

Contract Risk Conference 2008

Strategies for Success in Monitoring, Measuring and
Managing Risk in Contracting

Liquid Learning is proud to present this highly informative conference which will provide practical advice on how organisations can more effectively manage risks in contracts.

SPEAKER FACULTY



Mark Apthorpe General Manager, New South Wales
Boom Logistics



Guy Callender Professor and Chair of Leadership in Strategic
Procurement, Curtin Business School
Curtin University of Technology



Peter Byrne Director
Currie & Brown



Adam Williams Corporate Assurance Manager
Serco Sodexho Defence Services



Philip Buchanan National Compliance Manager
Serco Sodexho Defence Services



Dennis Clark Risk Manager, Rolling Stock Public Private
Partnership
Downer EDI Rail



Dr Ananda Jeeva Senior Lecturer, Procurement and Supply Chain
Management
Central Queensland University



Liam Wallace Risk and Business Assurance Manager
ASC



Glen Hamilton Group Procurement Manager
Stanwell Corporation



Jim Hodges Manager, RiskCover Risk Management Services
Insurance Commission of Western Australia



Michael Brennan Partner
Minter Ellison



Anton Usher Manager, Risk and Insurance
Housing NSW



Andrew Dettl Multi-Role Helicopter (MRH) Program Director
Australian Aerospace



Charles Body Managing Director
General Underground Services (GUS)

Brian Depree Enterprise and Program Risk Manager
Raytheon Australia



26 & 27 November 2008
Novotel Melbourne on Collins

EXPLORE

- Implementing Effective Frameworks for Managing Contract Risk
- Fostering Strong Client-Contractor Relationships
- Risk Ownership and Risk Transfer through the Contract Lifecycle
- Strengthening Contracts to Avoid Disputes and Reduce Risk Exposure

PRE-CONFERENCE MASTERCLASS

A Separately Bookable One-Day Masterclass
on 25 November 2008

PLUS WORKSHOPS!

Two Separately Bookable, Half-Day
Workshops on 28 November 2008

EARLY BIRD DISCOUNTS

Book and Pay by 12 September 2008
to receive additional Super Saver Discounts!

Phone: +61 2 9437 1311

Fax: +61 2 9437 1093

EXHIBITOR



MEDIA PARTNER



LIQUIDLEARNING

development opportunities for professionals

Contract Risk Management Masterclass

This masterclass will take you through the entire Sourcing lifecycle, from Strategy, Go-To-Market, Evaluation and Selection, Negotiation, to Ongoing Management. Throughout this lifecycle you will gain an understanding of risk elements and best-practice methods and tools to assess, manage and mitigate potential Sourcing risks. Throughout the day Mark and John will put your knowledge into context through sidebar discussions and you will participate in a series of real-life scenario case studies to ensure your learnings are real and practical.

9.00 - 10.30 **Reviewing Risk Management Fundamentals**

- Identifying and classifying potential risks
- Mitigation strategies and tactics
- Define, Measure, Analyse, Improve, Control

10.30 - 10.45 **Morning Tea**

10.45 - 12.15 **Managing Risk Across the Sourcing Lifecycle**

- Strategy development
- Go to market - Own the timeline, own the rules, manage the risk
- Paying attention to details - MSA, schedules (SOW), SLA, reporting, pricing

12.15 - 1.15 **Networking Lunch**

1.15 - 2.45 **Evaluation, Selection and Negotiation**

- Ensuring due diligence and compliance for both parties in the selection process
- Negotiating risk containment versus risk transfer - assets, training, documentation, ownership, data transfer, license transfer
- Understanding the legal clauses that drive vendors - liability, benchmarking, step-in, key personnel, IP, tools, methodology

2.45 - 3.00 **Afternoon Tea**

3.00 - 4.30 **Ongoing Management**

- Transition risk and transformation risk
- Monitoring ongoing performance - utilising service level agreements and balanced scorecards
- Managing risk by managing behaviour (risk and reward)
- Governance - Defining the roles to manage the risk

Expert Facilitators:

Mark Probyn Director
John Liburti Director
Cherub LeeGreen

Mark Probyn and John Liburti are co-founding Directors of Cherub LeeGreen, a leading business management and information services advisory firm that provides comprehensive and unique business advisory services across the entire management spectrum. They both have a wealth of experience from working in a number of tier-one organisations, consulting and a range of industry sectors from commercial to government, and are experts in the areas of sourcing, procurement and project management.

8.30 - 8.55 **Registration and Morning Coffee**

8.55 - 9.00 **Opening Remarks from the Chair**

9.00 - 9.45 **CASE STUDY**

Improving Contract Performance through Strategic Risk Management

ASC Pty Ltd is a leading organisation in Australia that builds and maintains advanced surface ships and submarines for major clients. Sustaining contracting relationships with various parties including clients, suppliers, partners and specialist providers involve different risks that ASC manages strategically and systematically to achieve success. Explore:

- Identifying, assessing and allocating risk in contract arrangements
- Approaching contract risk from a corporation-wide level

Liam Wallace Risk and Business Assurance Manager
ASC

9.45 - 10.00 **Questions and Discussion**

10.00 - 10.45 **CASE STUDY**

Contract Risk in the Public Sector

RiskCover is responsible for leading risk management in Western Australian government agencies. As part of its role, RiskCover works with government to minimise costs and maximise opportunities in its contracting and procurement operations. Explore:

- Integrating risk into projects and contracts
- Identifying, assessing and managing risk throughout the contract lifecycle
- Integrating contract risk into the overall risk management framework
- Using risk information to inform contracting decisions

Jim Hodges Manager, RiskCover Risk Management Services
Insurance Commission of Western Australia

10.45 - 11.00 **Questions and Discussion**

11.00 - 11.15 **Morning Tea**

11.15 - 12.00 **EXPERT COMMENTARY**

Critical Aspects of Risk Transfer - Some Australian Experiences

The ownership of risk is a critical aspect of risk management. The emergence of Public Private Partnerships as a funding opportunity for government and a business opportunity for infrastructure builders has led to risk becoming a highly contestable, and costly, aspect of contract management. Guy will explore key aspects of risk transfer and examine several case studies demonstrating the challenges, including:

- Tracking the ownership of risk
- Understanding risk transfer - Process or game?
- Pitfalls of risk transfer for private and public sector managers
- Experiences of risk management; lessons for the future

Guy Callender Professor and Chair of Leadership in Strategic Procurement, Curtin Business School
Curtin University of Technology

PLUS WORKSHOPS!

A selection of TWO Post-conference workshops on 28 November 2008

SUPER SAVER DISCOUNT

Receive up to \$200 off registration if you register and pay by 12 September 2008

Improving Communication and Aligning Goals

12.00 - 12.15 Questions and Discussion

12.15 - 1.15 Networking Lunch

1.15 - 2.00 CASE STUDY

The Challenges of Managing and Performing Across Multiple Client-Contractor Relationships

A leading supplier of integrated lifting solutions to major clients across the industrial, construction and resources sectors, Boom Logistics is experienced in achieving a wide range of KPIs often in relation to remuneration and contract extensions. However, the diverse range of KPI styles required by clients makes this a complex process and managing the contract relationship effectively is a key risk that needs to be addressed. Explore:

- Understanding and managing different performance requirements
- Recognising the importance of internal contract standards
- Strategies for ensuring long-term stability in client-contractor relationships

Mark Apthorpe General Manager, New South Wales
Boom Logistics

2.00 - 2.15 Questions and Discussion

2.15 - 3.00 CASE STUDY

Aligning Perspectives to Manage Risk within Contracts

Australian Aerospace is in the business of supplying and maintaining military and civil aircraft to major domestic and international clients, including the Australian Defence Force. Risk in contracting relationships presents different challenges for each party, which means suppliers and clients can take diverging approaches to managing it. Further, risks are viewed differently at various levels within the same organisation. Andrew will present a program manager's perspective on risk and discuss some of the challenges and solutions that arise from differing viewpoints. Explore:

- Identifying and understanding different perspectives to contract risk
- Prioritising risks and managing a risk timeframe
- Exchanging and disclosing information

Andrew Dettl Multi-Role Helicopter (MRH) Program
Director
Australian Aerospace

3.00 - 3.15 Questions and Discussion

3.15 - 3.30 Afternoon Tea

3.30 - 4.15 CASE STUDY

Challenges in Managing Contract Risk in Mining

General Underground Services (GUS) is a medium-sized contracting company providing services to a range of local and multinational mining companies in both NSW and QLD. The highly-regulated and potentially dangerous nature of the mining industry makes it important for contractors to satisfy a range of legislative requirements, as well as meeting specific requirements for each client, mine site and state. Explore:

- Managing client-contractor relationships

- Aligning goals between parties
- Avoiding and resolving contractual disputes

Charles Body Managing Director
General Underground Services (GUS)

4.15 - 4.30 Questions and Discussion

4.30 - 5.15 CASE STUDY

Approaching Contract Risk in Context

The key to successful contract management is to never revert to the contract. The key to never reverting to the contract is effectively managing and mitigating risks. To do this, contracting parties need to view risk from both sides of the contract. Drawing on his extensive experience in contract risk management across major science, defence and rail projects and the new draft International Risk Management Standard ISO CD31000, Dennis will explore:

- Managing risks relating to the principal and the contractor (and subcontractors)
- Achievements and challenges, lessons learned and directions for the future

Dennis Clark Risk Manager, Rolling Stock Public
Private Partnership
Downer EDI Rail

5.15 - 5.30 Questions and Discussion

5.30 Concluding Remarks from the Chair

5.30 - 6.30 Networking Drinks

Day Two 27 November 2008

8.30 - 8.55 Morning Coffee

8.55 - 9.00 Opening Remarks from the Chair

9.00 - 9.45 LEGAL UPDATE

The Essential Legal Know-How for Managing Contract Risk

All contractual agreements are bound by legal requirements and regulations, which managers and administrators of contracts need to navigate effectively. To minimise the various risks associated with contracting arrangements, it is important for both the client and contractor to be aware of the contractual issues and to manage these efficiently. Drawing on his contracting and procurement experience with major government and private sector clients, Michael will discuss:

- Managing contract risk - The essential mechanisms
- Strengthening contracts to reduce risk exposure
- Learnings from recent disputes and legal developments in contracting

Michael Brennan Partner
Minter Ellison

9.45 - 10.00 Questions and Discussion

10.00 - 10.45 CASE STUDY

Addressing Risk in Maintenance Contracts

As one of the largest providers of social housing in the world, Housing NSW is committed to effective risk management in its property maintenance contracts.

EARLY BIRD DISCOUNT

Receive \$100 off registration if you register and pay by 10 October 2008

To request an electronic version for easy circulation, email info@liquidlearning.com.au

Minimising Costs and Maximising Opportunities

Through the implementation of a formalised framework to address strategic and operational risk in its contracting arrangements, Housing NSW is achieving improved outcomes in service delivery. Explore:

- Developing and improving risk management in property maintenance contracts
- Enhancing risk management strategies to minimise costs and maximise effectiveness in procurement arrangements
- Working towards best practice in contract risk management

Anton Usher Manager, Risk and Insurance
Housing NSW

10.45 - 11.00 **Questions and Discussion**

11.00 - 11.15 **Morning Tea**

11.15 - 12.00 **EXPERT COMMENTARY**

Managing Risk in Performance-Based Contracts - Their Evolution and the Future

Performance-based contracts are an increasingly popular option for many organisations in their outsourced maintenance work. However, these arrangements bring their own set of risks as well as benefits and implementing them effectively requires specialised management. Peter will discuss:

- Understanding the strategy behind maintenance contracting
- Allocating risk and balancing risk and reward for optimal outcomes
- Managing relationships in maintenance contracting
- Considering future directions and developments

Peter Byrne Director
Currie & Brown

12.00 - 12.15 **Questions and Discussion**

12.15 - 1.15 **Networking Lunch**

1.15 - 2.00 **CASE STUDY**

Monitoring and Managing Risk as a Contractor

Serco Sodexo Defence Services (SSDS) is a major provider of Facilities Management Services to Defence sites across Australia. Managing and minimising risk in its contracting relationships is crucial to achieving sustainable success and SSDS is committed to addressing this across the organisation. Explore:

- Educating employees and managers on risks and benefits
- Supporting compliance and preventing non-conformance through effective reporting and proactive auditing
- Integrating risk management into day-to-day operations

Adam Williams Corporate Assurance Manager
Philip Buchanan National Compliance Manager
Serco Sodexo Defence Services

2.00 - 2.15 **Questions and Discussion**

2.15 - 3.00 **EXPERT COMMENTARY**

Using Supply Risk as Negotiating Power in Contracting

Product lifecycles are becoming shorter and shorter, but some high-cost plants and equipment are designed to last much longer than the manufactured parts, components and

sub-assemblies of these finished products. Organisations need to be aware of the risks throughout the product lifecycle before entering into contracts with suppliers. This session will increase your awareness and enhance bargaining power to assist you in negotiating better deals in contracting. Ananda will discuss:

- Improving negotiation skills to develop contracts
- Taking a lifecycle approach to contract risk

Dr Ananda Jeeva Senior Lecturer, Procurement and Supply Chain Management
Central Queensland University

3.00 - 3.15 **Questions and Discussion**

3.15 - 3.30 **Afternoon Tea**

3.30 - 4.15 **CASE STUDY**

Contract Risk and Relationship Management

Raytheon Australia is a leading supplier of electronics and integrated systems support to the Australian Defence Force and other clients. To achieve and maintain business success, Raytheon is committed to forging strong relationships with both clients and SME suppliers. In this session, learn more about Raytheon's proactive approach to risk and relationship management in contracting. Explore:

- Understanding risk versus uncertainty - What events are you really planning for?
- Utilising Quantitative Risk Analysis
- Implementing the essential elements of contract risk management - Effective strategies for managing risk and relationships

Brian Depree Enterprise and Program Risk Manager
Raytheon Australia

4.15 - 4.30 **Questions and Discussion**

4.30 - 5.15 **CASE STUDY**

Taking an Integrated Approach to Risk in Contracting and Procurement

Stanwell Corporation Limited, a Queensland Government-owned corporation, is a leading generator of environmentally responsible, low-cost, reliable electricity. Managing risk in contracting and procurement arrangements with suppliers is a key input to business and Stanwell has implemented a formalised risk management system that provides a framework for finding the right balance between the cost of controls and the legitimate level of risk exposure. Explore:

- Streamlining the procurement process through standardising contracts and risk-profiling
- Identifying and assessing risk to inform decision-making and improve performance
- Understanding the role of procurement in business continuity planning

Glen Hamilton Group Procurement Manager
Stanwell Corporation Limited

5.15 - 5.30 **Questions and Discussion**

5.30 **Concluding Remarks from the Chair and Close of the Conference**



LIQUIDLEARNING

development opportunities for professionals

Phone: +61 2 9437 1311
Fax: +61 2 9437 1093
www.liquidlearning.com.au

Workshops 28 November 2008

9.00 - 12.30 WORKSHOP A

Strategies and Skills for Improving the Contracting Relationship

Strategically managing the relationship between contracting parties is crucial to achieving successful outcomes. With both client and contractor wanting to reduce risk exposure, fulfil respective objectives and maximise gains, it is imperative to establish a strong working relationship and maintain effective and ongoing communication to prevent unnecessary delays and costly disputes. In this practical and highly interactive workshop, Michael will lead participants in exploring:

- Planning the contracting relationship during the tender phase
- Improving communication between contracting parties to achieve mutually beneficial outcomes
- Clarifying and aligning goals in a contract to avoid disputes
- Applying risk management practically through the contract/delivery mechanism

Expert Facilitator: Michael Eddie CEO and Head of Transaction Advisory

CGI Consulting Pty Ltd

Michael Eddie is the CEO of CGI Consulting, a Queensland-based organisation specialising in commercial advice for bringing projects to market and bidding relationship-based contracts. Michael has extensive experience in contracting, having been involved in establishing and managing contracts in both the public and private sectors.

12.30 - 1.30 NETWORKING LUNCH

1.30 - 5.00 WORKSHOP B

Negotiating Risk Throughout the Contract Lifecycle

Managing risk in contracting is an ongoing process from tender to conclusion. When entering a contracting arrangement, it is important to select the most appropriate model to meet your objectives, but this is only the first step to a successful outcome. This interactive and informative session will guide participants through the contract lifecycle and provide practical tips and tools to manage risk encountered at the different stages in order to improve results. Participants will explore:

- Transferring, sharing or accepting risk - Knowing what to do when
- Managing risk throughout the contract lifecycle to reduce costs and maximise value
- Strengthening contracts to minimise risk and fulfil your requirements
- Balancing risk and reward - When opportunity makes risk worthwhile

Expert Facilitator: Josh Marchant Partner, Construction and Major Projects

Maddocks

Josh is a leading legal practitioner experienced in commercial and contract law. He has been involved in major construction and infrastructure projects for organisations in the public and private sectors in Australia and overseas.

ABOUT THE CONFERENCE

Building on the success of Liquid Learning's series of Contracting conferences and seminars, the Contract Risk Conference 2008 will explore how progressive organisations are addressing and overcoming the challenges associated with assessing and allocating contract risk, aligning client-contractor goals and managing the contracting relationship across a range of industries. Through a series of case studies and expert insights, delegates will be equipped with a real understanding of the risks and opportunities that can arise in contracting and procurement arrangements and the practical tips and tools to manage these more effectively in their organisations.

A range of speakers from leading client and contractor organisations in the public and private sectors will present their perspectives and experiences regarding the frameworks being used to manage contract risk, some of the challenges faced in the process and the areas for improvement in the future.

This informative and wide-ranging conference will provide participants with valuable learning and networking opportunities and a wealth of practical information to draw on about how to allocate or transfer risk appropriately in different contracting contexts.

WHO WILL ATTEND

Public and private sector managers, directors and advisors responsible for:

- Contract Management
- Project Management
- Procurement
- Program Management
- Risk Management
- Supply Chain Management
- Corporate Assurance & Compliance
- Maintenance
- Asset Management
- Resources & Governance
- Facilities Management
- Infrastructure Management



To request an electronic version for easy circulation, email info@liquidlearning.com.au

SPONSOR TODAY!

Limited sponsorship and exhibition opportunities available. For your chance to brand yourself as a market leader, please call: +61 2 9437 1311 or email: sponsorship@liquidlearning.com.au

Contract Risk Conference 2008

26 & 27 November 2008

Novotel Melbourne on Collins
270 Collins Street
Melbourne VIC 3000
Ph: +61 3 9667 5800

SUPER SAVER DISCOUNTS
Receive \$200 off registration if you
book and pay by 12 September 2008

EARLY BIRD DISCOUNTS
Receive \$100 off registration if you
book and pay by 10 October 2008

1

Registration Information	Organisation Name																	
	Address								City / Suburb		State		Postcode					
	Title		Full Name or TBA				Title		Full Name or TBA				Title		Full Name or TBA			
	Position				Position				Position									
	Phone				Fax				Phone				Fax					
	Email						Email						Email					
	<input type="checkbox"/> Masterclass		<input type="checkbox"/> Workshop A		<input type="checkbox"/> Masterclass		<input type="checkbox"/> Workshop A		<input type="checkbox"/> Masterclass		<input type="checkbox"/> Workshop A		<input type="checkbox"/> Conference		<input type="checkbox"/> Workshop B			
	<input type="checkbox"/> Conference		<input type="checkbox"/> Workshop B		<input type="checkbox"/> Conference		<input type="checkbox"/> Workshop B		<input type="checkbox"/> Conference		<input type="checkbox"/> Workshop B		<input type="checkbox"/> Conference		<input type="checkbox"/> Workshop B			

* Please photocopy this form if more than three will attend

2

<input type="checkbox"/> Please confirm my registration for the Contract Risk Conference 2008								
No. #	Options	Standard Rate	Early Bird Rate*	Super Saver Rate **	Group Discounts Available:			
<input type="checkbox"/>	Conference + Masterclass + 2 Workshops (4 days)	\$3895 + GST = (\$4284.50)	\$3795 + GST = (\$4174.50)	\$3695 + GST = (\$4064.50)	3 - 4 people: 10% off Standard Rate			
<input type="checkbox"/>	Conference + Masterclass + 1 Workshop (3.5 days)	\$3495 + GST = (\$3844.50)	\$3395 + GST = (\$3734.50)	\$3295 + GST = (\$3624.50)	5 - 7 people: 15% off Standard Rate			
<input type="checkbox"/>	Conference + Masterclass (3 days)	\$3095 + GST = (\$3404.50)	\$2995 + GST = (\$3294.50)	\$2895 + GST = (\$3184.50)	8 + people: 20% off Standard Rate			
<input type="checkbox"/>	Conference + 2 Half-day Workshops (3 days)	\$3095 + GST = (\$3404.50)	\$2995 + GST = (\$3294.50)	\$2895 + GST = (\$3184.50)	Conditions:			
<input type="checkbox"/>	Conference + 1 Half-day Workshop (2.5 days)	\$2695 + GST = (\$2964.50)	\$2595 + GST = (\$2854.50)	\$2495 + GST = (\$2744.50)	Group Discounts apply for bookings made simultaneously and on one invoice only. Only one discount applies. Group discounts apply to standard rates only. Group discounts are not applicable to Early Bird or Super Saver rate. Individual workshops and masterclass not valid with Super Saver or Early Bird Discounts.			
<input type="checkbox"/>	Conference Only (2 days)	\$2295 + GST = (\$2524.50)	\$2195 + GST = (\$2414.50)	\$2095 + GST = (\$2304.50)				
<input type="checkbox"/>	1 Masterclass (1 day)	\$1195 + GST = (\$1314.50)	N/A	N/A				
<input type="checkbox"/>	2 Half-day Workshops (1 day)	\$1195 + GST = (\$1314.50)	N/A	N/A				
<input type="checkbox"/>	1 Half-day Workshops (0.5 day)	\$695 + GST = (\$764.50)	N/A	N/A				
* Receive \$100 off registration if you register and pay by 10 October 2008				TOTAL incl GST <input style="width: 100px;" type="text"/>				CRC1108 - I
** Receive \$200 off registration if you register and pay by 12 September 2008								
Note: Course Materials, refreshments & lunches are included. Travel and accommodation are NOT included.				All prices listed in Australian Dollars				

Fax this form to: +61 2 9437 1093 Please call us if you require any assistance on: +61 2 9437 1311

3

Please Note: Payment is required prior to attending this conference.		
Payment Details	<input type="checkbox"/> Credit Card	Credit Card Details – Please charge my credit card for this registration: Card Type <input type="checkbox"/> Visa <input type="checkbox"/> MasterCard <input type="checkbox"/> Diners Club <input type="checkbox"/> American Express Note: 2% surcharge applies to Diners Club and American Express payments
	<input type="checkbox"/> Cheque (payable to Liquid Learning Group Pty Ltd)	
	<input type="checkbox"/> Electronic Funds Transfer	Card Number <input style="width: 150px;" type="text"/> Expiry <input style="width: 50px;" type="text"/>
	<input type="checkbox"/> Please invoice me: Purchase Order No.# <input style="width: 80px;" type="text"/>	Full name as on card <input style="width: 150px;" type="text"/>
		Cardholder's Contact Number <input style="width: 100px;" type="text"/> Signature <input style="width: 50px;" type="text"/>
		Electronic Funds Transfer (EFT) Please transfer funds directly to: Westpac Account Name: Liquid Learning Group Pty Ltd BSB: 032 002 Account No: 407 273 Amount <input style="width: 100px;" type="text"/> Please quote ref CRC1108 and registrant name

4

Authorisation	Authorisation Manager Details: This registration is invalid without a signature.		
	Name <input style="width: 150px;" type="text"/>	Position <input style="width: 150px;" type="text"/>	Signature <input style="width: 50px;" type="text"/> X
			Date <input style="width: 50px;" type="text"/>

5

Send To	Fax +61 2 9437 1093	Mail Liquid Learning Group Pty Ltd PO Box 48 St Leonards NSW 2065	Email registration@liquidlearning.com.au	Phone +61 2 9437 1311
---------	----------------------------	--	---	------------------------------

Cancellation Policy

If you are unable to attend this event, you may send a substitute delegate in your place at no additional cost. Please advise us of any substitutions as soon as possible. Alternatively, you may transfer your registration to another Liquid Learning event. A 10% service fee may apply. Should you wish to cancel your registration, please notify us in writing as soon as possible and a credit note will be issued valid for use towards any future Liquid Learning event held in the twelve months following date of issuance. A 10% service fee may apply. Liquid Learning Group Pty Ltd does not provide refunds for cancellation. Registered delegates who cancel within 14 days of the event or who do not attend will receive the event documentation.

Liquid Learning Group Pty Ltd takes all care to produce high quality events that deliver as promised. All advertised details are correct at time of publishing. However, when circumstances beyond our control prevail, we reserve the right to change program content, facilitators or venues. We also reserve the right to cancel or reschedule events if circumstances arise whereby performance of the event is no longer feasible, possible or legal. Liquid Learning Group Pty Ltd will not be responsible for any loss or damage arising from any changes to or cancelling or rescheduling of an event. If an event is cancelled or rescheduled, Liquid Learning Group Pty Ltd will make every effort to contact every registered delegate; if an event is cancelled or you are unable to attend the rescheduled event you will be issued with a credit note valid for use towards any future Liquid Learning event held in the twelve months following date of issuance.

Disclaimer

Liquid Learning Group Pty Ltd has taken due care in selecting qualified professionals as its authors and course facilitators. The information provided by course facilitators is not produced by Liquid Learning Group Pty Ltd and should not be regarded as advice. Liquid Learning Group Pty Ltd accepts no responsibility for reliance on such information and recommends that its clients seek further professional advice.

Privacy Statement

Liquid Learning Group Pty Ltd is committed to your privacy. All information collected on this registration will be held in the strictest of confidence and in accordance with the Privacy Act 1988. Liquid Learning Group Pty Ltd will add your information to a secure database. This will be used primarily to contact you for ongoing research, product development and notice of future events and services offered by Liquid Learning Group Pty Ltd. Occasionally you may receive information from organisations associated with Liquid Learning Group Pty Ltd. If you do not wish to receive such information please tick this box:

To update or have your details deleted please advise our Database team at Liquid Learning Group Pty Ltd, Level 4, 619 Pacific Hwy, St Leonards NSW 2065, PH: +61 2 9437 1311, FX: +61 2 9437 1093, email: database@liquidlearning.com.au