

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](http://companydirectors.com.au/ags)

#govsummit19



# MONDAY

## 4 MARCH 2019

---

9.00am WELCOME TO COUNTRY

---

9.05am **Conference open** Ali Moore  
MC Ali Moore, will open the 2019 Australian Governance Summit.

---

9.10am **Official welcome** Angus Armour  
The AICD's Chair, John Atkins FAICD, and CEO & Managing Director, Angus Armour FAICD, will welcome delegates and introduce the themes of this year's Summit. FAICD  
John Atkin 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. David Gonski  
AO FAICD*Life*  
Heather Ridout  
AO MAICD  
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?** Elana Rubin 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. Ken Dean FAICD  
Professor Kristy Muir  
Michael Ullmer FAICD

---

---

11.00am BREAK

---

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

In light of recent events, many directors are asking themselves what underlying issues may be occurring in the organisation's they oversee. Some signals can be hard to spot and easy to overlook. Esteemed director, Ann Sherry AO, will explore how boards can uncover the blind spots and systemic behaviours that, if left unchecked, can lead to unwanted attention.

---

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 – Session full)

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, how incentives impact an organisation's social licence to operate, and the board's role in overseeing this.

Kathryn Fagg  
GAICD  
Greg Hume GAICD  
George Savvides  
FAICD  
Ben Travers

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.

Ash Fontana  
Dr Catriona  
Wallace MAICD  
Lee Hickin  
Maile Carnegie

---

2.00pm

CONCURRENT ELECTIVE SESSIONS #2 (CONTINUED)

---

C.

**Secrets of success: From start-up to sustainable global business**

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 and executive leaders 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.

Ros Harvey  
GAICD

Martin Hosking  
GAICD

Michael Malone  
FAICD

Cameron McIntyre

D.

**Taking a deeper dive: Boards of the future**  
(Roundtable discussion – Session full)

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.

Yasmin Allen FAICD

Albert Bielinko

Joseph Skrzynski  
AO FAICD

---

3.00pm

BREAK

---

---

3.30pm

**Hypothetical: Moral and ethical decision-making in the boardroom – Exploring the complex dilemmas facing today’s boards**

Ming Long  
GAICD

Charles Macek  
FAICD

Graeme Samuel  
AC FAICD

Nora Scheinkestel  
FAICD

Commentator  
Simon Longstaff  
AO

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	<b>The innovation imperative by Australia's Chief Scientist</b>	Dr Alan Finkel AO
	<p>It is widely accepted that innovation is critical to the sustained success of any modern economy, including Australia's. The challenge for directors is to embrace it as central to their role. In this session, Australia's Chief Scientist Dr Alan Finkel AO will make the case for learning from the proven playbook for responsible risks: the engineering way. He will share insights from his extensive career in business, government and academia on the skills required to be a custodian of change.</p>	
9.30am	<b>The power of inclusion: Unlocking the value in doing the right thing</b>	Adam Goodes Jill Hannaford GAICD Shelley Reys Shirley Chowdhary GAICD
	<p>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.</p>	
10.15am	BREAK	
10.45am	CONCURRENT ELECTIVE SESSIONS #3	

---

A.

**Governance across jurisdictions: Navigating the challenges of operating across borders**

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.

Angus  
Armour FAICD

Frank Cooper  
AO FAICD

Jingmin Qian  
FAICD

Dr Sarah Ryan  
MAICD

10.45am

CONCURRENT ELECTIVE SESSIONS #3 (CONTINUED)

B.

**Joining a start-up board? Understanding what your start-up needs**

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.

Belinda  
Gibson FAICD

Eric Wilson

Rick Baker

Sally Ann  
Williams

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; early reflections on the Royal Commission into Aged Care Quality and Safety; and other reviews and reforms taking place across the sector.

Heather Watson  
MAICD

Matthew Turnour  
FAICD

Greg Hammond  
OAM MAICD

10.45am

CONCURRENT ELECTIVE SESSIONS #3 (CONTINUED)



---

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

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.

Helen Coonan

Mark Scott  
AO FAICD

Su McCluskey  
MAICD

Gordon de  
Brouwer PSM

---

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

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.

Dr Catherine Ball  
MAICD

Nicholas Davis

Mark Devadason  
MAICD

Ash Fontana

Moderated by:  
Alison Kitchen

---

**12.45pm LUNCH**

---

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

As demands on directors continue to grow, it is crucial that you stay informed of developments in the director liability and regulatory environments. This session will bring you up to speed on the latest issues impacting your responsibilities as a director, including a discussion around community expectations and where the interests of the corporation lie, and will touch on further changes on the horizon.

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

Moderated by:  
Professor Pamela  
Hanrahan

---

3.00pm

**In camera – session 1**

Amanda Lacaze was appointed to the role of CEO and Managing Director of Lynas Group in June 2014 after the company's share price had plunged by 99%. High debt, problems with its Malaysian plant, and a price crash for the rare earth metals the company mines and processes, had driven the business to the brink of collapse. Amanda, who was previously a non-executive director on the Lynas board, agreed to take on one of the toughest jobs in corporate Australia and began to return the company to a globally competitive position. Amanda will join us to reflect on the challenges directors must navigate in a turnaround of this magnitude – from disclosure requirements to stakeholder management – and the skills needed to successfully partner with management and create an effective board rhythm and working style.

Amanda Lacaze  
MAICD

---

3.45pm

**In camera – session 2**

James Brown was elected to the presidency of RSL NSW in 2017 when the organisation was on the brink of collapse. A series of serious financial scandals had eroded trust in the old guard and paved the way for James to be elected as the new state president. The battle to turn its fortunes around continues, and James will join us to reflect on this ongoing journey and share his experiences in working to return the NSW branch of this revered national institution to its essential mission of helping veterans and their families.

James Brown

---

4.30pm

CLOSE

---

