

# 8th Annual Risk Management Conference 2011

The building blocks of Risk Management: Assessment, embedding & implementation

9 August 2011, Pre-conference workshops

10 – 11 August 2011, Two-day program

The Grace Hotel, Sydney

## Program highlights

- Risk culture, cloud computing, social media
- Are your risk assessments failing you in your GRC framework?
- Risk appetite and tolerance – dispelling the myths
- Integration between risk and internal audit
- Demonstrating positive effects of RM implementation: real case studies
- The Leighton Contractors ERM journey

## Speakers

- **Grant Purdy**, Associate Director, **Broadleaf Capital International**
- **Andrew Bissett**, Risk Management consultant, former head of Risk, **Qantas**, former interim head internal audit, **Tabcorp**
- **Simon Sproule**, Fraud Risk Manager, **Singtel Optus**
- **David Drummond**, National Partner in Tax Risk Management Services, **KPMG**
- **Tip Huizenga**, Group Manager OE & Risk, **Caltex**
- **Paul Muir**, Executive Manager, Risk Assurance. Chief Risk Officer General Insurance, **Suncorp**

Early bird discount expires 27 June 2011

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# 8th Annual Risk Management Conference 2011

The building blocks of Risk Management: Assessment, embedding & implementation

## Day one: 10 August 2011

8:30	<b>Registration</b>		
8:50	<b>Welcome from the Chair</b> <b>Grant Purdy, Associate Director, Broadleaf Capital International, Chair, Standards Australia and Standards New Zealand Committee OB7, Nominated Expert, ISO Risk Management Working Group</b>		<ul style="list-style-type: none"><li>Permits the optimal use of resources and resources forecasting</li><li>Assists with formulation and implementation of strategy</li></ul> <p>The project allows Ausgrid to integrate business, customer, environmental and infrastructure risk with other criteria and constraints for optimisation, allowing them to structure their key strategic decisions on a holistic, pragmatic and transparent value-at-risk measure. As a result, this tool and process permits simultaneous management of the risk of critical infrastructure (in terms of duty of care, reliability, maintenance and asset life-cycle) and Ausgrid's capital expenditure/growth prospects.</p> <p><b>John Hardwick, Executive Manager – Maintenance &amp; Replacement Planning, Ausgrid</b> <b>Bill Glyde, Principal, Evans &amp; Peck</b></p>
9:00	<b>Risk appetite and tolerance – dispelling the myths</b> There has been a lot of mis-information generated about these aspects of risk management and this presentation will show how they can be handled in a practical and realistic way. ISO 31000 does not use the term 'risk appetite' – for very good reasons, this presentation will concentrate on how organisations can properly handle risk-based decision making. <ul style="list-style-type: none"><li>Definitions of risk appetite and tolerance that make sense</li><li>How we develop risk criteria and use them in risk analysis and evaluation</li><li>Developing risk criteria based on your organisation's critical success factors</li><li>Developing practical consequence and likelihood scales for qualitative risk analysis</li><li>What tolerance really means and how we use it to decide on the optimal approach to risk treatment</li></ul> <b>Grant Purdy, Associate Director, Broadleaf Capital International, Chair, Standards Australia and Standards New Zealand Committee OB7, Nominated Expert, ISO Risk Management Working Group</b>		
9:45	<b>Are your risk assessments failing you in your GRC framework?</b> Are you up to date with the evolving approaches to risk assessment and analysis, such as: <ul style="list-style-type: none"><li>The increasing depth and breadth to the four-step risk-assessment paradigm</li><li>Do you feel comfortable your people perceive risk as you'd like them to?</li><li>Are you across emerging ideas such as the precautionary principle in rethinking the role of risk assessment?</li><li>What about intergenerational issues?</li><li>Innovative approaches to the assessment and communication of risks and risk analysis</li></ul> <b>Dr. Ulysses Chioatto, Director, SSAMM Management Consulting</b>	11:45	<b>Risk Culture</b> <ul style="list-style-type: none"><li>What is risk culture?</li><li>Corporate Governance and the importance of risk culture</li><li>Building blocks for developing an effective risk culture</li><li>Influencing with impact</li></ul> <p><b>Andrew Bissett, Risk Management Consultant, former Head of Risk, Qantas, former Interim Head Internal Audit, Tabcorp</b></p>
10:30	<b>Morning tea</b>	12:30	<b>Networking lunch for speakers and delegates</b>
11:00	<b>Ausgrid Capital Project Portfolio Optimisation</b> The Ausgrid Capital Project Portfolio Optimisation Project is a holistic and highly innovative decision-support tool and process which ensures that project selection in Ausgrid's \$8 billion, 5 year capital expenditure program is both efficient and effective – in terms of both fulfilment of strategic goals and risk minimisation. The project: <ul style="list-style-type: none"><li>Provides a high level corporate governance tool for upper level management</li><li>Allows the appraisal and mitigation of both commercial and customer risks</li></ul>	1:30	<b>Enterprise Risk Management and the ATO: Risk differentiation in real time – a new dawn in Tax Administration</b> The ATO is a global trend setter in this space and one of the "coalition of the willing" with US, UK and Canada on addressing "aggressive tax planning". <ul style="list-style-type: none"><li>The ATO risk differentiation framework: Qualitative and quantitative</li><li>Emerging implications and frameworks for risk managers</li><li>Undertaking reviews of organisations tax risk management frameworks in real time</li><li>Seeking an understanding of emerging tax risks</li></ul> <p><b>David Drummond, National Partner in Charge Tax Risk Management Services, KPMG</b></p>
		2:15	<b>Enterprise Risk Management and cloud computing</b> If we are to understand the implications of cloud computing or the efficacy of even providing a cloud, we need to know what cyber threats are possible and probable. The positives of cloud computing are many: it's economical, speedy, immediate and convenient. However, complexities surface when you consider document security, governance issues, hackability and a range of other factors in the multi-jurisdictional arena of cyber space. This session provides practical tips and sound advice on risk management and cloud computing. <b>Glenn Heppell, IT Outsourcing Lead, Accenture</b>
		3:00	<b>Afternoon tea</b>

# 9 August 2011, Pre-conference workshops 10 – 11 August 2011, Two-day program The Grace Hotel, Sydney

## 3:30 Governance, risk and compliance - the link between risk and internal audit

- Controlling the risks that matter
- The balancing act between advising and auditing
- Creating focus – building blocks for success
- Example end state model
- How to leverage the work of the various assurance providers

**Dean Sleigh**, *Group General Manager Internal Audit, Tabcorp*

## 4:15 Building capacity to talk with management about risk

This presentation will use real life examples and share practical tips on how to engage management with risk thinking. Taking into account considerations such as generational differences, diverse outcome expectations and plain old communication problems. We will provide some proven and helpful take-home tips to enrich and better your risk thinking and risk skills.

**Speaker to be advised**

## 5:00 Comments from Chair

## 5:10 Close of day one

## Day two: 11 August 2011

## 8:30 Registration

## 8:50 Welcome from the Chair

**Andrew Bissett**, *Risk Management Consultant, former Head of Risk, Qantas, former Interim Head Internal Audit, Tabcorp*

## 9:00 Implementing proactive organisational wide enterprise risk and opportunity management

Over the last few years, Leighton Contractors (LCPL) has doubled in size, and trebled their work in hand to \$12.3 billion dollars. To increase business resilience and avoid the problems faced by many other industries in 2008 LCPL commenced a risk and opportunity management improvement programme.

This presentation will focus on lessons learned from the hands-on implementation of the LCPL proactive risk and opportunity management process and also cover process alignment and focus on prevention rather than just cure. We aim to deliver real examples and practical lessons learned for organisations to consider when attempting embedding similar techniques within their businesses.

**Karl Davey**, *Manager, Risk Management, Leighton Contractors*

## 9:45 A Year of Disasters. Outcomes and opportunity

2011 has seen an unusually large number of severe natural disasters affecting communities and organisations at home and overseas, such as the floods and cyclones in Queensland, the earthquakes in Christchurch and the tsunami in Japan.

- What are the commonalities in how communities and organisations are affected by these major natural disasters?
- Were business continuity and risk management practices used to assist organisations that were impacted by these events?
- Can we draw positive lessons from these events to enhance the preparedness and resilience of organisations?
- Do current business continuity and risk management practices need to change in light of the 2011 natural disasters?

**Tim Janes**, *President of the Australian Chapter, Business Continuity Institute*

## 10:30 Morning tea

## Discussion Panel

## 11:00 Risk Management and Social Media

The juggernaut of social media has forced organisations to address crucial issues in their risk management. The information-down structure has been revolutionised. Blogs, twitter, email, facebook, SMS and instant messaging has made communication not just horizontal but ubiquitous. What considerations should you be factoring into your risk assessments with regards social media? Can social media be blamed for creating yet another generational gap or are there lessons and positives as well? This discussion will explore the good, the bad and the ugly aspects of social media and how it has impacted all of us.

**Alastair MacGibbon**, *Managing Partner, Surete Group Consultancy, Director, Centre for Internet Safety, University of Canberra*  
**Kathy Phelan**, *Director, Small World Social*

## 12:30 Networking lunch for speakers and delegates

## 1:30 Enterprise Risk Management – embedding the 3 lines of defence model

This will be in the form of a case study and represents the journey that is being embarked upon in General Insurance at Suncorp.

**Paul Muir**, *Executive Manager, Risk Assurance Chief Risk Officer General Insurance, Suncorp*



## Pre-conference workshops: 9 August 2011

- 2:15 **Risk management across a diverse downstream oil business**
- Examples of the types of risks in an oil company
  - Examples of fit for purpose risk assessment tools for various risk types
  - The Caltex Risk Management Framework: how we identify, monitor, communicate and manage big ticket items for the executive team and the board
  - Monitoring and improving risk control effectiveness
  - Risk management outcome examples:
    - Cost reduction
    - Improved road safety

**Tip Huizenga**, *Group Manager OE & Risk, Caltex*

3:00 **Afternoon tea**

3:30 **Incorporating Risk Management in preventing internal fraud**

- Importance of preventing internal fraud
- The benefits within Optus of proactively incorporating risk management principles during fraud investigations
- Accountability of individual business units to identified control gaps and to reducing fraud
- The next steps “to providing business units with tools to apply risk management principles to day to day business” to assist with preventing fraud
- Fraud detection, prevention and awareness, and the continued need for review, in a continuously evolving industry

**Simon Sproule**, *Fraud Risk Manager, Fraud Risk – Corporate, Singtel Optus*

4:15 **Building capacity to talk with management about risk CASE STUDY**

This presentation will use real life examples and share practical tips on how to engage management with risk thinking. Taking into account considerations such as generational differences, diverse outcome expectations and plain old communication problems. We will provide some proven and helpful take-home tips to enrich and better your risk thinking and risk skills.

**Speaker to be advised**

5:00 **Close of conference**

### WORKSHOP A

9:00-12:00 (Includes morning tea)

**Are your risk assessments failing you in your GRC framework?**

This three hour workshop will provide an in-depth foray into your GRC framework

Are you up to date with the evolving approaches to risk assessment and analysis, such as

- The increasing depth and breadth to the four-step risk-assessment paradigm
- Do you feel comfortable your people perceive risk as you'd like them to?
- Are you across emerging ideas such as the precautionary principle in rethinking the role of risk assessment?
- What about intergenerational issues, and
- Innovative approaches to the assessment and communication of risks and risk analysis

**Dr. Ulysses Chioatto**, *Director, SSAMM Management Consulting*

12:00 **Networking lunch for delegates**

### WORKSHOP B

1:00-4:00 (Includes afternoon tea)

**Forecasting risk in projects – Barriers and commercial value**

The presentation will consist of formal presentation but with interactive exercises that illustrate the issues that are being discussed. The presentation will include an outline of the potential barriers to effective forecasting of risk discussing topics of:

- Humanity's tendency for optimism and overconfidence
- Poor governance, accountability and alignment of incentives
- Corporate culture and its effects on forecasting of risk

The objective of the presentation is to give the attendees a background to the potential barriers and pitfalls in the forecasting of risk along with the means of addressing those issues so that forecasting of risk can add real commercial value to a business. The presentation will be of particular interest to those who are required to forecast and/or quantify the potential effects of risk on projects, and will also be of interest to those involved in tendering for projects where assessment and treatment of risk is a key differentiator.

**Ian Cashen**, *Senior Associate and Capability Leader – Risk Management, Evans & Peck*

### Who should attend?

- Risk Managers
- Risk Consultants
- CEO's
- CIO's
- CFO's
- CRO's
- Group Risk Managers
- Financial and Risk Managers
- System Risk Managers
- Operational Risk Managers
- Risk and Assurance Managers
- Auditors and Internal Auditors
- Business Continuity Managers

# 2011 Risk Management Magazine Awards



Commending excellence,  
innovation and leadership  
in risk management

Welcome to the 2011 Risk Management Magazine Awards, organised by the profession's leading publication, Risk Management magazine. These awards aim to recognise excellence in the field of risk management and provide a telling contribution to the further advancement of risk management in Australia.

The awards provide an important opportunity for individual risk professionals, teams and organisations to come together to recognise and celebrate risk management as a profession, and to raise the standard of risk through recognition of benchmark practice.

This is your chance to have your work recognised and benchmarked across industry peers. All finalists will be featured in the *Risk Management* hardcopy magazine, while extensive coverage following the event will present profiles on all winners. Each finalist will receive two complimentary tickets to attend the 2011 Risk Management Awards cocktail party, which will be held during the 8th Annual National Risk Management Conference in Sydney in August 2011. At this awards ceremony the winners will be announced in each category.

## 2011 Judging Panel

A selection of preeminent experts in the field of risk management, with a cross-section of academic and professional experience across risk management, audit, compliance, business continuity and business management. This year's judges include:

**Grant Purdy, Standards Australia & Standards NZ Risk Management Committee**

**Dr. Ulysses Chioatto LLB, Director, SSAMM Management Consulting**

**Prof Michael Rosemann, Head of information services (Science & Technology Dept), Queensland University of Technology**

**Michael Vincent, Senior Lecturer, Faculty of Business and Economics, Monash University**

## Key dates

Nominations open: **Thursday 16 June 2011**

Nominations close: **Friday 15 July 2011**

Winners announced: **Wednesday 10 August 2011**

Entry is free.

For more information visit [www.riskmanagementmagazine.com.au](http://www.riskmanagementmagazine.com.au) or email [riskawards@lexisnexis.com.au](mailto:riskawards@lexisnexis.com.au)

## 2011 Categories

The Risk Management Evolution Award

The Award for Best Implementation of a Risk Management Strategy

The Riskware Best use of Technology Award

The Chartered Secretaries Australia Risk Management Enterprise of the Year Award

The Risk Individual Pathfinder Award

# Priority registration form 8th Annual Risk Management Conference 2011

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to register

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Chatswood Delivery Centre, Chatswood NSW 2067  
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Please complete all sections

TAX INVOICE

Conference code: PD5711 ABN: 70 001 002 357

## A Delegate 1 details

Mr/Ms/Dr: \_\_\_\_\_  
First name Last name

Position: \_\_\_\_\_

Organisation: \_\_\_\_\_

Postal address: \_\_\_\_\_

Suburb Postcode State

Telephone: \_\_\_\_\_

Fax: \_\_\_\_\_

Email (required\*\*): \_\_\_\_\_

## Delegate 2 details

Mr/Ms/Dr: \_\_\_\_\_  
First name Last name

Position: \_\_\_\_\_

Telephone: \_\_\_\_\_

Fax: \_\_\_\_\_

Email (required\*\*): \_\_\_\_\_

\*\* to send conference confirmation

## B PLEASE SEND ME MORE INFORMATION ON:

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Where did you hear about this event? \_\_\_\_\_

- Please add me to the LexisNexis Monthly Professional Development email list

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Payment is due upon registration. This document will be a Tax Invoice/Receipt for GST upon completion of payment.

Enclosed is my cheque for: \$ \_\_\_\_\_ made payable to LexisNexis

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## D Event pricing (please tick your selection)

### GROUP BOOKING

Register 3 or more people from the same organisation at the same time and book at the advanced price per person.

### EXAMPLE

<input checked="" type="checkbox"/>	One day conference	1	\$900 + GST = \$990	\$990
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### Advance price (register and pay before 13 June 2011)

Please Select	Options	Qty	Price	Subtotal
	Two day conference + both workshops		\$2700 + GST = \$2970	
	Two day conference + one workshop*		\$2250 + GST = \$2475	
	Two day conference only		\$1800 + GST = \$1980	
	One day conference + both workshops		\$1800 + GST = \$1980	
	One day conference + one workshop*		\$1350 + GST = \$1485	
	One day conference only*		\$900 + GST = \$990	
	Both workshops only		\$900 + GST = \$990	
	One workshop only*		\$450 + GST = \$495	

### Early bird price (register and pay after 13 June 2011 and before 27 June 2011)

Please Select	Options	Qty	Price	Subtotal
	Two day conference + both workshops		\$3000 + GST = \$3300	
	Two day conference + one workshop*		\$2500 + GST = \$2750	
	Two day conference only		\$1950 + GST = \$2145	
	One day conference + both workshops		\$2100 + GST = \$2310	
	One day conference + one workshop*		\$1600 + GST = \$1760	
	One day conference only*		\$1050 + GST = \$1155	
	Both workshops only		\$1050 + GST = \$1155	
	One workshop only*		\$550 + GST = \$605	

### Standard price (register and pay after 27 June 2011)

Please Select	Options	Qty	Price	Subtotal
	Two day conference + both workshops		\$3200 + GST = \$3520	
	Two day conference + one workshop*		\$2700 + GST = \$2970	
	Two day conference only		\$2050 + GST = \$2255	
	One day conference + both workshops		\$2300 + GST = \$2530	
	One day conference + one workshop*		\$1800 + GST = \$1980	
	One day conference only*		\$1150 + GST = \$1265	
	Both workshops only		\$1150 + GST = \$1265	
	One workshop only*		\$650 + GST = \$715	

### Conference Resources (I am unable to attend but please send me conference papers)

Please Select	Options	Qty	Price	Subtotal
	8th Annual Risk Management Conference 2011 conference papers		\$360 + GST = \$396	

# Early Bird, team discounts and any other discount cannot be taken concurrently **TOTAL**

### \*I would like to attend:

- Day 1  Day 2  Workshop A  Workshop B  Awards night (free)

10% discount BCI Member number: \_\_\_\_\_

### PROGRAM CHANGES

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- 13 days or less prior to the first day of the event: LexisNexis will not refund any part of your fee. However, you may nominate a replacement delegate to attend in your place.

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