



Company Directors Course graduates with The Hon Peter Styles MLA FAICD, Minister for Business

## New Member Cocktail and Graduation Evening at Parliament House

Thursday 21 May 2015  
Parliament House


We were delighted that The Honourable Peter Styles MLA, Minister for Business offered to host our 2015 New Member and Graduation function at Parliament House. It was a great opportunity to meet our new members and congratulate our most recent graduates.

Over 60 members and guests enjoyed an evening of networking, while celebrating the successes of the Company Directors Course award recipients.

A highlight of the evening was the Minister announcing a new Major Annual Sponsor for AICD NT through the Department of Business.

Two recent graduates Daphne Read GAICD and Shane Smith GAICD shared their experiences of the program, and what graduating has meant to them. Our NT Committee Chairman, Mr Richard Giles FAICD, assisted The Hon Peter Styles MLA FAICD, Minister for Business in presenting the graduates with their awards.

It was great to see so many Company Directors Course participants succeed at the assessment following the program.

We look forward to holding another New Member Cocktail and Graduation evening again in 2016. 

### INSIDE

- 2 State Manager Update
- 4 Diary Dates
- 4 NGO Support Program
- 5 In the Spotlight
- 6 How can Alice kick more goals?

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## STATE MANAGER UPDATE

### Carmel Noon MAICD

SA/NT State Manager  
Australian Institute of Company Directors



Richard Moore GAICD and Anne Skipper AM FAICD

This year's annual AICD conference was held in beautiful Kuala Lumpur, Malaysia. Attended by 400 delegates, the Conference was themed 'Australian Business and ASEAN Beyond 2020'.

AICD Chairman, Mr Michael Smith FAICD, opened the conference and welcomed delegates to Malaysia. H.E. Rod Smith PSM, the Australian High Commissioner to Malaysia then presented, followed by Datuk Ranjit Ajit Singh, Chairman of the Securities Commission Malaysia.

After morning tea, the conference kicked off with session one – 'Hot Spots and Blind Spots' with speaker Dr Anne-Marie Slaughter, a Princeton University Foreign Policy Professor Emerita, the President of the New America Foundation, and a former top official at the U.S. State Department. The session was

chaired by Keith De Lacey AM FAICD, Chair of Integrated Food and Energy Developments Pty Ltd. We heard Dr Slaughter say that, in the 'web world' size doesn't necessarily matter, that power is a function of centrality and connectedness with the main components being; people, trade, energy, climate and digital connections.

After lunch in session two – 'ASEAN's economic community, a new growth frontier', saw speakers Fraser Thompson, Former Senior Fellow of McKinsey Global Institute, HE Simon Merrifield, Australian Ambassador to ASEAN and Kee Wong GAICD, Managing Director or e-Centric Innovations discuss how ASEAN will declare itself an Economic Community at the end of 2015. This session was chaired by Graham Bradley AM FAICD, Chairman of Infrastructure NSW, Stockland Corporation and

Energy Australia Holdings.

Later that afternoon, Dr Margaret Byrne, Principal of GM Consulting and Warren Fish, Project Director Approvals and Stakeholder Relations at Aurizon looked at culture as a risk factor in session three – 'Learning about Asia to succeed in Asia'. Dr Byrne gave us an interesting perspective on how our 'Aussie' language and approach can effect negotiations and left us with a few tips:

- Listen more and talk less;
- Practice picking up hints, inferences;
- Focus on rapport and trust;
- Clarify meaning – clear up misunderstandings;
- Share intentions; and
- Strike a balance, be yourself and adjust – you don't have to be perfect!

Warren also informed us about The HUBA WAY – we are not the same/but we share the same goals to complement each other,

this is good for everyone.

The day finished with welcome drinks and a great variety of Malaysian delicacies where delegates had the chance to network, discuss the conference and catch up with colleagues.

Day two of the conference brought about another exciting day of informative topics. Session four saw Dr Robert Kay, adjunct professor with the Department of Accounting and Corporate Governance at Macquarie University give an outstanding presentation on his latest research in the field of corporate governance. Dr Kay emphasised that 'good governance is a team activity'; Team = Board and Executive. Dale Budd OBE FAICD, Chairman of Dale Budd & Associates Pty Ltd chaired this session.

This was followed by session five – 'brain trust', which consisted of a panel of experts including Graham Bradley AM FAICD, Catherine Harris AO PSM FAICD, Chair of Harris Farm Markets and Graeme Liebelt FAICD, Chairman of Amcor Ltd. This fascinating panel discussion was chaired by Peter Yates AM MAICD, Deputy Chairman of The Myer Family Investments Ltd.

The chair asked the panel members; "what kept them awake at night from a directors perspective" and answers included; the 'black swan', changes in the environment that one didn't see coming, shareholders interference – the board trying to gain the trust of the shareholders especially when emotions are involved – family connections, risk adverse

Continued on page 3

Continued from page 2

environments, loss of trust, reacting to failure, to name a few.

Professor Ian Harper FAICD, Chair of the Competition Policy Review Taskforce spoke about 'competition policy review' in session 6. This session was chaired by Martin Kriewaldt FAICD, Director of Hyne & Son Ltd.

Session 7 covered 'cybersecurity'. At the 2014 Hamilton Island Conference delegates selected cybersecurity as their most-desired topic to be included in this year's program. Nathaniel Forbes, Director of Forbes Calamity Prevention Pte Ltd spoke on this topical issue and the session was chaired by John HC Colvin FAICD, Consultant at Herbert Smith Freehills and Adjunct Professor at the

University of Sydney Business School and former CEO of the AICD. He stated that most errors in the world are not caused by terrorists but caused by basic human error. The major point that stood out was when Nathaniel said, "Cybersecurity is no longer theft however a threat/weapon".

The delegates then departed to various forums for the afternoon, followed by an informal dinner later that night at a variety of high quality KL restaurants which delegates had previously selected.

The final day commenced with further forums and after lunch delegates re-grouped to hear from Ian McMaster AM, Chair of Intrepid Mines (Indonesia), Peter Fox AM, Chairman of Fox Group Holdings Limited and

Shihaj Abdulla Kutty, Head of Revenue Management at Malaysia Airlines. This session 'tales from the corporate battlefield', which is always our most popular session and was chaired by Peter Yates AM MAICD.

The final session of the conference was session 9 – 'mind change: how digital technologies are leaving their mark on our brains'. The speaker for this session was Baroness Susan Greenfield and it was chaired by John Brogden FAICD, Managing Director and Chief Executive Officer of AICD.

After the closing remarks and the many people to thank delivered by John Brogden FAICD, delegates were treated to pre-dinner drinks followed by a Gala Dinner which

was held at the property where the key note presentations had been held over the conference; The Mandarin. The night was full of nostalgia covering music from the 60's through to the 80's.

We organised for the SA/NT delegates to have reserved tables, located near the stage and well what happens on the dance floor, stays on the dance floor!!! A great night was had by all and a few calories were burnt up. We would like to thank all delegates, especially SA and NT delegates for attending who equated to over 10 per cent of the conference number and for those that couldn't attend, you can view interviews, summary papers and session notes from the conference by visiting our website. @

## Ensure quality reporting

### Reporting to the Board

This short course will provide you with guidance and structure around characteristics of good reports. You will also consider the use of these reports outside the board, such as regulators and stakeholders.

**Thursday 20 August 2015**

Rydges Darwin Airport Resort  
8.00am to 12.00pm

**For further information or to register**  
e: [sa-nt@aicd.com.au](mailto:sa-nt@aicd.com.au) or t: 08 8236 2800

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### NT COMMITTEE MEMBERS

**Richard Giles** FAICD  
Committee Chairman

**Peter Carew** AM FAICD

**Lorraine Corowa** GAICD

**Linda Fazldeen** FAICD

**Tom Ganley** FAICD

**Vicki O'Halloran** AM FAICD

**Denys Stedman** GAICD

### SA/NT TEAM MEMBERS

**Carmel Noon** MAICD  
State Manager SA/NT

**Susannah Hayden**  
Education Executive

**Stuart Greig**  
Member Relations Executive

**Jessica Harmer**  
Office Administrator

**Kelly Thompson**  
Events and  
Sponsorship Executive

**Allison Dawe**  
Education Executive

**Jessica Landers**  
Events and Education  
Coordinator

**John Semba**  
Business Development  
Executive – SA

**Terri-ann Maney** GAICD  
Business Development  
Executive – NT



## DIARY DATES

For more information on any events or courses, contact  
**t: 08 8236 2800 e: sa-nt@aicd.com.au**

Courses Events

### Thursday 30 July

**Company Directors Course**  
*Complimentary Information Session*

Central Australia Development  
 Office, Alice Springs  
 3.00pm - 4.00pm

### Friday 31 July

**Director Briefing**  
*Red Tape – Get out of your own way*

Central Australia Development  
 Office, Alice Springs  
 10.00am - 12.00pm

### Tuesday 11 August

**Leaders' Edge Lunch**  
*Surviving among brewing giants with Glenn Cooper AM FAICD*

Darwin Convention Centre  
 12.00pm - 2.00pm

### 13 and 14 August

**Company Directors Course Update (two day course)**

Hilton Darwin  
 Day 1: 9.30am - 5.30pm  
 Day 2: 8.30am - 4.30pm

### Monday 17 August

**Director Briefing**  
*Tales from the corporate battlefield*

Venue TBC  
 5.00pm - 7.00pm

### Thursday 20 August

**Short Course:**  
*Reporting to the Board*

Rydges Darwin Airport Resort  
 8.00am - 12.00pm

## NGO support program

A Northern Territory Government focus on supporting the Northern Territory not-for-profit and non-government organisation (NGO) sector shapes a strong partnership with the Australian Institute of Company Directors (AICD) in 2015-16.

The Northern Territory Government shares AICD's goal to promote leadership and excellence in governance to achieve a positive impact for the economy and society. With a \$1.5 million investment into business and the non-government organisation sector announced in the 2015/16 budget, the Department of Business will build on the successful outcomes delivered through the 2014-15 pilot NGO Business Support program.

The Department of Business recognises and supports the significant contribution made by this sector to the wider Territory community; in the delivery of quality community services, providing employment

opportunities and generating economic growth. Program funding will assist to build the capacity of NGOs to function as independent, financially viable businesses. Organisations can receive assistance with corporate governance, financial and commercial literacy, management practices and processes that improve sustainability and accountability and the development of revenue generating social enterprises.

The Department of Business in partnership with AICD hopes to work with you to drive successful outcomes in the NGO sector.

Contact Bridie McIntosh,  
 Department of Business  
 T: 08 8999 7037

E: [bridie.mcintosh@nt.gov.au](mailto:bridie.mcintosh@nt.gov.au) to learn more about this initiative. ®



# Surviving among the international brewing giants

*A look into the success of Coopers Brewery*

Join us for a Leaders' Edge Lunch as Glenn Cooper AM shares an enlightening presentation about how a small brewery has gone from strength to strength in a fiercely competitive market, survived the GFC and the hostile attempted takeover bid by Lion Nathan.

**Tuesday 11 August 2015, 12.00pm - 2.00pm, Darwin Convention Centre**

**To register e: [sa-nt@aicd.com.au](mailto:sa-nt@aicd.com.au) t: 08 8236 2800**



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## IN THE SPOTLIGHT



### DAVID JAGGER AAICD

Program Manager

APONT Aboriginal  
Governance &  
Management Program

Member since 2014

David Jagger is the Program Manager of the APONT Aboriginal Governance and Management Program and a member of AICD on behalf of the Program. The Program, at [aboriginalgovernance.org.au](http://aboriginalgovernance.org.au), supports the governance and management of Aboriginal organisations across the NT, with a focus on those in remote communities. It was set up by Aboriginal Peak Organisations Northern Territory (APONT), an alliance of the Central Land Council, Northern Land Council, Aboriginal Medical Services Alliance of the NT, North Australian Aboriginal Justice Agency and Central Australian Aboriginal Legal Aid Service

#### What was your first job?

A Postman.

#### What book are you currently reading?

'I'll Never Get Out Of This World Alive', a novel by Steve Earle, better known for his music.

#### What do you believe are the key issues facing Aboriginal directors today?

I believe there are several.

What has been articulated as 'cultural match', or lack of it, between the corporate compliance requirements of their organisations and the Aboriginal community and cultural context in which the organisations operate often in very remote circumstances, the so-called kinship economy in particular. There can be a very real tension where the match is weak. Attaining the literacy and numeracy levels required as a foundation for corporate compliance. Spreading the governance load among those with these education levels in what remain small though growing communities with nevertheless many local or regional organisations to run. Quite rapidly shifting government policy, funding and legal requirements, making this so-called enabling environment in fact disabling, sending directors scrambling and their organisations lurching from one often ill-considered Aboriginal affairs regime to the next. In these contexts, a high reliance on usually outside-recruited CEOs, many of whom are good operators, some of whom are poor and/or unscrupulous operators.

#### What prompted you to become a member of AICD?

The program I manage supports the governance and management of Aboriginal organisations across the NT. There are hundreds. While not all need our support, we are only 3.5 staff to provide the support, and some consultants. We rely on synergies and partnerships with other reputable agencies of governance and management support in order to have a collective positive impact. We work with or refer to such other agencies if and when it is appropriate, including the

AICD. I joined AICD on behalf of the program I manage in order to optimise our relationship with AICD.

#### What piece of advice would you give an aspiring director?

For aspiring Aboriginal directors: know and wisely follow the directors' roles and responsibilities of your organisation, including sensibly directing the CEO that the board carefully appoints. For non-Aboriginal people aspiring to be non-member directors on Aboriginal boards, a worthy aspiration where it is requested by the organisation: understand the Aboriginal community and cultural context, contribute but don't control, teach and learn along the way.

#### What do you believe to be the most important qualities of a director?

Honesty, broad mindedness and good communication skills.

#### What is the best piece of advice you have received (personal or corporate)?

Less is more: quality, and thus sustainability, over quantity.

#### What benefit of being an AICD member do you value the most?

Being associated with this entity, among others, that is strong on generic corporate governance. (Being an anthropologist, my strengths are on governance more broadly and contextually, eg. structure, cultural and social dynamics etc.)

#### Who would you most like to have dinner with (dead or alive) and why?

Australian football (soccer) great Tim Cahill, because he's courageous, talented and never gives up. Former Greens leader Bob Brown, because he too is

courageous, talented and never gives up. And young Australian writer Hannah Kent to hear how, at such a tender age, she wrote her wonderful historical fiction story *Burial Rites* about Iceland in the early 19th century, and figuratively transported me there in time and place from my home in Alice Springs.

#### What do you like to do in your spare time?

Play football (soccer), coach my son's team, and read.

#### Who is the person you most admire and why?

Malala Yousafzai, the Pakistani girl shot in the head by the Taliban for campaigning for girls' right to an education, only to survive and intensify the campaign. I admire her supreme courage and her unwavering understanding that education is the key to overcoming disadvantage.

#### What has been the personal highlight for you during your career?

Setting up a Community Development Unit in a large Aboriginal land council to systematically work with remote Aboriginal groups and communities to apply their rent and royalty monies to sustainable community projects, many of them education projects, where such payments can otherwise cause conflict. And establishing Wangki Yupunanupurru (meaning 'sending out a message') as an independent radio station in the remote Kimberley, employing local Aboriginal broadcasters, helping to retain local languages and disseminating important health and environmental messages. Practical things, for which good governance was critical. ®

# How can Alice kick more goals?

## *Vision for the region moving forward*

Friday 29 May 2015  
Double Tree by Hilton, Alice Springs

Over 50 members and guests joined us at the Double Tree Hilton, Alice Springs to hear from Mr Richard Ryan AO FAICD, director of the Port Adelaide Football Club.

Richard shared with us his affiliation with the Territory, and reflected upon the many successes the Territory has enjoyed including education. He highlighted for any growing region how education plays a pivotal role that flows on to assist community and economic growth and development.

Following on from the presentation, Richard joined Mr Richard Giles FAICD, AICD NT committee chairman for an

“on the couch” style interview, where questions were also opened up to the audience.

We were also fortunate to have Mr Kevin Osborn FAICD, deputy chair of the Port Adelaide Football Club join both Richard’s for further questions from the audience. Great interest from the audience was to further learn about the Community Development arm of Port Adelaide including their ‘WILLPOWER’ program aimed at improving school attendance.

Richard Giles also took the opportunity to farewell, NT Committee member Ms Julie Ross MAICD, whom is working towards retirement and thanked Julie for her valued input from Central Australia.

It was great to be able to



bring this event to Alice Springs and feel welcomed, supported and encouraged to increase our engagement in Central Australia. ®

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# Refresh your directorship knowledge

## *Company Directors Course Update*

If you have previously undertaken the Company Directors Course, attend the two-day update to maintain your professional reputation and the progress you’ve made as a director by ensuring your regulatory, legal and governance knowledge is absolutely current.

**Thursday 13 and Friday 14  
August 2015, Hilton Darwin**

For more information or to enrol  
e: [sa-nt@aicd.com.au](mailto:sa-nt@aicd.com.au) t: 08 8236 2800

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