

Integrating Governance Frameworks

Linking ethical leadership to enterprise risk management, strategy & planning

22nd & 23rd February 2012, National Convention Centre, Canberra

Hear leading expertise from:



Steve Chapman
Deputy Auditor-General
Australian National Audit Office



Tony Hindmarsh
A/Head Acquisition and Sustainment Reform Division
Defence Materiel Organisation



Peter Achterstraat
Auditor-General of New South Wales



Gavin McCairns
Chief Risk Officer & First Assistant Secretary, Risk, Fraud and Integrity Division
Dept of Immigration and Citizenship



Moya Drayton
General Manager – Whole of Government Coordination
Department of Human Services



Michael Hirschfeld
Assistant Secretary Commercial and Stakeholder Liaison Moorebank Project Office
Department of Finance and Deregulation

Gain insights into:

- ✓ **Ethical leadership** to engender good governance and **practice change**
- ✓ Impact of **Freedom of Information (FOI)** on decision-making and transparency
- ✓ **Embedding risk management** into strategy and planning
- ✓ Developing governance frameworks across **multiple stakeholders**

Join the discussion with:

Tony Corcoran
Assistant Secretary, Freedom of Information and Information Management
Department of Defence

Dr James Popple
Australian Freedom of Information Commissioner

Senior Representative
Office of the Commonwealth Ombudsman

Cheryl-anne Moy
Special Adviser
Ministerial and Parliamentary Services Division
Department of Finance and Deregulation

Donna Russell
Senior Director, Leadership, Learning and Development
Queensland Health

Julie Lister
Manager, Governance and Audit
Corporate Services Division
Department for Transport, Energy and Infrastructure, SA

Professor Scott Prasser
Executive Director, Public Policy Institute
Australian Catholic University

John Toms
Consulting Director
Governance, Risk and Compliance
Oakton

Sally Bennett, Director
Enhance Solutions

Pre Conference Workshop

Embedding a culture of risk through your governance framework

Register 3 delegates & the 4th comes FREE

Researched by:



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Driving integrated efficiency & accountability

In an increasingly tight fiscal environment, the public service is driving the need for greater efficiency and leadership in all government operations.

This greater efficiency will require agencies to use resources responsibly and with accountability, and for executives to provide strategic direction to ensure objectives are being achieved.

Successful public sector efficiency demands having a smarter set of practices, policies and procedures that can evolve in a changing and volatile environment.

Greater efficiency commands innovative governance and a shift to a more proactive approach to identifying and managing risk.

The **Integrating Governance Frameworks Conference** will provide innovative discussions and practical examples of governance frameworks that strategically link to all aspects of an organisation. These forward-thinking frameworks will demonstrate how to embrace risk and integrate risk management as a core part of strategy and planning.

The conference will also explore the role and impact of ethical leadership to engender good governance and culture change, and the challenge of legislative reform on decision-making and transparency.

8 Case Studies demonstrating how to:

1. **Embed risk management** as a part of strategy and planning
2. Efficiently **manage FOI challenges** and processes
3. Manage governance frameworks across **multiple stakeholders**
4. Develop **effective leadership** values and capabilities
5. Understand the impact of risk and **project management** in integrated governance frameworks
6. Develop governance arrangements that **support change**
7. **Integrate governance frameworks** to strategic reform
8. Embed a **culture of risk** in a changing public sector environment

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Day One

Wednesday 22nd February, 2012

8:30 Registration, coffee & networking

9:00 Welcome to Country

Aunty Agnes Shea
Ngunnawal People

9:10 Welcoming remarks from the Chair

John Toms
Consulting Director, Governance, Risk and Compliance
Oakton

Measuring good governance & performance

9:20 Audit committees – A keystone of good governance

- Audit committees in the broader governance and risk management framework
- Challenges of a public sector environment
- Exploring an external auditor perspective
- Evolving models of better practice

Steve Chapman
Deputy Auditor-General
Australian National Audit Office

10:00 Governance as an early warning signal – Corporate Governance Lighthouse

- Discussing the importance of governance
- Corporate Governance Lighthouse – a revision of the 17 key governance components, first published in 2009
- Challenges for governance in the public sector
- How the public sector is performing in key governance areas

Peter Achterstraat
Auditor-General of New South Wales

10:40 Morning tea & networking

11:10 What is good governance?



- How much governance is too much?
- How do we measure governance effectively?
- Does innovation in governance really work?
- How do we embrace risk in a risk-averse environment?

Steve Chapman
Deputy Auditor-General
Australian National Audit Office
Peter Achterstraat
Auditor-General of New South Wales
Professor Scott Prasser
Executive Director, Public Policy Institute
Australian Catholic University

11:50 Importance of compliance & reporting to determine performance & transparency

Senior Representative
Office of the Commonwealth Ombudsman

12:30 Networking lunch

Impact of legislative reform on governance arrangements

1:30 Freedom of Information (FOI) reform one year on

- An overview of FOI reform in its first year
- Emerging issues for government agencies
- Meeting the challenge of open government

Dr James Popple
Australian Freedom of Information Commissioner

2:10 Freedom of Information (FOI): An agency perspective

- Affecting cultural change in a conservative organisation
- Managing FOI processes effectively and efficiently in a large organisation
- Maintaining a 'win-win' relationship between government agencies and the public
- Future challenges for Commonwealth agencies

Tony Corcoran
Assistant Secretary, Freedom of Information and Information Management
Department of Defence

2:50 Afternoon tea & networking

Embedding risk & project management methodologies

3:20 Linking risk management to strategy & planning

- Enhancing and ingraining a culture of risk management at a strategic level
- Developing an integrated top-down and bottom-up approach to overall risk and governance in an organisation
- Doing more with less – how can we work smarter with limited resources and at a time of volatility

John Toms
Consulting Director
Governance, Risk and Compliance
Oakton

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4:00 Using multiple risk & governance frameworks to develop a feasibility study for the Moorebank Intermodal Terminal Facility

- Developing an overall governance framework for the feasibility study project
- Undergoing risk analysis for multiple layers of the project including the construction and operational phases
- The impact of commercial and public sector risk appetite on the project

Michael Hirschfeld
Assistant Secretary
Commercial and Stakeholder Liaison
Moorebank Project Office
Department of Finance and Deregulation

4:40 Closing remarks from the Chair & close of day one



Day Two

Thursday 23rd February, 2012

8:30 Welcome, coffee & networking

9:00 Welcome remarks from the Chair

Strategically integrating governance frameworks

9:10 **Integrating governance frameworks to strategic reform**



Case Study

- What is the role of governance in strategic reform?
- How much governance is enough?
- Governance for strategic reform and business as usual; what are the differences?

Tony Hindmarsh
A/Head Acquisition and Sustainment Reform Division
Defence Materiel Organisation

9:50 **Embedding risk management in an organisation as part of planning processes & governance arrangements**



Case Study

- Ensuring top level buy-in by meeting with the executive committee on key risks every month
- Driving the whole of DIAC's audit program by agreeing on strategic and tactical risks and reporting to the audit committee twice a year
- Working extensively with DIAC's senior executive service risk owners to create strategic and tactical risk updates
- Business planning at the division and branch level that includes approaches to treat tactical risks responsibilities

Gavin McCairns
Chief Risk Officer &
First Assistant Secretary
Risk, Fraud and Integrity Division
Department of Immigration and Citizenship

10:30 Morning tea & networking

11:00 **Integrating governance frameworks & its impact on risk & project management**



Case Study

- Consolidating three agencies
- Establishing a single governance framework
- Robust accountability and conformance
- Impact on risk management
- Opportunities and implications

Moya Drayton
General Manager - Whole of Government Coordination
Department of Human Services

11:40 **What are the major challenges with linking risk management to strategy & planning?**



Panel Discussion

- What is the impact of policy and politics on managing risk?
- How do we strategically integrate risk management into governance frameworks?
- Can we innovate and integrate?
- How do we engender leadership to empower a culture of risk?

Tony Hindmarsh
A/Head Acquisition and Sustainment Reform Division
Defence Materiel Organisation

Cheryl-anne Moy
Special Adviser
Ministerial and Parliamentary Services Division
Department of Finance and Deregulation

Donna Russell
Senior Director, Leadership, Learning and Development
Queensland Health

12:20 Networking lunch

Engendering a culture of ethical leadership & change

1:20 **A governance framework that supports effective change & risk management**



Case Study

- How can we maintain a governance framework that aids innovation?
- How do we ensure good enterprise risk management is embedded in the governance framework?
- How does your governance framework allow your people to be change-ready and change-able

Cheryl-anne Moy
Special Adviser
Ministerial and Parliamentary Services Division
Department of Finance and Deregulation

2:00 **Roundtable discussions**



Delegates will break into groups to discuss key challenges addressed during the conference

Facilitated by:
Scott Esler
Managing Director
RiskMan International Pty Ltd
John Toms
Consulting Director
Governance, Risk and Compliance
Oakton

2:40 Afternoon tea & networking

3:10 **Linking leadership development to integrity & accountability**



Case Study

- Exploring the values and capability of effective leadership
- Integrating these values and capabilities into a governance model
- Utilising values, integrity and accountability as the basis for leadership in a high performing workplace

Donna Russell
Senior Director, Leadership, Learning and Development
Queensland Health

3:50 **Embedding a culture of risk into an overarching governance framework**



Case Study

- Having the right model that is relevant to your business needs
- Gaining and sustaining internal buy-in
- Ensuring continuous improvement in a changing environment
- The importance of leadership and a central point of expertise to support and guide the process

Julie Lister
Manager, Governance and Audit
Corporate Services Division
Department for Transport, Energy and Infrastructure, SA

4:30 Closing remarks from the Chair & end of conference

Early booking discounts apply – the earlier you book the more \$\$\$ you save

Workshop

Tuesday 21st February, 2012

Embedding a culture of risk through your governance framework

Pre Conference Workshop
Tuesday 21st February, 2012
9:00am – 4.00pm

Having a good risk management culture is considered good practice in any organisation. A strong risk culture assists an organisation to achieve its objectives and adds value.

Unfortunately, many organisations consider risk management to be an administration and compliance process and do not engender the right mindset and culture to adopt and successfully implement a culture of risk.

This workshop will explore the mindset and organisational arrangements required to move from an administration and compliance mindset, to an organisational culture that fully embraces and integrates risk management into a governance framework.

During this interactive workshop you will explore:

- Understanding a risk culture and why it is important to foster it
- Examining and understanding the architecture of an organisational culture
- Designing your governance framework to drive a culture of risk
- Bringing it to life in your organisation

About your workshop leader:



Sally Bennett

Director

Enhance Solutions

MBA, BSc, Grad Dip. OHM Grad Dip. Chem Eng



Sally is a risk and change management professional with expertise in systems development and implementing cultural change. Sally specialises in developing risk and governance frameworks and systems in the context of the broader strategic business objectives that can be applied at all levels of the organisation. She held a senior corporate risk management role for a large multinational manufacturing organisation, and a site safety manager role in a plastics and petrochemical manufacturing organisation. In more recent years, Sally has been assisting organisations with risk leadership and culture change and in assisting organisations to understand and manage their business risks. She has worked across the public sector, health and private industry.

Sally is the Victorian Chapter President of the RMIA, and has recently lectured in ERM at Deakin University MBA.

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Oakton helps clients make smarter risk decisions, and has done for over 20 years. We assess the methods, definitions and goals according to the context of the risks being evaluated before advising on the most suitable and practical ways to manage risk, ensuring the greatest commercial potential within the most appropriate levels of compliance and regulation.

In short, we improve the efficiency and reliability of the systems and processes for managing risk.

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Our expertise in assisting organisations to successfully translate their risk management requirements into practical and tangible working solutions will ensure that your organisation will achieve its goals for quality and risk management in a timely and cost effective manner.

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Enhance Solutions is an innovative consultancy firm specialising in Business Risk and OHS solutions. Our services are based on a specialised platform that focuses on:

- Culture Development
- Strategy
- Systems & Framework
- Learning & Development

Our approach...

We believe that addressing business risk and safety as a value rather than a requirement provides stronger and enduring solutions for all organisational stakeholders. It is this belief that underpins our solutions based approach.

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