

VALUE ADD!

All participants will receive a copy of **"All Above Board: Great Governance for the Government Sector"**
A best selling Australian reference publication for governance practitioners

Evaluating & Improving Public Sector Governance & Board Performance

A 2 day course that compares & contrasts public & private sector boards & examines how to select, support & evaluate public sector board practices for best practice governance

Key Learning Outcomes

- Defining governance for the government sector
- Key trends in governance in Australia and around the world
- Examining the operating frameworks of government and other boards
- Roles of parties in the governance equation
 - Linking strategy, objectives and results
 - Measuring and managing risk
 - Governance templates; executive and board models
 - Board composition and performance review
 - Getting the most from your board – successful and innovative case studies

Expert Course Faculty

Jane Bridge MAICD, with over 20 years industry and government experience, has chaired advisory boards & advised state & commonwealth bodies on governance & board performance

Julie Garland McLellan FAICD, professional board member & governance consultant & Author of *All Above Board: Great Governance for the Government Sector*

2008 2 Day Course Dates

Sydney 11-12 March

Canberra 3-4 June

Melbourne 25-26 August

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About the Course

The term 'governance' is used to describe a variety of arrangements put in place to control and direct organisations. This course defines and examines the roles of management and governance in generating superior outcomes for the sector.

Governance in the public sector is complex. Public sector environments are quite different from those of the private sector. The recruitment and appointment of directors, the appointment of an auditor and the strategic and corporate planning functions in the government sector all use different processes and are often driven by different imperatives.

This two day course will examine trends in governance, compare public and private sectors, look at different approaches to governance across the states, territories and federal governments in Australia.

There will be an opportunity to reflect on your own governance situation; hear about others in Australia and around the world; identify ways of improving output and outcomes from boards, committees and senior executive teams; appreciate the interaction of risk and reward in crafting a strategy to meet policy objectives; learn about best and worst practices in government governance; and develop tools and techniques to assist and improve performance.

The course gives a comprehensive grounding in all the basic aspects of modern governance as they relate to the public sector in Australia, including the development of principles for sound governance and ideas about best practice.

About the Course Directors

Jane Bridge BA Hons, Grad Dip Ed, MA

Jane is Managing Partner of Boardroom Partners, a specialist advisory firm that works exclusively with boards.

With over 20 years work experience as a board advisory and a senior public servant, Jane has a wealth of expertise and professional experience. Jane chaired Advisory boards in government and has worked with state and commonwealth boards as an advisor, whilst building up a client list that includes listed companies, private companies, co-ops, charities, NFPs, professional organisations and educational institutions.

Jane has successfully placed non-executive directors on boards of Top 50 listed companies and has equally recommended many directors to government over the years too; in this session she will provide some lessons for identifying and selecting the best directors for government boards.

As one of the first consultants working in the board review space, Jane has had the opportunity to revisit a number of client boards for second and third reviews. From this experience it has been possible to distill some essential lessons for those embarking on a review process for the first time.

With the benefit of considerable experience at CEO level in government, Jane can make informed comparisons about working and moving between the sectors.

Julie Garland McLellan FAICD

Julie is another of Australia's leading governance consultants.

Working with Boards in a range of industries for 20 years, Julie's approach is both pragmatic and engaging. She has been credited by clients as being effective in her role due to her wide ranging international corporate experience, her ability to quickly understand the challenges confronting a particular Board, and the tools she uses to assist Boards in adding value to the business they govern.

Julie works with Boards to improve the quality of decision-making and to increase the capability of the Board to ensure those decisions are implemented. Her ultimate objective is to empower Boards to add value and to be more effective in their governance responsibility.

About IIR Executive Development – A Member of the Informa Group of Companies

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IIR Executive Development is Australia's learning and development division, delivering technical and soft-skill training in a variety of formats. Our training is facilitated by carefully selected practitioners who are experts in their respective fields, contracted to deliver targeted, up-to date information in a way that fosters knowledge and learning transfer.

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Face to Face public training delivers soft skill and technical industry training in 1-5 day formats, in the areas of management, leadership, communication, negotiation, legal/contracts/OHS, engineering, financial and process improvement. Numbers are restricted to enhance learning and participants can share experiences gained from their respective organisations.



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2008 2 DAY COURSE OUTLINE

Sydney 11-12 March | Canberra 3-4 June | Melbourne 25-26 August

What is Corporate Governance and why are we hearing so much about it?

- Key elements of corporate governance
- Definitions of governance and suitability for different situations
- Why good (or bad) governance can help (or hinder) organisations
- Background to current governance initiatives

Recent Developments in Corporate Governance

- ASX Guidelines and their implementation
- Commonwealth and State initiatives
- The Uhrig Review and GAAG guide
- Trends in other countries
- Differences in public and private sector approaches to governance

Elements of an Effective System of Governance

- Ministers and shareholders
- The Board
- The CEO and Management
- The legal context affecting the system of governance
- Government policies

Practical Session



Case Study on Structures and Principles for Effective Governance

Roles in the Governance Equation

- The role of the Chairman - authority; actions in and out of the boardroom; liaison with government
- The role of the Board - governing and advisory boards, responsibilities and limitations; boundary lines with management;
- Board Committees – use of committees; authority and reporting of committees; structures and composition.
- The CEO and management team; board support and liaison
- The development of Board and Committee Charters

The Role of Directors on Government Boards

- Definitions of types of directors
- Principles of Board composition
- Relative functions of executive and non-executive directors
- Advantages and disadvantages of different Board structures
- The role of the Chair in determining the composition of the Board

Practical Session



Case Study on Roles and Responsibilities in Governance

Matching Skills and Experience with Board Functions

- Methods of filling board seats
- Options for the recruitment of directors
- Particular skills for the public sector
- The importance of induction
- Core skills for successful boards

Monitoring Board Performance

- To whom are Boards accountable?
- Is it possible to measure board performance?
- Models of board review in use today
- Selecting a suitable model for your Board
- Aligning a Board Review with a Performance Contract

The Role Modeling Capacity of the Board

- Conduct, Ethics and Social Responsibility
- The opportunity for the Board to set the tone

Practical Session



Case Study on Skills and Behaviours for Effective Governance

Board Operations

Strategy

- Setting the strategy – Statements of Corporate Intent
- Matching up financial imperatives and Community Service Obligations
- Setting Performance Indicators
 - > Useful measures for the public sector
 - > Financial indicators
 - > Other indicators of performance
 - > Setting benchmarks

Managing Risk

- The Matrix Approach
- Avoiding and minimising Risks
- Taking prudent risks
- Risk optimisation

Reporting to and by the Board

- Key information required by the Board
- Setting up internal controls
- Establishing the right level and quantity of information for the Board
- The importance of high quality information from varied sources
- Information required by owners and stakeholders

Managing Relationships

- Ensuring good relations with the CEO and management
- Managing shareholder and stakeholder relationships
- Special circumstances in government

Committee Operations

- Risk Management
- Audit
- Compliance
- Ideas about Committees and Best Practice

Practical Session



Case Study/Workshop on Board Operations

Final Wrap Up and Summary

- International Standards of Best Practice
- Useful references for Australian Government Boards
- Other outstanding issues

Who Should Attend

- Public servants with responsibilities for governance
- Departmental and Ministerial staff who interact with boards
- Senior managers who report to boards as a part of their role
- Recently appointed and aspiring government board directors
- Government officials who have responsibility for achieving policy outcomes through influencing governance
- Those outside of the public sector who want to learn about the workings of government boards

Course Details

Course Registration	8:15am
Course Commencement	8:30am
Course Conclusion	5:00pm

Break Times

Customised to suit participant requirements

Explanation of Timings

These times act as a guide and may modify slightly depending on the depth of interactive class discussion and whether assessments are being conducted

Course Program

This program is a guide and may alter to better address participant requirements on a consensus basis

VENUES



Sydney

11-12 March 2008
Vibe Hotel
111 Goulburn St
Sydney
Ph: 02 9282 0987
Fax: 02 9211 3381

Canberra

3-4 June 2008
Novotel Canberra
65 Northbourne Ave
Canberra
Ph: 02 6245 5000
Fax: 02 6245 5122

Melbourne

25-26 August 2008
St Kilda Rd Parkview
562 St Kilda Rd
Melbourne
Ph: 03 9529 8888
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YES! PLEASE REGISTER ME FOR PUBLIC SECTOR GOVERNANCE & BOARD PERFORMANCE

1st Delegate Name: (Mr/Mrs/Ms)

Job Title: _____
Telephone: _____ Fax: _____
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 NO! I would not like to receive Free email information on relevant events

2nd Delegate Name: (Mr/Mrs/Ms)

Job Title: _____
Telephone: _____ Fax: _____
Email: _____
For additional delegates please photocopy this form or register online

Company Name:

Company Address: _____
Postcode: _____ Country: _____
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Approving Manager: (Mr/Mrs/Ms)

Job Title: _____
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Program: IIR Executive Development reserves the right to alter the venue &/or speakers.

For additional delegates please photocopy this form

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