

2019 CENTRE FOR CORPORATE PUBLIC AFFAIRS INSTITUTE
Lecture Theatre 1, Melbourne Business School
200 Leicester Street, Carlton
24 June – 28 June 2019

DAY 1 – MONDAY, 24 JUNE 2019

DRAFT PROGRAM OUTLINE FOR INFORMATION PURPOSES

Introduction and program briefing

Briefing on syndicate work and practical issues for the week. What to expect from the Institute program. A framework for the program content.

Evolution of the public affairs function internationally, and the structure of the function in Australia, New Zealand, and Asia, and where it is headed

Origins of the function internationally. The evolution from public relations to corporate public affairs. Phases in functional development over the last decade, and impact of corporate responsibility and its global reporting, the focus on corporate reputation, and the emergence of the 'stakeholder corporation'. The role of the public affairs practitioner.

Issues management foundations, tools and concepts

Issues management is one of the foundations of good public affairs practice. This session provides an overview of core issues management concepts and theories, including issues life cycle, legitimacy gap, agenda setting and framing. Formal and informal models of issues management. Criticality of distinguishing between organisational issues and crises.

Issues management systems

The role of public affairs and line management in external relations and issues management. Evaluating and measuring the success of issues management systems and their integration within a corporation. Case study to illustrate different organisational approaches to issues management.

Stakeholder engagement

Principles of stakeholder engagement and its contribution to organisational strategy and performance. Relationship to social license to operate and corporate reputation. Developing a stakeholder engagement strategy aligned with business strategy. Key principles of stakeholder consultation illustrated by case studies. The role of stakeholder engagement in reputation strategy and outcomes

Dinner session

DAY 2 – TUESDAY, 25 JUNE 2019

Reputation stewardship and management

What is corporate reputation and its elements, how public affairs tools and skills can be used to steward it, contemporary measurement and reporting and research, involvement of the Board, CEO, stakeholders and employees – case studies. The role of the corporate narrative.

Case study in reputation management

Case study presented by a leading practitioner illustrating a range of reputational challenges and how the organisation responded. Case Study in Reputation Management and what public affairs tools are harnessed to influence reputation outcomes.

Syndicate discussions on case studies

Plenary discussion and follow up of Syndicate case study

Social and connected media and the corporation

Social media and its interaction with corporate public affairs and corporate stakeholders. Good practice frameworks to develop social media strategy and developing practical approaches to embed social media dialogue in the practice of corporate public affairs.

Internal communications and employee engagement, and the role of communication in effective workplace organisation

The management imperative of engaged and productive employees. Internal communication strategy and practice. Building common culture and purpose. Relations between public affairs, human resource management and line management. The role of internal communications in effective line change management.

Good practice internal communication that works

Case studies from leading organisations on internal communications role, strategy, approach, managing across cultures and sites, measurement, reporting and people. Positioning the value of the internal communications function with senior and line management.

Dinner session

DAY 3 – WEDNESDAY, 26 JUNE 2019

Trends and developments in function measurement

Overview of public affairs performance indicators. The difference between public affairs inputs and outputs and outcomes for the business and organisation. Examples of benchmarking and other measurement approaches. Overview of socio-political performance indicators for line management. Case studies.

Media relations and the public affairs function

Insights to good practice media relations strategy and execution. Media engagement strategies and relationship building tactics for different media audiences. Involvement of senior management and line management in media relations. Measurement and reporting tools/systems.

Development and role of the government relations function in large organisations

Evolution of the contemporary government relations and government affairs role in organisations operating in Australia. Positioning and engaging senior organisational leadership. The corporation and its role in public policy development and advocacy, including the role of evidence-based advocacy. Structure of the government relations discipline and its interaction with other management functions.

Influencing government and regulators

Understanding government decision-making, and tools and approaches to advocate and influence public servants, elected representatives and regulators. Goals, plans and technologies for constructive government relations programs. Insights from leading practitioners and case studies.

Syndicate discussions

Community relations and managing risk

Understanding community expectations around business strategy and operations, and stewarding community expectations and managing outrage. The role of corporate transparency, consultation and community participation. Linking community relations approaches with stakeholder engagement, reputation stewardship, public advocacy and media and employee relations.

DAY 4 – THURSDAY, 27 JUNE 2019

Public affairs and line management

Developing issues management and reputation management antennae and sensitivity in line management. Building lasting and real relationships with line management. Tearing down 'us against them' in line management public affairs relationships. Tool kit for effective public affairs practice and management in cooperation with the line.

Public affairs planning

Developing the public affairs plan in alignment with overall business goals and strategy. The role of line management in public affairs planning. Integrating communications across the organisation. Linking planning to resources, budgeting and performance evaluation.

Coalition and alliance formation and industry level public affairs

The role and function of associations and strategic alliances in achieving public policy change. Cases of success and failure to illustrate roles and strategy. Impact of the current political landscape on strategy.

Crisis management and communications

Crisis management planning and preparation. Structuring crisis communications. Crisis media relations. Crisis and emergency case studies.

Plenary discussion

Facilitated session for practitioners to raise issues, challenges and public affairs observations relevant to them, their organisations, and their role as public affairs professionals.

Annual Corporate Public Affairs Oration and Dinner

DAY 5 – FRIDAY, 28 JUNE 2019

Contemporary corporate responsibility

The modus operandi of corporate responsibility internationally as a mode of management in corporations. The evolution of corporate responsibility, the 'CSR wars', and organisational and civil society engagement with CSR in Australia, Asia, the US and Europe as a management approach. Codes and covenants of conduct (Millennium Goals, Equator Principles), and the role of indexes and reporting frameworks, including the GRI. The role of the Board and corporate public affairs function.

Corporate community investment – case studies

Company case studies to illustrate leveraged community involvement strategies. Development and maintenance of partnerships. Involving and engaging staff. Organisational structure for corporate community investment. Stakeholder engagement strategies, including employees. Measurement and reporting of corporate community investment, including cooperative frameworks (e.g. London Benchmarking Group). Overview of the Centre's report on CCI for the Australian Government, *Giving Australia*.

What makes a good public affairs executive

Based on insights from the Centre's research and work over 30 years with the function and its leaders internationally, this session provides a guide to the elements that combine to be characteristic of some of the very best corporate public affairs practitioners. Includes observations that can assist every practitioner manage herself or himself.

Harnessing and managing public affairs super trends: the next big things

This session pulls together trends and developments in the function noted and cited during the Institute program, and examines leading edge of public affairs tools and trends, including socio-political factors, technology, industry trends, and economic re-structuring and management approaches that are changing the way that public affairs is practiced and managed. We examine the manner in which practitioners will be interacting with internal and external stakeholders over the next five to 10 years.

Managing your career development, Re-entry – where to on Monday morning?

This session is all about you! Summary of insights to make the most of your talents, skills and opportunities as a public affairs practitioner. Salient tips from the Faculty.

Presentation of Certificates of Participation