

AUSTRALIAN INSTITUTE
of COMPANY DIRECTORS

AUSTRALIAN GOVERNANCE SUMMIT



RISING TO THE MOMENT

Monday 4 and Tuesday 5 March 2019

International Convention Centre Sydney

PROGRAM OVERVIEW

companydirectors.com.au/ags

#govsummit19



MONDAY

4 MARCH 2019

9.00am WELCOME TO COUNTRY

9.10am **Conference open** Ali Moore
MC Ali Moore, will open the 2019 Australian Governance Summit.

9.15am **Official welcome** Angus Armour
The AICD's CEO & Managing Director will welcome delegates and introduce the themes of this year's Summit. FAICD

9.30am **Debate: The future of corporate governance in Australia** Penny Bingham-Hall FAICD
The AICD will facilitate a fresh debate about the questions being raised around corporate governance in Australia, particularly in relation to the role of directors.

With the Banking Royal Commission final report expected in the weeks prior to the Summit, the time will be ripe to take a candid look at some of the tensions in the directorship environment and what the future of corporate governance in Australia looks like.

10.15am **High-performing boards – What's behind their success?** Graeme Samuel
AC FAICD

In today's complex world, where trust is low and conduct is in the spotlight, the role of the board is more expansive and more public than ever before. Hear our panel of experts discuss what it means to be a high-performing board and how this continues to evolve over time.

Professor Kristy Muir

Elana Rubin
FAICD

11.00am BREAK

11.30am **The amber flags: Reflecting on the warning signs that are easy to miss**

12.15pm CONCURRENT ELECTIVE SESSIONS #1

A.

A high-performance culture: Driving the right culture for your business

Steve Vamos
GAICD

Few things are more inconsistently defined than culture. What is culture and how can it be built and changed? Steve Vamos will draw on his experience as both Chief Executive Officer and Non-Executive Director of some of Australia and New Zealand's most successful tech businesses to cut through the noise and share his insights on building great teams and a business culture that supports high performance.

B.

Tech and the boardroom #1: Artificial intelligence and the considerations for boards

Professor Toby
Walsh

As guardians of their organisation's future, all directors must have the ability to question, challenge and engage with management about how AI may impact their business. This session will explore the current applications of AI, the strategic, ethical (and other) considerations for boards – including the likely impacts on culture and leadership as AI is increasingly adopted, and how this emerging area of technology will continue to evolve over time.

C. **Taking a deeper dive: Looking beyond the board papers** (Roundtable discussion – limited capacity)

Network with fellow attendees and discuss how you go about fulfilling your role as a director both inside and outside of the boardroom. Are the techniques and the data you use to get a real sense of what is going on in the business evolving? How do you verify that the information you're getting from management is the information you need? Hear speakers discuss their insights, then discuss key questions designed to explore the methods employed by directors to determine how their organisation is performing.

Graham
Bradley
AM FAICD

Marina Go
MAICD

1.15pm LUNCH

2.00pm CONCURRENT ELECTIVE SESSIONS #2

A. **What is measured, matters: Harnessing your governing team to incentivise the right outcomes**

Does the conduct uncovered by the Banking Royal Commission indicate that business has lost the ability to measure what really matters when it comes to getting the best out of people? This session will explore the interactions between the board and the executive team around people and culture issues such as financial and non-financial performance metrics, incentivising appropriate behaviour, managing stakeholder perceptions, and how incentives impact an organisation's social licence to operate.

B. **Tech and the boardroom #2: What high-performing boards are doing to harness AI**

Artificial intelligence is transforming industries and turning our endless collections of data into actionable insights, however it would be a mistake for boards to view AI as simply a productivity enabler or delegate it to tech-savvy directors. This session will explore how boards are identifying the strategic opportunities AI presents for their organisations and the board's role in the successful integration of AI into their business.

Dr Catriona
Wallace MAICD

Ash Fontana

2.00pm CONCURRENT ELECTIVE SESSIONS #2 (CONTINUED)

- C. **Secrets of success: From start-up to sustainable global business** Ros Harvey
GAICD

Establishing best-practice governance is rarely top of mind for start-up founders. Do successful founders instinctively instil good governance in their organisations, or can good governance be introduced later when the organisation has grown? Hear from successful founders on how their governance practices have evolved as they've scaled, how they continue to balance risk vs innovation, and what sets their business apart from the ones that don't make it.

- D. **Taking a deeper dive: Boards of the future**
(Roundtable discussion – limited capacity)

Network with fellow attendees and discuss the important questions being raised about boards and directors in Australia. Director independence, tenure, number of board positions, industry expertise, and skills and capabilities are all in the spotlight. In this session, speakers and participants will examine these governance issues through the lens of outcomes, and will look at how directors are reframing their value to retain currency into the future.

3.00pm BREAK

- 3.30pm **Hypothetical: Moral and ethical decision-making in the boardroom – Exploring the complex dilemmas facing today's boards** Facilitated by
Ali Moore
-

4.55pm DAY ONE CLOSE

6.30pm CONFERENCE DINNER

TUESDAY

5 MARCH 2019

8.55am CONFERENCE OPEN BY MC Ali Moore

9.00am **It's not about trust, it's about leadership**

9.30am **The power of inclusion: Unlocking the value in doing the right thing** Michael O'Loughlin

Businesses that truly engage with unique, marginalised and under-estimated communities stand to innovate, grow and outperform competitors. This session will explore how progressive businesses are embracing diversity and inclusion as a means of forging a sustainable future, the role of the board in driving the systemic change needed to create equity, the benefits of uncovering and addressing your organisation's barriers to inclusion, and the impact on community engagement and social licence to operate.

Adam Goodes
Shirley Chowdhary
GAICD
Jill Hannaford
GAICD

10.15am BREAK

10.45am CONCURRENT ELECTIVE SESSIONS #3

A. **Governance across jurisdictions: Navigating the challenges of operating across boarders**

Operating across jurisdictions can be challenging, particularly when dealing with governance environments very different to our own. This session will explore the issues businesses face when navigating different legal systems, fiduciary duties, cultures and customs, attitudes towards bribery and corruption (to name just a few) and the board's role in steering their organisation through this rocky terrain.

B. Joining a start-up board? Understanding what your start-up needs

Sally Ann Williams

Rick Baker

The right board can greatly impact a start-up's success by infusing critical expertise and facilitating connections, however start-ups often require a significant commitment and have very different governance needs both as they scale and as compared to established businesses. Panellists will discuss how to assess whether a start-up board is right for you, whether you are right for a start-up board, and the questions to ask to understand what your start-up needs from you.

C. Recent NFP reviews: Implications for the for-purpose sector

Following a spate of recent reviews, the for-purpose sector is primed for reform. This session will explore the issues identified by the review of Australian Charities and Not-for-profits Commission (ACNC) legislation including how the report's recommendations will likely change governance in the sector; the governance implications of the Royal Commission into Institutional Response to Child Sexual Abuse for organisations caring for vulnerable people; the impact of the Government's recently released National Sports Plan on the governance of sporting organisations; and early reflections on the Royal Commission into Aged Care Quality and Safety.

10.45am

CONCURRENT ELECTIVE SESSIONS #3 (CONTINUED)

D. **The governance of government – Navigating the tensions of governing public sector organisations**

Helen Coonan

Some aspects of government work better if government has direct, departmental control, while others, like statutory authorities, require separation to ensure the trust and respect of both the entity and the government by the wider community. When this distinction of power is then blurred, tensions are shown in full colour. Panelists will share their insights into governing a public sector organisation including the increased focus on stakeholder engagement, the appointment of directors onto government boards, and high-profile recent events.

11.45am **Future trends – Preparing for the next cycle of change**

Dr Catherine Ball
MAICD

Ash Fontana

Each panellist will provide their insights as to what they see as the next big cycle of change and how boards need to be preparing. The audience will vote on the trends they'd like the panel to explore further and this will guide the conversation.

12.45pm LUNCH

1.30pm **Governance 4.0 – Operating in the evolving governance landscape**

Professor Pamela
Hanrahan

2.15pm

Reflecting on the Royal Commissions

The Hon Justice Neville Owen and Commissioner Robert Fitzgerald have both presided over Australian Royal Commissions. In this session they will explore the lasting impacts of Royal Commissions on Australian society, the governance trends and common threads they're seeing, and their insights around human shortcomings and how we govern for – or in spite of – these, and, importantly, the key implications for organisations and their leaders of such Commissions.

The Hon Justice
Neville Owen

Robert Fitzgerald
AM

3.00pm

In camera – session 1

3.45pm

In camera – session 2

4.30pm

CLOSE

