

The National Public Sector Risk Officers' Forum 2010

Essential Risk Management Strategies, Tools and Techniques
to Increase Risk Receptiveness Across Your Organisation

Liquid Learning is delighted to present the National Public Sector Risk Officers' Forum 2010 - the premier professional development and networking opportunity for Public Sector risk professionals. This interactive forum explores the key issues currently affecting risk management and provides a toolkit of strategies for enhancing organisational approaches to risk.

FEATURED SPEAKERS



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



Mike O'Loughlin General Manager, Business Improvement
CSIRO



John Stafford Deputy Director, Strategic Management
Defence Materiel Organisation (DMO)



Aart Groothuis Principal
Telling the Story



Mark Evans Director, Risk Management
Queensland Health



Gary Penn General Manager, Business Assurance and Risk
SA Water



Grant Whitehorn Governance, ERM & Resilience Specialist;
Former National President (2007-2008)
Risk Management Institution of Australasia (RMIA)
Former Director, Enterprise Risk Management (2006-2008)
Department of Defence



Michael Vincent Senior Lecturer, Department of Accounting and
Finance, Faculty of Business and Economics
Monash University



Kimberley Pelly Manager, Audit, Risk and Contracts
University of Canberra
President
**Australasian Universities Risk and Insurance Management
Society (AURIMS)**



Olga Cursio Risk Management Coordinator
Glen Eira City Council



Adrian Walsh Manager, Corporate and Human Services
ACT Planning and Land Authority

Adjunct Associate Professor Tony Charge President
Australian Risk Policy Institute (ARPI)

Julian Gaillard Business Risk and Assurance Manager
Eraring Energy

SUPPORTERS



17 & 18 August 2010
Crowne Plaza Hotel, Canberra

EXPLORE

- Enhancing Risk Receptiveness by Opening Dialogue Channels within the Organisation
- Aligning Risk Management with Business Objectives
- Gaining Organisational Support and Awareness of Risk Management Practices
- Strategic Approaches for Understanding and Mitigating Risk

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8.30 - 8.55 **Registration and Morning Coffee**

8.55 - 9.00 **Official Welcome and Opening Remarks from the Chair**

9.00 - 9.45 **OPENING CASE STUDY**

Succeeding in Promoting Risk - Securing Senior Leadership Buy-In

Effective risk management needs to permeate the entire organisation, and in many cases, this means getting support from the senior leadership team. However, communicating the need for executive leadership buy-in is often easier said than done. As an organisation that is actively working towards promoting senior leadership buy-in, Mark Evans from Queensland Health will discuss:

- Fostering leadership commitment from the top down
- Strategies for encouraging senior management to embrace the value of risk management
- Educating senior leadership on the impact of risk and their responsibilities in relation to it

Mark Evans Director, Risk Management
Queensland Health

9.45 - 10.00 **Questions and Discussion**

10.00 - 10.45 **CASE STUDY**

Towards a Common Understanding of Risk - Buy-In and Influencing Risk Receptiveness at All Levels

Glen Eira City Council takes a unique approach to risk management. It has only one approach - a common understanding of risk issues and concepts. Council's day to day operations are conducted through an organisational hierarchy led by the CEO, who drives risk management responsibility and ensures it is filtered throughout the organisation. Glen Eira City Council has had their ERM program in place since 1996 and has been extremely successful in building an organisation wide approach. This innovative and highly successful approach to risk management has seen Glen Eira City Council recognised by industry insurers as being in the top two in the state seven times in the past nine years. In March 2010, Glen Eira City Council rated first in the state with a score of 99%. This session will create conversation around:

- Filtering risk receptiveness throughout the organisation
- Strategies for encouraging senior management to embrace the value of risk management
- Re-thinking the relationship between risk and day-to-day business

Olga Cursio Risk Management Coordinator
Glen Eira City Council

10.45 - 11.00 **Questions and Discussion**

11.00 - 11.15 **Morning Tea**

11.15 - 12.00 **CASE STUDY**

Utilising ISO31000 as a Vehicle for Promoting Risk Management Culture

The introduction of ISO31000 late last year has provided many organisations with an opportunity to review their risk management frameworks. SA Water has capitalised on the introduction of the new standards utilising them as a tool for promoting risk awareness throughout the organisation. By revising company policies in accordance with the new standards, they are working towards creating a stronger culture of risk management throughout all levels of the organisation. This session will discuss:

- Utilising ISO31000 to your advantage
- Revising risk management policies and frameworks for ongoing support
- Tools for creating awareness within your organisation

Gary Penn General Manager, Business Assurance and Risk
SA Water

12.00 - 12.15 **Questions and Discussion**

12.15 - 1.15 **Networking Lunch**

1.15 - 2.00 **EXPERT COMMENTARY**

The Future of Risk Management - Predicting the Risk Landscape for 2020 and Beyond

Due to the changing nature of risk, those working within the risk management profession are continually updating and adapting their approach to what has now been termed 'the management of uncertainty'. The world is fast becoming a very complex environment to navigate as we continue to experience high levels of global economic volatility, corporate scandals, regulatory uncertainty, environmental disasters, geopolitical instability, reputational risks and unprecedented technological change. With emerging concepts such as resilience, the fluid nature of risk leaves many to wonder what this will hold for the future of risk management and how this will impact on the role of the risk manager. With extensive industry experience, Grant will tackle this question to explore what the future trends may be and how this might affect the profession. Discuss:

- Future directions for risk management
- Strategies and concepts for moving the profession forward
- Predicting the risk landscape of 2020 and beyond

Grant Whitehorn Governance, ERM & Resilience Specialist; Former National President (2007-2008)
Risk Management Institution of Australasia (RMIA)

Former Director, Enterprise Risk Management (2006-2008)

Department of Defence

2.00 - 2.15 **Questions and Discussion**

2.15 - 3.00 **EXPERT COMMENTARY**

Effective Strategies for Communicating Risk within an Organisation

Within the recently established risk management unit, communicating the importance of risk has been an essential step in order to facilitate cultural change at the University of Canberra. Since their establishment two years

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ago, the risk management team have worked to establish a culture of risk awareness and to create a dialogue for conveying this across all levels of the university. This session will explore:

- Establishing a culture of risk management from the ground up
- Communicating risk across different departments
- Establishing common ground for communicating risk

Kimberley Pelly Manager, Audit, Risk and Contracts
University of Canberra
President

Australasian Universities Risk and Insurance Management Society (AURIMS)

3.00 - 3.15 Questions and Discussion

3.15 - 3.30 Afternoon Tea

3.30 - 4.15 EXPERT COMMENTARY

Effective Approaches to Establishing Successful Risk Policies - Risk Policy is the Front Door to Risk Management

Successful policy development and implementation are driving factors in creating risk awareness and effective risk management within an organisation. The Australian Risk Policy Institute (ARPI) has developed strategies for implementing policy within organisations in order to substantiate and support risk management throughout all levels of the business. Tony will discuss:

- Creating risk awareness at a policy level
- New thinking, new approaches and new frameworks
- Risk Policy-Risk Management-Risk Governance trilogy

Adjunct Associate Professor

Tony Charge President

Australian Risk Policy Institute (ARPI)

4.15 - 4.30 Questions and Discussion

4.30 - 5.15 CASE STUDY

Risk Management in a High Risk, Highly Visible Organisation

To ease the burden of risk management on team members at the ACT Land and Planning Authority, strategic and operational risk have been differentiated for clarity in understanding and communication. By separating the two, risk management becomes less daunting, and this in turn allows for a stronger uptake in organisational buy-in as well as effective mitigation. This session will discuss:

- The risk management journey at ACT Planning and Land Authority
- Strategies for making risk management more approachable
- Differentiating risk to ease the burden

Adrian Walsh Manager, Corporate and Human Services

ACT Planning and Land Authority

5.15 - 5.30 Questions and Discussion

5.30 Concluding Remarks from the Chair

5.30 - 6:30 Networking Reception

8.30 - 8.55 Morning Coffee

8.55 - 9.00 Opening Remarks from the Chair

9.00 - 9.45 OPENING KEYNOTE CASE STUDY

Creating Risk Success by Gaining Organisational Buy-In at all Levels

For risk and fraud management to be most effective, it has to have the support of the entire organisation behind it. Gaining this organisational buy-in can be a challenge as this requires a number of strategies and approaches to communicate risk across different levels and roles within an organisation. In implementing an e-Learning training product, the Department of Immigration and Citizenship is installing the message that risk and fraud are everyone's responsibility. This session will discuss:

- Promoting risk and fraud awareness through all levels of an organisation
- Encouraging staff to be risk and fraud receptive
- Practical strategies for embracing and promoting risk within an organisation

Gavin McCairns First Assistant Secretary, Risk, Fraud and Integrity Division

Department of Immigration and Citizenship

9.45 - 10.00 Questions and Discussion

10.00 - 10.45 CASE STUDY

Achieving Organisational Awareness by Reviewing Risk Frameworks

Following the introduction of ISO31000 and the appointment of a new CEO, CSIRO has updated their risk framework and is progressively rolling it out across the organisation. The new framework provides greater emphasis to the dynamic nature of risk management and its use in decision making and issues management. This session will explore:

- Establishing frameworks for risk management
- Re-engaging with senior executives to improve organisational awareness
- Using ISO31000 as an opportunity to embed risk into established business practices

Mike O'Loughlin General Manager, Business Improvement

CSIRO

10.45 - 11.00 Questions and Discussion

11.00 - 11.15 Morning Tea

11.15 - 12.00 EXPERT COMMENTARY

Achieving Organisational Effectiveness by Aligning Risk Management with Business Objectives

In order to enforce the connection between risk management and business objectives, the two have to be closely aligned. This calls for risk management to be embedded into business practices and aligned with key performance indicators. This is a necessary step that all organisations should embrace in order to take their risk

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Effective Approaches for Communicating Risk throughout Organisations

management practices to the next level. This session will explore:

- Establishing the connection between business objectives and organisational risks
- Strategies for embedding risk management within organisational frameworks
- Aligning risk management with key performance indicators

Michael Vincent Senior Lecturer, Department of Accounting and Finance, Faculty of Business and Economics

Monash University

12.00 - 12.15 Questions and Discussion

12.15 - 1.15 Networking Lunch

1.15 - 2.45 CASE STUDY

Developing a Strategic Approach to Risk Management

As risk management is an integral part of organisation's strategic plan, it is essential that it is considered and developed alongside business goals and objectives. This ensures that a broad perspective of risk is incorporated into the organisation's strategic management. This risk awareness then needs to be communicated throughout the rest of the organisation to ensure that all team members understand and appreciate the importance of risk. John and Aart will discuss the relationship between risk management and strategic planning and demonstrate how risk can effectively be communicated throughout an organisation. This session will cover:

- The importance of risk management in strategic planning
- Aligning enterprise risk management with business objectives
- Matching cultural and conceptual goals with risk management strategies
- Strategies for understanding and communicating risk within an organisation

John Stafford Deputy Director, Strategic Management

Defence Materiel Organisation (DMO)

Aart Groothuis Principal
Telling the Story

2.45 - 3.00 Afternoon Tea

3.00 - 3.45 CASE STUDY

Integrating Risk Management with Business Strategies and Practices

Risk management is most effective when it's integrated with business strategies and embedded into business practices of the organisation. By ensuring these elements are intertwined, risk is able to be dealt with effectively to prepare and protect organisations from emerging threats, as well as providing the best available information to assist in decision making. At Earing Energy business planning commences with the annual risk management workshops - this includes asset management strategy reviews and other key business planning processes, to better align the strategic planning and budgeting processes. This session will discuss:

- Integrating risk management with the strategic planning and business processes
- Alignment of risk management within business performance reporting
- Creating greater awareness around the relationship between risk and business activities
- Stronger risk governance

Julian Gaillard Business Risk and Assurance Manager
Earing Energy

3.45 - 4.00 Questions and Discussion

4.00 - 4.45 INTERACTIVE THINK TANK

Getting the most out of Your Risk Management Strategy

An effective risk management strategy not only mitigates risk for the organisation but also ensures that a thorough understanding of risk is communicated throughout the workplace. By creating an organisation-wide awareness of risk management within your workplace, risks are more likely to be picked up and dealt with promptly and effectively to the benefit of the organisation. This interactive think tank will touch on issues and concepts brought up during the forum including:

- The relationship between risk and opportunity
- Effective strategies for communicating risk across all levels of an organisation
- Aligning risk management with business goals
- Ensuring all managers are risk managers - transferring the tools of risk management to 'non-risk' managers

4.45 Closing Remarks from the Chair and Close of Conference

WHO WILL ATTEND

Public sector and education professionals in roles spanning:

- Risk Management
- Corporate Governance
- Audit and Assurance
- Business Compliance
- Corporate Support
- Strategic Management / Planning

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9.00 - 12.00 WORKSHOP A

Embedding a Risk Management Strategy into Your Organisation

Even though your organisation may have the necessary frameworks in place for risk management, a clear strategy is needed to ensure the integration of 'Enterprise-wide Risk Management'. The framework itself serves as the risk architecture for the organisation, whereas the strategy behind it is the essential 'how to' needed to successfully deploy risk management. It is crucial that this 'how to' is understood as it underpins how risk is approached, perceived and handled both by individuals and the organisation as a whole. In establishing a risk strategy, business goals and objectives as well as the operational risks to different departments have to be considered. The implementation of 'Enterprise-wide Risk Management' fails when organisations fail to understand 'risk maturity' and require individuals to walk before than can run. Understanding risk maturity is therefore an essential to the embedding risk within your organisation. This session will explore:

- Understanding the difference between risk frameworks and risk strategies, and making them work for you
- Developing risk maturity in an organisation
- Tips and techniques for deploying risk management across your workforce

Expert Facilitator: David Smith Managing Director

Risk Matters

David is Managing Director of 'Risk Matters' a leading edge consultancy. David's particular expertise is in emergency management, risk management, business continuity, risk perception, cultural change and engagement, workers compensation and rehabilitation.

David speaks regularly at conferences nationally and internationally on risks in decision making, risk perception and risk culture in organisations. He has spoken at conferences in New Zealand, Hong Kong, Sydney, Melbourne and Helsinki in the last twelve months.

His latest article 'Moving People from Process to Preference' was published in the January edition of the *Journal for Sustainability Engineering*.

12.00 - 1.00 NETWORKING LUNCH

1.00 - 4.00 WORKSHOP B

Enhancing Risk Awareness through Effective Communication Strategies

When dealing with risk management within an organisation, it is essential that risk managers understand the importance of communicating risk both inside their organisation and out. The success of risk management frameworks rely on how well they are communicated and understood by employees within the business. Communication strategies need to be developed which effectively allow a dialogue around risk management to be created so that it can be spoken about and understood by all employees. Furthermore, risk professionals need to be confident in their communication skills to create risk awareness outside their organisation to manage reputation risk and public perception of risk. This has long been the afterthought in risk management but should instead be factored into an enterprise risk management framework to compliment the other facets of risk. Through this session, participants will explore:


- Effective strategies for communicating risk both inside and out an organisation
- Communicating across all levels of an organisation
- Embedding reputation risk into your ERM to foster greater employee awareness

Expert Facilitator: Christopher Galloway Discipline Leader, Public Relations
Swinburne University of Technology

Chris Galloway leads the public relations program at Swinburne University of Technology's Lilydale campus, Melbourne. He specialises in issues within crisis and risk communication, with a special interest in reputation risk. With extensive senior level experience in media relations, public affairs and corporate communications roles, Chris has had much experience in the way that organisations respond to different communication challenges both internally and externally. Chris is currently researching topics associated with the theme of public relations and risk communication, especially in the local government sector in the area of climate change and other environmental issues.

ABOUT THE EVENT

Risk management is a crucial aspect of any organisation as it not only mitigates potential threats to the organisation but often provides opportunity as well. Knowing how to effectively anticipate, mitigate and approach risks to the organisation is a key priority for Public Sector risk professionals, especially during uncertain times. The National Public Sector Risk Officers' Forum 2010 will provide opportunity for risk professionals working within the Public Sector to come together to network, share approaches and explore new ideas to enable them to develop more resilient risk management strategies for their organisations. This unique forum has the primary goal of providing a practical tool kit to risk management professionals in order to enable them to become more effective in their role as the communicator and facilitator of risk management. A particular focus this year is the essential leadership and cultural components of embedding risk management across the organisation. This event will provide practical value through case studies from leading public sector risk management practitioners and valuable insights from experienced industry experts to enhance risk management resilience, implementation and communication within the workplace.

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