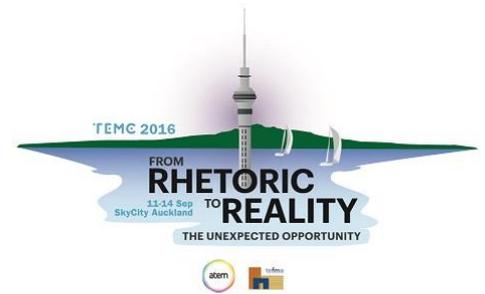


**Concurrent Session K**  
**Wednesday 14 September 2016**  
**1:00pm – 1:50pm**



**Session 4**  
**Never Let a Good Crisis Go to Waste: Seizing the Opportunities from the Christchurch Earthquakes**  
**Jeff Field, Jacqui Lyttle**  
*University of Canterbury*

*Jeff Field is Registrar and Assistant Vice-Chancellor at the University of Canterbury and Secretary to the University Council, roles which involve: membership of the Senior Management Team; advice and support for the Vice Chancellor and Chancellor; management of governance through the University Council and its committees; responsibility for strategic planning; responsibility for policies and statutes; responsibility for legal and regulatory compliance; responsibility for risk and emergency planning; responsibility for student discipline*

*Following the Canterbury earthquakes of 2010 and 2011 he managed the University's insurance claims and led the negotiation team which achieved New Zealand's then-highest insurance settlement of \$550 million. He continues to work on a number of major strategic projects for the Vice-Chancellor.*

*He has worked at the University in a variety of roles, including communications, public relations, fundraising, publishing, international affairs and marketing. He did BA and MA degrees at the University of Canterbury, graduating in Psychology with First Class Honours. He trained as a secondary school teacher, graduating with distinction from the Christchurch College of Education, and taught Mathematics before undertaking a Postgraduate Diploma in Journalism at UC and embarking on a career as a Journalist. He worked in print and television media and was Chief Reporter for Television New Zealand in the Canterbury region before taking up employment with the University.*

*His professional and public service activities include being a Justice of the Peace and a member and chair of a number of charitable trusts. He is a Chartered Member of the Institute of Directors, a member of the Fundraising Institute of New Zealand and the Public Relations Institute of New Zealand, and is internationally Accredited in Public Relations (APR).*

*Jacqui has worked in the tertiary sector for over 15 years, most recently in the role of Senior Risk and Insurance Advisor at the University of Canterbury in Christchurch, New Zealand. Jacqui's current line management responsibilities include risk, strategic insurance, compliance, business continuity and emergency management.*

*As part of the Emergency Management Planning Group, Jacqui has been charged with planning and implementing a comprehensive emergency response strategy for the University since 2007. That planning came to fruition following the seismic activity in Canterbury in September 2010 and beyond. In addition to being a founding member of the planning group, Jacqui has a frontline role in the emergency response and has also worked with university personnel in recent years on their business continuity planning to ensure that business recovery is not hampered by poor preparedness.*

*Following the earthquakes of 2010 and 2011, Jacqui worked closely with the University Registrar to manage the substantial insurance claims that were ultimately settled in late 2014 for \$550M.*

*In addition to managing the inputs for the University's strategic risk register, Jacqui has also been working extensively in the travel risk space for the last two years to better understand and prepare our increasingly mobile and at risk travelling staff and students for the uncertainties faced by global unrest.*

The University of Canterbury (UC) was in very good heart in 2010, with record enrolments, high reputational regard and a bright future. Then came the earthquakes of 4 September 2010 and 22 February 2011.

They were devastating for the region and posed a serious threat to the University:

- All 240 buildings were damaged and a number had to be closed
- The University had to close its doors for several weeks
- The city's infrastructure and facilities were badly affected
- Some 23% of the student roll departed, disproportionately first-year, mature and international students
- A number of staff left the region and some did not return
- There was a real risk of failure of the institution or a significant reduction in quality and scale

The University's recovery has been remarkable, supported by its staff, students and key stakeholder groups, including the Government.

This presentation will describe the challenges faced, the lessons learnt and the responses that have contributed to UC's rebirth as a dynamic, innovative student-focused institution.

### 1. Emergency management

UC was well prepared for an emergency. Elements included:

- Comprehensive emergency management plans, response systems, teams and facilities
- Decisive leadership at governance and management levels
- Engagement and support from the staff and student bodies

### 2. Key early decisions

UC had to be closed in the immediate days after the earthquake because of risks on campus and throughout the city. But within two weeks the decision was taken that UC would reopen and commit to delivering a full year's programme of tuition and research. Actions taken to enable that included:

- A multi-channel communications programme
- Empowering academic staff to seek community venues for teaching
- Erection of a number of temporary facilities
- Rapid development of distance and blended learning technologies

### 3. Making the most of our insurance policy

UC was part of the New Zealand universities collective with a policy maximum per event of \$550 million. The insurers accepted UC's position that we were going to mitigate the business interruption claims. In return they agreed to show flexibility in the material damage claim response to support our recovery plans. Key elements were:

- Funding the costs of alternative teaching venues
- Funding purchase, erection and fit out of 104 12m by 12m modular buildings
- Funding emergency repairs and earthquake-related reinstatement works

- Unprecedented agreement to fund regular forward payments of claim proceeds
- Partial cash settlements on some buildings UC did not want to reinstate
- Allowing co-investment by UC and the Government
- A New Zealand record global settlement of \$550 million

#### 4. Gaining the support of our key stakeholders

Students and staff are obviously fundamental to a university and UC was very well served by both groups.

- The work of the Student Volunteer Army transformed perceptions of students through their community engagement
- Staff showed enormous flexibility and willingness to change their way of work
- The support of the Government, the Minister for Tertiary Education and the Tertiary Education Commission was critical.
- As a result UC, Government and the insurers have co-invested in a \$1.2 billion programme of physical transformation

#### 5. Lessons Learnt

The resilience of organisations in Christchurch, big and small, was tested by the seismic events of 2010, 2011 and beyond. We learnt that our emergency management and business continuity planning served us well in adapting our response to meet the events. The recovery has not been without its challenges, has not been linear but its success has been a testament to the resilience and agility of the organisation.

#### 6. Going beyond recovery to transformation

Churchill's adage about not wasting a crisis resonated at UC. Change was inevitable and opportunities have been taken:

- The built environment has been upgraded and reconfigured
- Teaching delivery has been transformed
- There is greater research collaboration across campus, with other organisations and with industry. UC is embedded in the recovery of Christchurch and Canterbury.

The most enduring legacy of the recovery and rebirth may well be the graduates we produce, with four key graduate attributes being added to the traditional excellence in a chosen discipline:

- Employability, Innovation & Enterprise – having the skills to create solutions and the ability to use them in workplace settings
- Community Engagement – interacting and taking part in social groups to give back to society
- Bi-Cultural Competence & Confidence – having awareness and knowledge of cultural equality
- Global Awareness – engaging work with an international perspective