



Australasian Housing Institute  
*Supporting housing professionals*

# Business Continuity and Disaster Planning for Housing Providers. Professional Practice Seminar

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28–29 July 2014

Reflection on good practice methods for business continuity, disaster planning and disaster recovery

**RYDGES LATIMER**  
**CHRISTCHURCH**

30 Latimer Square, Christchurch

A focus of the seminar is on learning from housing providers and industry professionals who have been responsible to enact business continuity and disaster plans and are actively involved in disaster recovery.

# Seminar Program

## Day 1 – Monday, 28<sup>th</sup> July 2014

Time	Session
8:30	<p><b>Pōwhiri</b></p> <p>The welcome will take place at The Christchurch Transitional Cathedral</p> <p><b>Official Welcome</b></p> <p><b>Glenn Livingstone</b>   City Councillor   Housing Committee Chair</p>
09:30	<p><b>Australasian Housing Institute Welcome</b></p> <p><b>Donald Proctor</b>   President   Australasian Housing Institute</p>
09:35	<p><b>Program Overview and Working Group Introductions</b></p> <p><b>Donella Roberts</b>   Manager Learning and Development   Australasian Housing Institute</p>
09:50	<p><b>Canterbury Recovery</b></p> <p><b>David Griffiths</b>   GM Housing Recovery   Canterbury Earthquake Recovery Authority (CERA)</p> <p>David will present an overview of housing recovery in Greater Christchurch including the impact on housing stock; effect on the market and local/central government and community initiatives that are in place to help residents.</p>
10:30	<p><b>Networking Break</b></p>
10:50	<p><b>Housing New Zealand's Disaster Response and Business Continuity Transition</b></p> <p><b>Andrew Booker</b>   Manager Canterbury Earthquake Recovery Operations   Housing New Zealand Corporation</p> <p>Andrew will talk about Housing New Zealand's response following the three Canterbury earthquakes and the transition to business continuity both in Canterbury and nationally. Housing New Zealand is New Zealand's largest landlord responsible for managing more than 69,000 rental properties nationally. 6100 of these rental properties are in Canterbury and more than 95% were damaged in the earthquakes. The session will include what was done to respond to the needs of staff, tenants and stakeholders.</p>

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<p><b>11:30</b></p>	<p><b>CONCURRENT SESSIONS</b></p> <div style="display: flex; justify-content: space-between;"> <div style="width: 48%;"> <p><b>OPTION A:</b>  <b>Learning from the Queensland Flood experiences – a community housing provider perspective</b>  <b>Jackie Richards</b>   Experienced CEO in the community housing sector in Queensland</p> <p>Jackie is CEO of 4walls who provides and sustains in excess of 800 tenancies across a diverse housing portfolio (social, community and affordable). Jackie will share her recent experiences in managing flood disasters in Queensland, highlighting key readiness factors for community housing providers.</p> </div> <div style="width: 48%;"> <p><b>OPTION B:</b>  <b>Learning from a natural disaster: Housing impacts and responses</b>  <b>Annette Sutherland</b>   Housing Manager   Comcare Trust</p> <p>This presentation would share learnings gleaned from the aftermath of the earthquakes regarding immediate responses, tenant management and dealing with displaced vulnerable citizens; also a discussion regarding the patterns of homelessness in the waves of people over time primarily displaced, secondarily displaced and now the groups lacking access rather than displaced. The aim is to share practical information on the way agencies can operate to maximise assistance to tenants, and responses to homelessness that have been of use.</p> </div> </div>
<p><b>12:30</b></p>	<p><b>Networking Lunch</b></p>
<p><b>1:20</b></p>	<p><b>City Profiles</b>  <b>Carolyn Gallagher</b>   Unit Manager Community Support   Christchurch City Council  <b>Gary Watson</b>   Strengthening Communities Manager East   Christchurch City Council</p> <p>The Christchurch City Council's Community Support Unit created community profiles of ward areas and different metropolitan groups in Christchurch. The profiles provide a detailed picture of what Christchurch communities went through pre and post- earthquake. They help to determine what needs to be done to build resilience and strengthen functionality across the City's communities. The profiles measure core demographics, analyse social networks, identify pre and post-earthquake issues and map social capital.</p>

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2:00

**CONCURRENT SESSIONS****OPTION A:****Improving disaster management practice – an interactive experience tool****Bev James** | Director, | Public Policy & Research | Wellington

Bev works as part of the public-good funded research programme titled Community Resilience and Good Ageing – Doing Better in Bad Times, which is focused on helping older people and their communities prepare, manage and recover well after adverse natural events. New Zealand has both an ageing population and unique exposure to seismic and extreme weather events. Around two thirds of NZ communities are at risk of severe adverse natural events. By 2051, one million over 65s will live in such communities. Information from the research has been used to develop an interactive Flood Experience tool, which is specific to New Zealand experiences and conditions. The tool is targeted to organisations. Its purpose is to identify ways that policy, planning, operational responses and recovery can be improved for older people; and address the ‘secondary impacts’ caused by poor organisational responses. Bev will outline the evidence base for the tool. This interactive session also allows interaction and testing of the tool to stimulate discussion for improving disaster management practice.

**OPTION B:****What to consider when developing a Business Continuity and Disaster Recovery Project and lessons learned**

(a NFP / Housing Provider perspective)

**Diana Richards** | Manager Project Management Office | Rise Network Inc | Western Australia

Diana is project manager for Rise’s Business Continuity and Disaster Recovery Plan. While awaiting project funding approval, extensive bushfires saw Rise mass evacuate 5 supported accommodation homes (24/7 live-in support for people with disability), 2 respite homes and a tenant and her family. Diana was instrumental in unpacking this critical event and managed implementation of immediate requirements.

This session will examine the project process, critical event and aftermath - what worked, what didn’t, lessons learned and short term needs. Rise is a large non profit organisation in Perth WA that provides support services in aged care, youth at risk, carers, people with disability or a mental health issue and has a portfolio of 100+ tenanted properties.

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3:00	<b>Networking Break</b>
3:15	<p><b>City Housing Resilience: Business Continuity in Wellington City Council</b>  <b>Mark Constable</b>   Business Continuity Specialist   Wellington City Council  <b>Peter Hunter</b>   Business Services Manager   City Housing   Wellington City Council</p> <p>For the last several years, Wellington City Council’s City Housing team has been undertaking community development activities with its tenants to improve their household resilience. Recently the team has refreshed its business continuity plans as part of the Council’s development of a holistic business continuity programme, and is looking towards planning for large-scale tenant relocations in the event of severe events. This presentation will discuss the Council’s organisational approach to continuity planning; how consequence based planning is shaping City Housing’s continuity thinking; and how this approach couples with household resilience activities.</p>
3:50	<p><b>Discussion panel: Valuing the Tenant Perspective</b>  Convener: <b>Helen Gatonyi</b>   Manager   Tenants Protection Association (Christchurch) Inc.</p> <p>A group of Christchurch tenants share experience of disaster from their point of view. Helen will also share the TPAs position on what they believe should have happened immediately after the disaster, and the recommendations they made at that time. Including how in retrospect they have played out. Open question time follows.</p>
4:45	<p><b>Insights</b>  <b>Donald Proctor</b>   President   Australasian Housing Institute</p>
5:30	<b>Networking Drinks &amp; Canapes</b>
6:30	<p><b>Networking Dinner</b>  Special Guest: <b>Andy Lester</b>   Chief Operating Officer   Christchurch International Airport</p>

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## Day Two – Tuesday 29th July 2014

Time	Session
9:15	<b>Site Tour Registration</b>
9:30	<b>Christchurch Housing Site Tour</b> Host: <b>James Hadlee</b>   Partnership Manager   Community Support Unit   Christchurch City Council  This will be an opportunity to jump on some buses and visit some of the new housing stock being constructed by Christchurch City Council and Housing New Zealand. We will also visit some of the areas in Christchurch that were worst affected by the earthquakes and stop in at a Government Temporary Accommodation Village set up to manage temporary housing for those having earthquake repairs completed on their houses (CETAS) Staff from Housing New Zealand and Christchurch City Council will be on hand to explain some of the property and tenancy challenges and leanings encountered from the damage of the earthquakes.
1:15	<b>Networking Lunch</b>

On the cover page: pictures courtesy Christchurch City Council

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## Seminar Speakers

### **Mark Constable** | Business Continuity Specialist | Wellington City Council



Mark has been involved in emergency management for over twenty years, across a wide spectrum of issues: from rescue operations and building evacuation management, to aircraft emergency procedures training to national infrastructure resilience and civil defence. He currently manages Wellington City Council's Business Continuity Management Programme which spans across all facets of council business and incorporates internal crisis management.

### **Carolyn Gallagher** | Unit Manager Community Support | Christchurch City Council



Making sure that people have access to a roof over their heads is a passion and theme of Carolyn Gallagher, Community Support Manager at Christchurch City Council. How do we plan for leading through disasters? How do we bring our tenants voice into these plans? Housing is bricks, wood and mortar without people, and its her expertise at putting people at the front of planning, organising and delivering housing solutions that inspires her work.

Her background in social services, government housing policy development and delivery and now leader of the second largest

social housing portfolio in New Zealand gives her a depth of experience and insights.

When Christchurch was hit multiple times with thousands of shockwaves of earthquakes from 2011 to 2012, Carolyn lead her team to develop new ways to connect the people and communities with the decision makers. Her academic background and interests in research resulted in the development of community profiles in this city of 500,000. These profiles are now in their third year and in each of the 49 neighbourhoods strengths and issues are fully documented to support future plans including housing developments.

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**Helen Gatonyi** | Manager | Tenants Protection Association (Christchurch) Inc.



Helen Gatonyi has been working in the NGO housing sector for twenty three years and is seen as a leading housing advocate. Helen has been involved in a number of actions, coalitions and groups working toward ending homelessness, housing issues, improving rental housing standards and practices and community development. Helen serves as a tenant representative on the Housing New Zealand Corporation Stakeholder Body and the Ministry of Business Innovation & Employment Canterbury Tenancy Stakeholder Group. In 2007 Helen was awarded a Queens Service Medal for Public Service.

Throughout her management of Tenants Protection Association, Helen has been advocating for a Warrant of Fitness and Register of Rental Properties (both currently receiving some attention at National and Local Government level). She is also advocating for Security of Tenure and Affordable Rental Housing.

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**David Griffiths** | GM Housing Recovery | Canterbury Earthquake Recovery Authority (CERA)



David has a very strong background in social housing and property management working previously for Housing New Zealand Corporation in Senior Management Roles and as the Manager for the Canterbury Earthquake Temporary Accommodation Service.

David currently works for the Canterbury Earthquake Recovery Authority as the General Manager for the Housing Recovery Programme.

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**Peter Hunter** | Business Services Manager | City Housing | Wellington City Council



Peter has been involved in Wellington City Council's social housing delivery since 1999 in tenancy, policy and business services roles. His current responsibilities include operational policy development, business planning, including business continuity, oversight of health and safety, rent setting and executive support services including the Northgate Housing IT application.

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**Bev James** | Director, | Public Policy & Research | Wellington



Director, Public Policy & Research. Bev's research and policy interests focus on housing, education, community development and resource management. She is currently involved in two public-good funded research programmes; one on community resilience and the other on housing downsizing. Bev is also the chairperson of a community housing trust in Marlborough.

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**Diana Richards** | Manager Project Management Office | Rise Network Inc | Western Australia



Working with Rise for over 5 years, Diana has been part of the organisation's service delivery and maturity growth.

Diana established and manages the overarching Rise Project Management Office. She also project manages a number of organisational projects including the Business Continuity and Disaster Recovery Plan, 5 Year ICT Plan and Records Management, and Accommodation Strategic Plan projects. Following the critical incident in January, Diana worked with Sean Loke, to review the incident and implement interim business and disaster recovery practices until the main project can be completed.

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**Jackie Richards** | Experienced CEO in the community housing sector in Queensland



A progressive and proactive executive, with a proven aptitude and extensive working knowledge of both community and corporate governance, Jackie Richards is a highly attuned and successful business leader and coach in the not-for-profit sector, who is committed to achieving and exceeding organisational benchmarks.

Jackie has experienced the significant effects of natural disasters on the community housing sector in both Bundaberg and Brisbane, Queensland. Jackie has drawn on experience to implement and drive planning to minimise unnecessary risk in time of natural disaster and unpredictable events. Jackie's commitment to best practice through the introduction of quality systems, and the fostering of a healthy organisational culture, is evident in the successful development and organisational growth she has spearheaded.

Jackie is a valued member of numerous Boards with a solid working knowledge of constitutional law, governance requirements, and industry regulations. A Graduate Certificate in Housing Management and Policy Development, and qualifications in Quality Auditing and Project Management, heads her long list of personal and professional development accreditations. In 2010, Jackie was the proud recipient of the Australian Housing Institute 'Inspirational Colleague' Award, and this achievement is but one example bearing testament to this charismatic leader's passion for success in her field.

**Gary Watson** | Strengthening Communities Manager East | Christchurch City Council



Supporting community to be resilient and strong is a driver for Gary Watson, Strengthening Communities Manager at Christchurch City Council. Making support accessible to communities and the ability to resource them to be self determining is the challenge for local government in a way that isn't seen to be top down rather than bottom up.

Gary's background in social services, youth justice and social work has supported his strong interest in people and what makes them tick. When the Christchurch earthquakes hit in 2010/2011 Gary and the Strengthening Communities Teams prepared community profiles for decision makers at both local and central Government level to show the effects on certain areas of Christchurch and to help plan a response.

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## Seminar Facilitators

### Donald Proctor

President | Australasian  
Housing Institute



Becoming interested in housing issues while studying architecture and urban planning, Donald was a founding member of STUCCO, the Sydney University Student Housing Co-operative. He went on to become a member of the Co-op Housing Alliance and was a board member of the Association to Resource Co-operative Housing for about 6 years. Donald was in the fortunate position to witness the commencement of the Community Tenancy Scheme in NSW in 1983, and wrote a thesis about it. After stints in private practice and local government, Donald joined Housing NSW where he was until recently Director of Asset Programs for the NSW public housing asset portfolio. He has now left the public service to pursue research and support the broader housing sector as a freelance consultant. Donald currently holds the post of Practitioner in Residence with the Henry Halloran Trust at University of Sydney. He is conducting a research project on “Workplace Communities of Practice”.

### Donella Roberts

Manager Learning and  
Development | Australasian  
Housing Institute



Donella Roberts has enjoyed career success in frontline management through to executive level roles within world-renowned and industry-leading corporate organisations. Drawing on her operational, team management, training and human resources exposure, both in Australia and internationally, Donella established a successful boutique events management, training and consulting business in 2005.

As an extension of this business, Donella assists the AHI with the management of the professional development program, coordination of events and projects, and facilitation of professional development workshops.

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