

Extending risk management into value creation

RISK 2016

30 August 2016
Stamford Plaza
Auckland

GOVERNANCE | COMPLIANCE | STRATEGY | CULTURE



2 POST-CONFERENCE WORKSHOPS

1. Achieving synergy between risk management and strategic objectives
2. Embedding a hard-wired risk culture

CASE STUDIES FROM:

TSB Bank | Transpower New Zealand
Auckland Airport | TOWER Insurance
Spark Digital | Bank of New Zealand
Airways New Zealand | ASX (Australia)
Fonterra Co-operative Group Limited

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RISK 2016

With experts, Executives and Heads of Risk Management from leading NZ organisations, RISK 2016 will uncover how effective risk management is aligned with business excellence as we discuss best practice and key issues. Providing an invaluable networking opportunity and the chance for you to benchmark your organisation's performance against industry best practice.

Examining topics including:

- Connecting risk management and strategy to inform business decision making
- Embedding risk frameworks in the organisation
- Establishing risk appetite
- Driving a strong risk culture
- Managing compliance
- Director and risk leader communication
- Cyber security strategy
- Leveraging new technologies to optimise risk management practice

Who will attend?

- Chief Risk Officer
- Chief Financial Officer
- Chief Executive Officer
- Board Directors
- GM/Head of Risk and Compliance/Assurance
- Risk Manager
- Corporate Risk Manager
- Risk and Compliance Manager
- Regulatory Manager
- Business Continuity Manager
- Operations Manager
- GM/Head of Operations
- Audit/Internal Audit Manager
- Risk Management Consultants

GROUP DISCOUNTS AVAILABLE

KEYNOTE



Alan Bardwell

*Group Executive & Chief Risk Officer
ASX*

**Driving the new risk narrative:
Leading change in risk
management to drive agility
and innovation**

Alan Bardwell has been Chief Risk Officer of ASX since July 2010. He is responsible for ASX's Clearing Risk Policy, Clearing Risk Quantification, Clearing Risk Management, Portfolio Risk Management, Enterprise Risk Management and Internal Audit functions.

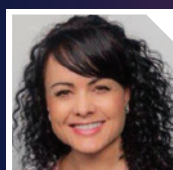
Mr Bardwell was previously Chief Financial Officer at ASX, a role he commenced in December 2006. Prior to that, Mr Bardwell worked globally for 16 years in a variety of roles for Citigroup, including Global Head of Market Risk Review, Asia Region Audit Director, and country CFO for Australian and New Zealand.

HIGH LEVEL PERSPECTIVES FROM:



Abby Foote

Professional Director



Teresa Betty

*Chief Risk Officer - Enterprise Risk
Bank of New Zealand*



Alex Ball

*CFO
Transpower New Zealand Limited*



Kim Nichols

*Head of Safety & Assurance
Airways New Zealand*

...AND MORE

AGENDA 30 August 2016

8.30 Registration and coffee

9.00 **Opening remarks from the Chair**

David Middleton, *Head of Crisis & Business Continuity, Auckland Council*

9.10 **Driving the new risk narrative: Leading change in risk management to drive agility and innovation**

- International trends that provide opportunities for improvement
- Maintaining and conveying an authentic leadership approach to influence organisation-wide change
- Implifying risk management communications to achieve greater workforce understanding and buy-in

Alan Bardwell, *Group Executive & Chief Risk Officer, ASX*

9.50

DIRECTOR'S PANEL

Director's Panel: Supporting governance: Aligning communications to achieve business objectives

- What keeps you awake at night? Identifying key risk management concerns and challenges from the Director's perspective
- Are Directors receiving the information and input required?
- How can risk management information be presented in a more accurate and timely way that is useful to Directors?
- How a Board works with management, but also holds them to account

Abby Foote, *Professional Director*

Mark Darrow, *Independent Director, Advisor, Trustee, Investor*

Paul Ryan, *Technology Entrepreneur & Professional Company Director*

Rob Campbell, *Investor & Director*

10.30 **Table discussions - Q&A**

10.40 Morning break and refreshments

11.10 **Truly operationalising risk management into business decision making**

- Introducing bowtie risk analysis and semi quantitative risk assessment to inform risk tolerance limits, risk mitigation activities, and strategic and operational decision making
- Embedding a three line of defence model to provide ongoing assurance around the levels of operational risk the organisation is assuming
- Aggregating risk assessments to compare against an overall risk appetite and reworking executive and board level risk reporting

Alex Ball, *CFO, Transpower New Zealand Limited*

11.40

PANEL

Panel: Understanding and establishing risk appetite

- Changing view - Moving from risk averse to embracing the right types of risk for success
- Linking risk appetite setting with strategic and financial planning - Bottom up vs. top down approach
- How much risk is appropriate - Avoiding a one size fits all
- Managing your business within appetite - How firm are your limits?

David Callanan, *Chief Risk Officer, TOWER Insurance*

Rob Marshall, *Head of Risk & Audit, Spark Digital*

Teressa Betty, *Chief Risk Officer - Enterprise Risk, Bank of New Zealand*

12.10

Case Study: Maintaining regulatory compliance and emergency management at Auckland Airport

- Auckland Airport's regulatory environment
- In-house quality assurance programme
- Emergency management risk exercises and follow up actions
- Maintaining risk management programmes fit for 24/7 operations

Michelle Hancock, *Aeronautical Business Improvement & Policy Manager, Auckland Airport*

12.40 **Table discussions - Q&A**

12.50 Lunch break

1.40 **Integrating risk management into day-to-day business**

- Driving a culture of resilience and employee capability in dynamic environments
- The power of risk conversations in achieving business objectives
- Designing a distributive and integrated framework to support risk management practices

Representative from Fonterra Co-operative Group Limited

2.10 **Enterprise risk management and enabling a strong risk culture**

- What is enterprise risk management?
- Enterprise risk management tools and frameworks - Shaping and supporting a strong risk culture
- Measuring your organisation's risk management maturity and risk culture

Teressa Betty, *Chief Risk Officer - Enterprise Risk, Bank of New Zealand*

2.40

ROUNDTABLE DISCUSSIONS

ROUNDTABLE DISCUSSIONS: With a focus on new risk management tools and solutions, join a discussion with your peers to benchmark your performance and uncover ways to advance your risk management practice.

MANAGING REPUTATIONAL RISK

With the growing threat of cyber-crime and social media misuse, damage to business reputation is becoming a key concern. This roundtable session will identify mitigations for reputational risk in the digital era, and the role of risk management professionals in media communications during a crisis.

FRAUD

With the growing threat of fraud risk, what are the different mitigations in place to manage this, and how does the practice of monitoring fraud need to change?

CYBER SECURITY

With the potential for cyber threats to cause major business disruption, it is critical that a robust cyber security strategy is prepared. This roundtable discussion will outline essential steps, and how to detect cyber risks before they can impact the organisation.

MEASURING RISK MANAGEMENT SUCCESS

It is important that risk management does not become viewed as a compliance exercise. Discuss how you can effectively measure risk management performance and report against objectives.

3.20 Afternoon break and refreshments

3.50 Leading a cultural shift in health and safety

- The maturity journey - Beyond compliance
- Managing your critical health and safety risks
- Driving workplace cultural improvements and promoting meaningful worker participation
- The benefits realisation of investment in health and safety

Kim Nichols, *Head of Safety & Assurance, Airways New Zealand*

4.20 Managing compliance - The new norm

- Changing face of expectations of regulators and the public and corporate citizenship
- Establishing well-defined roles and responsibilities and holding people to account
- Effective and efficient approaches to compliance assurance

Doug Widdowson, *General Manager Risk, TSB Bank*

4.50 Case Study: Effective approaches to monitoring cyber threats

- As we increasingly move online how are risk profiles being effected?
- The importance of workforce involvement in your cyber security programme
- Managing business disruption - Aligning response and recovery processes

5.20 Summary remarks from the Chair and networking drinks

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SEPARATELY BOOKABLE POST-CONFERENCE WORKSHOPS

1. Achieving synergy between risk management and strategic objectives

9.00am - 12.30pm | 31 August 2016

In driving business performance, it is imperative that risk management is integrated with strategic planning. Effective integration can provide a significant advantage by driving innovation and the realisation of strategic objectives. This workshop will provide a practical learning experience for attendees to clarify their role, and how to tailor a best practice approach in their organisation to ensure risk management practice is strategically aligned and implemented. Understanding the risk manager's and other roles, in strategy reviews and planning.

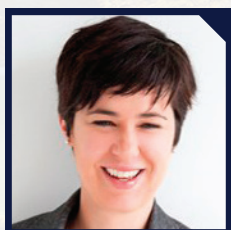
- The role of leadership behaviours in successful integration
- Effective communication of strategic risk in decision-making
- Identifying strategic risk management questions to frame effective strategy
- Presenting accurate, timely and useful risk information to the board
- Designing a strategy for risk reviews and strategy development including KPIs

2. Embedding a hard-wired risk culture

1.30pm - 5.00pm | 31 August 2016

Many businesses desire a positive risk culture, but lack the skills or approach to achieve tangible progress. In this interactive workshop, risk management leaders will gain an understanding of how to drive a positive risk culture that supports business value creation. An awareness of what an effective risk culture looks like, and its benefits will be provided, along with an introduction to the tools to maintain an effective culture long-term.

- Ensuring workforce awareness and understanding of risk tools
- Adapting risk frameworks for your organisation
- Identifying drivers of culture change and workforce risk motivation
- Measuring and monitoring the risk culture of your organisation
- Key negotiation, influencing and interpersonal skills
- Maintaining an engaging and authentic style



Facilitated by: **Kelly McLuckie**, *Director, Success Formula*

Kelly McLuckie co-founded the change management software and consultancy company, Success Formula in 2009. Starting out as an officer in the Royal New Zealand Navy, she has subsequently led a variety of teams and major strategic change projects across defence, transport and logistics and construction throughout NZ and Australia. Kelly works with business leaders to change behaviours and attitudes across the business, and to demonstrate the bottom-line return on investment from changing culture.

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