



# AUDIT AND RISK COMMITTEE FORUM

24 MARCH 2014  
MELBOURNE CONVENTION AND EXHIBITION CENTRE

Sponsor

**protiviti**  
Risk & Business Consulting.  
Internal Audit.

# PROGRAM OVERVIEW

## AUDIT AND RISK COMMITTEE FORUM

This inaugural Audit and Risk Committee Forum is specially designed for Audit and Risk Committee members. The forum will address both the strategic issues that are shaping the operating environment of organisations today and the practical approaches that the internal audit function and Audit and Risk Committee members can employ to effectively manage risk.

Places at the forum will be strictly limited to a select number of attendees, enabling an interactive and knowledge sharing approach. The program will be structured with a mix of high level keynote sessions (which are part of the SOPAC® 2014 program) and closed door break-out sessions to get down to the practicalities of addressing key issues on the role of Audit and Risk Committees. To enable practical takeaways from the forum, the sessions will be presented by the profession for the profession – featuring prominent Company Directors, Audit Committee Chairs, Audit and Risk Committee Members and Chief Audit Executives.

### SOME KEY BENEFITS OF ATTENDING THE FORUM INCLUDE:

- Be part of a unique opportunity to gather and exchange knowledge with peers
- Hear what's on the mind of leading Company Directors as organisations address change in today's business landscape
- Gain insights on the potential impacts of global regulations on the operation of Australian organisations
- Address, discuss and find solutions to the day-to-day challenges of the Audit and Risk Committee and how to deliver greater organisational value
- Discover strategies to make the most of risk by taking a look at the upside of risk
- Understand international perspectives on governance, compliance and reporting issues
- Find out what makes a good internal audit function tick in an "on the couch" session with an Audit Committee Chair and Chief Audit Executive
- Get practical tools and insights to enable increased performance and impact of your Audit and Risk Committee
- Grow your professional networks and contacts to support your role as an Audit and Risk Committee member

\*Eligible for 7 CPE hours for IIA-Australia members and 10 DPD points for AICD members

# ORGANISATION PROFILES

## AUSTRALIAN INSTITUTE *of* COMPANY DIRECTORS

The Australian Institute of Company Directors is an internationally-recognised, member-based, not-for-profit organisation for directors. Our principal activities include education, conducting professional development programs and events for boards and directors; producing publications on director and governance issues, and developing and promoting policies on issues of interest to directors.

We have more than 33,700 individual members, including more than 900 based outside Australia. Our members include directors from such diverse organisations as ASX-listed companies, government bodies, not-for-profit organisations, charities, family-owned/private companies and entrepreneurial ventures.



The Institute of Internal Auditors is the leading body representing internal auditors. Globally, the Institute represents more than 170,000 members in 165 countries.

The IIA-Australia has a connection of nearly 7,000 professionals inclusive of 3,200 members Australia-wide. Governed by a Board and supported by a national office, the Institute's activities include the following:

- Providing standards, guidance and information on internal auditing best practices
- Providing professional development activities and certification
- Bringing together internal auditors to share information and experiences in internal auditing
- Upholding standards by undertaking quality assurance services
- Advocating, promoting and publicising the profession to industry professionals, universities, government, public and private sectors
- Contributing to the global profession with representation on international committees and the global board.



8.00am – 8.45am	REGISTRATION
8.45am – 9.55am	SESSION 1 (Attendance at SOPAC® Keynote 1)
	<p><b>Strategy to reality – Repositioning for business success</b></p> <p>In today's dynamic business environment successful organisations are required to continually adapt and grow. As Chairman of Caltex Australia, Elizabeth Bryan will share her insights into the journey that Caltex is undertaking to transform its business and rebalance its supply chain in order to remain the leading supplier of transport fuels in Australia. This comes as Caltex reduces the role of refining in its portfolio and optimises its entire value chain from product sourcing, through to its comprehensive distribution network to its customers. Some key themes to be addressed in this presentation include:</p> <ul style="list-style-type: none"> <li>• Weighing up the risks associated with undergoing significant change against the risk of staying the same</li> <li>• Getting the strategy right – thought processes, stakeholder engagement, planning, tracking and execution</li> <li>• The importance of identifying and managing risks throughout the transformation process and the role of internal audit</li> <li>• Engaging the entire business and determining measures for success</li> </ul> <p><b>Elizabeth Bryan AM, Chairman, Caltex Australia</b></p>
9.55am – 10.25am	MORNING NETWORKING BREAK
10.25am – 10.30am	AUDIT AND RISK COMMITTEE FORUM OPENING REMARKS AND WELCOME
10.30am – 11.30am	SESSION 2
	<p><b>Regulatory update – Global to local</b></p> <p>This session will provide both international and local perspectives on regulation and compliance and how emerging trends and changes may impact upon Australian organisations.</p> <ul style="list-style-type: none"> <li>• Update on corporate governance trends, models and challenges from across Europe, USA and Asia and how they can potentially apply in the Australian context</li> <li>• International changes to external audit requirements (mandatory rotation, quality etc)</li> <li>• International developments relating to the increasingly public face and disclosure requirements of the Audit Committee</li> <li>• Overview the ASX Corporate Governance changes in relation to internal audit requirements and those for Audit and Risk Committees</li> <li>• The ideal role of Audit Committees in ensuring good governance arrangements</li> </ul> <p><b>Paul Sobel, Chairman, IIA-Global and Vice President and Chief Audit Executive, Georgia-Pacific LLC</b>  <b>Bob Baxt AO, Emeritus Partner, Competition, Regulation and Trade, Herbert Smith Freehills and Chair, Law Committee, Australian Institute of Company Directors</b></p>
11.30am – 12.30pm	SESSION 3
	<p><b>Panel Discussion – Getting the best from the Audit Committee</b></p> <p>Your panel members will address a range of issues around Audit and Risk Committee requirements, motivations and their expectations of the internal audit and risk functions. Key issues to be discussed include:</p> <ul style="list-style-type: none"> <li>• Supporting and communicating with the Board</li> <li>• Audit and Risk Committees - Together or separate</li> <li>• Setting structures and terms of reference that work best for your organisation – Putting it into practice</li> <li>• What are the critical responsibilities and risk liabilities of Audit Committees</li> <li>• Defining the authority and mandate of the Audit Committee</li> <li>• What do Audit Committees require from internal audit?</li> <li>• Setting the tone from the top through the Audit Committee</li> <li>• Future challenges and opportunities</li> </ul> <p><b>Panel Members:</b>  <b>John Thorn, Chairman, Audit Committee, NAB; Chairman, Audit &amp; Compliance Committee, Amcor</b>  <b>John Stanhope, Chairman, Australia Post; Chair, Audit and Risk Management Committee, AGL</b>  <b>Dr Nora Scheinkestel, Chairman, Audit and Risk Committee, Telstra; Chairman, Audit Committee, IAG; Member and Former Chairman, Audit and Risk Committee, Orica</b>  <b>Robert Sweister, General Manager Group Assurance, Westpac</b>  <b>Facilitator: Gary Anderson, Managing Director, Protiviti</b></p>
12.30pm – 1.30pm	LUNCH
1.35pm – 2.25pm	Session 4 (Attendance at SOPAC® Keynote 2)
	<p><b>Integrated reporting – Delivering real insight</b></p> <p>Integrated reporting is a likely next step in the corporate reporting journey. It anchors the reporting process in a more detailed expression of how value is created which is helpful in attracting investment. It also focuses business and investors on the short, medium and long term factors that are vital to achieving the macro aims of financial stability and sustainability. This reporting evolution is poised to become the reporting structure of the future, Chairman of the International Integrated Reporting Council, Professor Mervyn King will outline what this means for organisations, audit committees and internal auditors.</p> <ul style="list-style-type: none"> <li>• Overview of the development of Integrated Reporting</li> <li>• Gain a better understanding of opportunities and risks</li> <li>• Explore the relationship between and importance of sustainability and financial information</li> <li>• Implementation challenges and opportunities</li> <li>• The critical role internal auditors and audit committees can and should play in IR</li> </ul> <p><b>Professor Mervyn King, Chairman, King Committee and International Integrated Reporting Council</b></p>

2.30pm – 3.20pm	<b>SESSION 5</b> <b>Defining risk appetite – Making the most of the upside of risk</b> This session will investigate the challenge of defining risk appetite and explore the positives of risk. <ul style="list-style-type: none"> <li>• Risk appetite – What is it and how does it work in practice?</li> <li>• Determining the risk appetite – Understanding how risks within your organisation are defined</li> <li>• Contrast of risk appetite and tolerance – Using risk appetite for upside as well as downside</li> <li>• Using a risk management to support strategic imperatives</li> <li>• Finding opportunities in risk</li> <li>• The role of internal audit and Audit Committees in enabling smart risk-taking</li> </ul> <b>Bruce Christie, Head of Risk Management, TAL</b>
3.20pm – 3.40pm	<b>AFTERNOON TEA BREAK</b>
3.40pm – 4.20pm	<b>SESSION 6</b> <b>The conversation – CAE and Audit Committee working together</b> This session will provide candid insights and practical takeaways on the workings of the Audit Committee. In an on the couch format, the Chief Audit Executive and Audit Committee Chair will share their challenges and best practices on managing the internal audit function and importantly providing comfort for the board. <p><b>Andrea Cummings, Vice President Internal Audit, Bluescope Steel</b>  <b>Ken Dean, Audit Committee Chair, Bluescope Steel</b></p>
4.20pm – 4.40pm	<b>SESSION 7</b> <b>The way forward – Practical ideas and actions for your next Audit Committee meeting</b> Todd will provide a recap of the full day's events, including a practical list of ideas from the day that participants can put into place for greater impact and to make their Audit and Risk Committees more effective. <p><b>Todd Davies, Founder, Todd Davies and Associates - Audit &amp; Risk best practice</b></p>
4.40pm	<b>CLOSE</b> Official close of the Audit and Risk Committee Forum. However attendees are welcome to attend the final keynote of the day as part of SOPAC® 2014 and are also invited to attend the IIA-Australia /Protiviti Internal Audit Benchmarking Survey Cocktail Party. Please indicate on the registration form if you would like to attend these additional sessions.
4.45pm – 5.30pm	<b>Optional Attendance at SOPAC® Keynote 3</b> <b>Building Australia's future – From infrastructure to intelligence</b> From his unique perspective as former premier of NSW and Board member from a diverse portfolio of organisations, Nick Greiner will provide his insights and perspectives on what he sees as the essential building blocks for Australia to take full advantage of the Asian Century. The key area focus will be around the current challenges and what needs to be done in both a physical (infrastructure capability) and intellectual sense for Australia to remain at the forefront in business in the global environment. Key points that will be addressed will include: <ul style="list-style-type: none"> <li>• Understanding the significance of future infrastructure capacity - Where will business operate in the future</li> <li>• Education and development of future business leaders – Ensuring Australia has a sufficient intellectual talent pool</li> <li>• Keeping up with the changing business environment – The importance of investing in diversity within Australian business</li> <li>• Current and future risks for Australia's business future – What is on the minds of Board's today</li> <li>• Translating the future strategies into action – Continuing the conversation between the Board, management and internal audit</li> </ul> <b>The Hon Nick Greiner AC</b>
5.30pm – 6.30pm	<b>Optional attendance at IIA-Australia /Protiviti – Internal Audit Benchmarking Survey Cocktail Party</b>

## THANK YOU TO OUR SPONSOR



Protiviti is a global business consulting and internal audit firm composed of experts specialising in risk, advisory and transaction services. Our firm includes leading experts in areas of finance and accounting, internal audit, risk and compliance, technology effectiveness, investigations and financial restructuring. Our professionals have powerful insights on par with the largest consulting organisations in the world; however, we are more nimble and adept in delivering value for our clients.

# HOW TO REGISTER

## Online Registration

Register online at [www.iaa.org.au](http://www.iaa.org.au) or [www.companydirectors.com.au](http://www.companydirectors.com.au) and follow the prompts. Each delegate must complete a separate online registration form.

## Other Registration Options

### Fax

+61 2 9264 9240 (IIA-Australia)  
+61 3 9245 4222 (Australian Institute of Company Directors)

### Email

[conferences@iaa.org.au](mailto:conferences@iaa.org.au)  
[vcevents@companydirectors.com.au](mailto:vcevents@companydirectors.com.au)

### Mail

IIA-Australia  
PO Box A2311  
Sydney South NSW 1235

Australian Institute of Company Directors  
PO Box 380  
Collins Street West VIC 8007

IIA-Australia / Australian Institute of Company Directors members must be financial at the time of registration to be eligible for the member rate.

Please complete and return the registration form along with full payment. Each delegate must complete a separate registration form.

## Forum fees

All fees are quoted in Australian Dollars and are inclusive of the 10% compulsory goods and services tax (GST).

## Member Benefits

CPE/DPD 7 CPE hours for IIA-Australia Members  
10 DPD points for AICD Members

## Audit and Risk Committee Forum 2014 Registration Fees

Registration type	Member*	Non-Member
Individual	\$600	\$700
# Combined – CAE with Audit Committee Member (If CAE is attending SOPAC® 2014)	\$700	\$850

\* To claim the member rate delegates must be financial at the time of registration with either IIA-Australia or Australian Institute of Company Directors

# A combined ticket is a discounted ticket for 2 people to attend the forum when the CAE has purchased a ticket to attend SOPAC® 2014. The two people who can attend on the combined ticket is the CAE who is attending SOPAC® 2014 and a representative from their Audit Committee. The member rate applies if one of the attendees is either a member of IIA-Australia or the Australian Institute of Company Directors. Not available for online registrations.

### Schedule and General Changes

IIA-Australia / Australian Institute of Company Directors endeavours to ensure that accurate information is contained in this brochure at time of printing, however program content, speakers and information within this brochure are subject to change without notice. At times it might be necessary to cancel or reschedule a forum after receipt of the confirmation letter. IIA-Australia / Australian Institute of Company Directors will provide advance notice of such changes, and in doing so will not be responsible for penalties related to the cancelling or rescheduling of airfares, lodging, etc.

### Liability/Disclaimer

To the extent permitted by law, IIA-Australia / Australian Institute of Company Directors is not responsible for the actions, advice or representations of delegates and speakers of the Audit and Risk Committee Forum. In completing the registration form, the delegate indemnifies IIA-Australia / Australian Institute of Company Directors for any direct, indirect or consequential loss or damage in connection with any personal accidents, losses or damage to the personal property of delegates and any later substitutes. It is strongly recommended that delegates take out adequate medical, travel and personal insurance prior to commencement of the forum and travel.

## AUDIT AND RISK COMMITTEE FORUM 2014 REGISTRATION FORM AND TAX INVOICE

**MONDAY 24 MARCH 2014 - MELBOURNE CONVENTION AND EXHIBITION CENTRE**

### 1. PROVIDE PERSONAL DETAILS – Please use block letters

Title  Prof  Dr  Mr  Mrs  Ms  Miss  Other

Family name \_\_\_\_\_

Given name \_\_\_\_\_

Postnominal \_\_\_\_\_

Position \_\_\_\_\_

Organisation \_\_\_\_\_

Address for correspondence \_\_\_\_\_

City/State \_\_\_\_\_ Country \_\_\_\_\_ Postcode \_\_\_\_\_

Telephone ( ) \_\_\_\_\_

Facsimile ( ) \_\_\_\_\_

Mobile \_\_\_\_\_

Email \_\_\_\_\_

Name as you wish it to appear on name badge \_\_\_\_\_

Please indicate your membership number

IIA Member  AICD Member

### 2. CONFIRM NAMES FOR COMBINED TICKET

Chief Audit Executive Name: \_\_\_\_\_

Audit & Risk Committee Member Name: \_\_\_\_\_

### 3. OPTIONAL ATTENDANCE

**4.45pm – 5.30pm**

Building Australia's future – From infrastructure to intelligence

**5.30pm – 6.30pm**

IIA-Australia /Protiviti – Internal Audit Benchmarking Survey  
Cocktail Party

### SPECIAL REQUIREMENTS

#### Dietary requirements

Please specify if you have any meal requirements. Please note that some special meals will incur an additional charge. You will be notified if this is the case for the food type you have indicated.

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#### Special assistance

Please indicate if you have a disability or require assistance to participate fully. Please list the type of assistance you require.

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## 6. PAYMENT DETAILS

### Method of payment

1  I have enclosed an Australian cheque (cheques should be made payable to The Institute of Internal Auditors Australia)  
OR

I have enclosed an Australian cheque (cheques should be made payable to Australian Institute of Company Directors)

2  I have enclosed a bank draft (must be drawn on an Australian bank and made payable in Australian dollars). For all drafts drawn on a bank outside Australia, add AUD\$40.00 bank collection charge.

3  I will transfer the above sum to the Audit and Risk Committee Forum 2014 bank account (details below). The EFT payment option is only available when registering through IIA-Australia.

Account Name: The Institute of Internal Auditors – Australia  
Bank: Westpac Banking Corporation  
Address: 84 King Street, Sydney NSW 2000  
Branch (BSB): 032003  
Account Number: 478233  
Swift code: WPACAU2S

When sending payment by telegraphic transfer from overseas, please add AUD\$ 20.00 for bank fees. The delegate is responsible for all fees associated with the transaction. To enable us to identify your payment, please ensure that your name and **Audit and Risk Committee Forum 2014** appear on the transfer. Please email a record to [accounts@iia.org.au](mailto:accounts@iia.org.au).

4  I wish to pay by credit card\*  
\*3% surcharge for Amex/Diners 1.5% surcharge for Visa/MasterCard  
Please complete the following:

Visa  MasterCard  Amex  Diners

Total amount in AUD \$ \_\_\_\_\_

Credit Card Number \_\_\_\_\_

Expiry Date \_\_\_\_\_

Name of Card Holder \_\_\_\_\_

Signature \_\_\_\_\_

## 7. RETURNING FORM

### Please return form and payment to

Audit and Risk Committee Forum 2014  
Institute of Internal Auditors – Australia  
PO Box A2311  
Sydney South NSW 1235 Australia  
Fax +61 2 9264 9240  
[conferences@iia.org.au](mailto:conferences@iia.org.au)

OR Audit and Risk Committee Forum 2014  
Australian Institute of Company Directors  
PO Box 380  
Collins Street West VIC 8007  
Fax +61 3 9245 4222  
[vicevents@companydirectors.com.au](mailto:vicevents@companydirectors.com.au)

**Each delegate must complete a separate registration form**

### General enquiries

**IIA-Australia**  
[conferences@iia.org.au](mailto:conferences@iia.org.au)  
Tel +61 2 9267 9155  
Tel Toll free (within Australia) 1800 236 366  
[www.iia.org.au](http://www.iia.org.au)  
Level 7, 133 Castlereagh Street  
Sydney NSW 2000 Australia

**Australian Institute of Company Directors**  
[vicevents@companydirectors.com.au](mailto:vicevents@companydirectors.com.au)  
Tel +61 3 9245 4200  
[www.companydirectors.com.au](http://www.companydirectors.com.au)  
Level 21, North Tower  
431 Collins Street  
Melbourne VIC 3000

### Cancellation Policy

Cancellations must be notified in writing to IIA-Australia/Australian Institute of Company Directors. Cancellations received 30 days prior to the forum will receive a full refund. Cancellations received from 30 days to 15 days prior to the forum will receive a refund less AUD \$200.00 administration fee, cancellations received within 14 days of the forum will forfeit the registration fee paid. A substitute delegate will be accepted at no extra charge, subject to membership status, if advised in writing. Transfer of monies to any other IIA-Australia/Australian Institute of Company Directors product or service is not permitted.

### Privacy Statement

I, or a later substitute hereby consent to my/their name, position and organisation being included in the Forum Delegate list and contact details forwarded by IIA-Australia/Australian Institute of Company Directors to related third parties including sponsors and exhibitors. I understand that if I do not provide consent my name will not be published in the list of participants that is distributed to each forum delegate upon registration.

I acknowledge that details will be used to confirm my membership status at IIA-Australia/Australian Institute of Company Directors. If you do not indicate your preference it will be assumed that we may use your details as described.

Do not consent IIA-Australia/Australian Institute of Company Directors will handle any personal information collected on this form in accordance with its Privacy Policy.

### Liability/Disclaimer

On completing this registration form, I accept that to the extent permitted by law IIA-Australia/Australian Institute of Company Directors is not responsible for the actions, advice or representations of delegates and speakers of Audit and Risk Committee Forum 2014. In completing the registration form I indemnify the IIA-Australia/Australian Institute of Company Directors for any direct, indirect or consequential loss or damage in connections with any personal accidents, losses or damage to personal property of myself and any later substitutes.

### Office Use Only

Cheque \$	Credit card \$	Entered	Date
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Comments