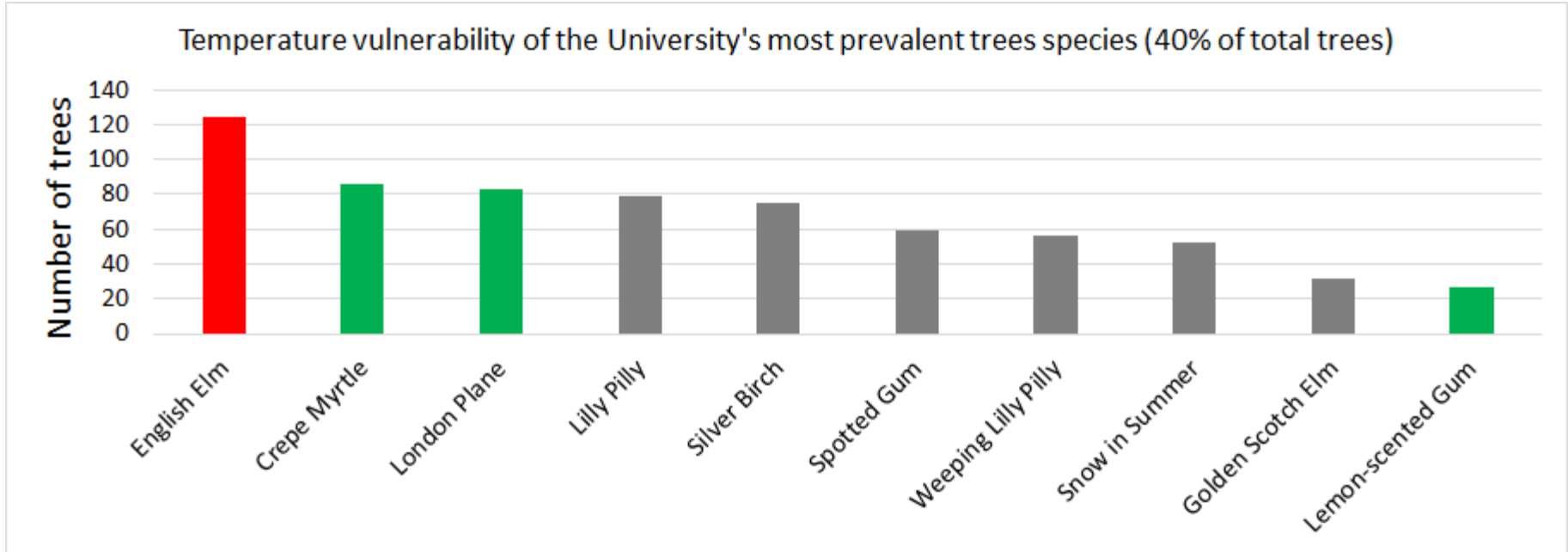
Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11	Step 12
<b>Risk Source/Causal Factor</b> What will/could cause the Risk to occur?	<b>Inherent Risk Rating</b> Level of Risk pre Control(s)	<b>Existing Control(s)</b> Describe the Control and its effectiveness	<b>Residual Risk Rating</b> Level of Risk with existing Control(s)	<b>Risk Treatment Option</b> Select your Treatment Option to mitigate/manage this risk	<b>Risk Treatment Plan</b> Describe your Treatment Plan to mitigate/manage the Risk	<b>Who is responsible and by when?</b> Select the person and due date	<b>Target Risk Rating</b> Level of Risk after Treatment
	Matrix		Matrix	-- Treatment Options --			Matrix

FAQ

- [How do I complete a new risk register?](#)
- [What is a business unit?](#)
- [What is a business function?](#)
- [Who is the Risk Owner?](#)
- [What is the primary affected Business Unit?](#)

You are creating a new risk. Follow the prompts in steps 1 to 10.

## Becoming better informed





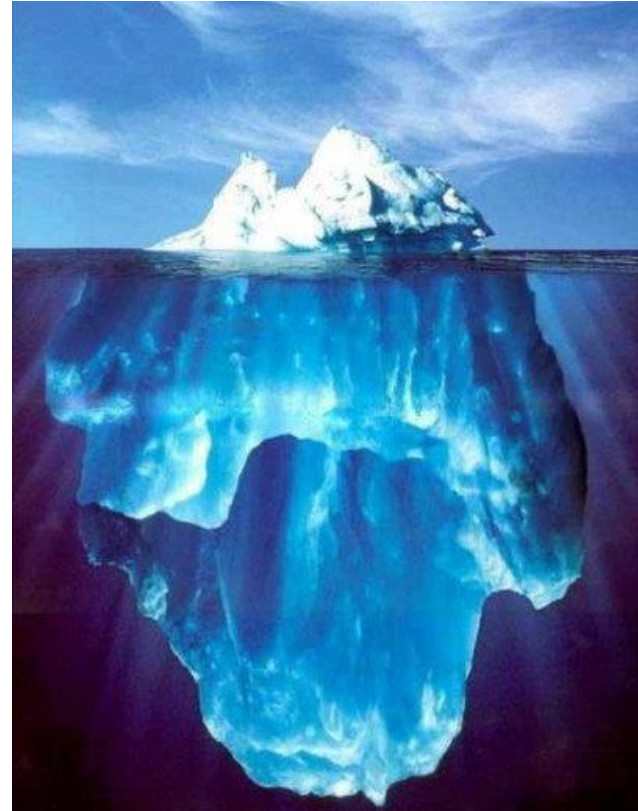
## SUSTAINABLE CAMPUS

# Summary

Resilience planning is essential

Resilience not about reducing negative impacts, it is about enhancing positive impacts

Collaboration is fundamental across organisations for successful resilience planning



# SUSTAINABLE CAMPUS

## What can you do?

FACTSHEET : RESILIENCE AND THE BUILT ENVIRONMENT

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## Cities

**What is urban resilience?**

Urban resilience refers to the capacity of individuals, communities, institutions, businesses and systems within a city to survive, adapt and grow no matter what kind of chronic stresses and acute shocks they may experience.<sup>1</sup>

**Chronic Stresses**  
Stresses weaken the fabric of a city on a daily or cyclical basis. Examples include:

- Ineffective public transport system
- Climate change
- High unemployment

**Acute Shocks**  
Shocks are sudden, sharp events that threaten a city. Examples include:

- Natural disasters
- Disease pandemics
- Extremist acts

**Urban resilience and the built environment**

In Australia, our population is rapidly growing and urbanising – in 2014, 80% of Australians lived in urban areas. Today, cities are engines for knowledge-sharing, creativity and employment, and in many cases, the seat of regional politics and decision-making. Most of Australia's fastest growing sectors are based in our cities, attracting new visitors driving even further urban population growth.

Increased population and greater employment bring many challenges. Particularly the need to effectively manage competing demands for space to grow people and goods, and to keep people and communities safe, cohesive, fulfilled and happy. Growth also means increasing pressures on our natural environment and the crucial ecosystem services they provide for. Clear, credible urban resilience strategies are expected to exacerbate these pressures.

The principles of urban resilience offer organisations a new lens through which to view their operations. It encourages those with a stake in cities to consider not only how they can contribute to a higher quality of life by enhancing economic, environmental and social outcomes. It is a model for good times, as well as bad.

Throughout the development cycle – from design and planning of green infrastructure, to construction and facilities management – the built environment sector has a significant role to play in the future of our cities. This fact sheet has been designed to help organisations in this sector begin the journey of embedding resilience principles into their decision-making.

See overleaf for information on the attributes of resilient systems, along with a series of self-assessment questions for organisations.

asbec AUSTRALIAN SUSTAINABLE BUILT ENVIRONMENT COUNCIL

<sup>1</sup> Definition from 100 Resilient Cities – Powered by the Rockefeller Foundation (2012)

FACTSHEET : RESILIENCE AND THE BUILT ENVIRONMENT

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## Infrastructure

**What is urban resilience?**

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**Urban resilience and our critical infrastructure**

Most Australians are accustomed to a high level of service from our critical infrastructure, such as our railroads, transport networks and the healthcare system. Particular in cities, rapid population growth is putting these expectations to the test. Increasing significant investment from governments with constrained access to capital. Addressing this will require a broader conversation about funding models, as well as more interconnected and multipurpose infrastructure.

Natural disasters and to these pressures – the Australian Business Roundtable for Disaster Resilience and Releaf Communities estimates that \$7 billion will be spent on rebuilding critical infrastructure after natural disasters by 2050. This figure does not take into account other emerging risks to our critical infrastructure, such as cyber-attacks and extremist acts. Climate change also poses a significant risk to our critical infrastructure. It is a model for good times, as well as bad.

Throughout the development cycle – from design and planning to construction, operation and decommissioning – the critical infrastructure sector has a significant role to play in the future of our cities. This fact sheet has been designed to help organisations in this sector begin the journey.

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FACTSHEET : RESILIENCE AND THE BUILT ENVIRONMENT

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## Housing

**What is urban resilience?**

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- Disease pandemics
- Extremist acts

**Urban resilience and the housing sector**

In Australia, our population is rapidly growing and urbanising – in 2014, 80% of Australians lived in urban areas. Today, cities are engines for knowledge-sharing, creativity and employment, and in many cases, the seat of regional politics and decision-making. Most of Australia's fastest growing sectors are based in our cities, attracting new visitors driving even further urban population growth.

Increasing urban populations bring many challenges for housing. Affordability is a major issue – in 2011, the shortage of housing for low to medium income households was estimated at 217,000 nationally. With competing demands for space, a national strategy is needed to manage growth. Offering employment, educational and recreational opportunities and sustainable modes of transport.

The right city environment is essential to managing these challenges – quality housing stock will be crucial in a future of more heat, more intense extreme events, such as hurricanes and floods, especially among the most vulnerable members of society.

The principles of urban resilience offer organisations a new lens through which to view their operations. It encourages those with a stake in cities to consider not only how they can contribute to a higher quality of life by enhancing economic, environmental and social outcomes. It is a model for good times, as well as bad.

Throughout the development cycle – from design and planning to construction and facilities management – the housing sector has a significant role to play in the future of our cities. This fact sheet has been designed to help organisations in this sector begin the journey.

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[www.asbec.asn.au/research-items/factsheet-resilience-built-environment/](http://www.asbec.asn.au/research-items/factsheet-resilience-built-environment/)



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