



The Governance Shift: Leading *with* Accountability *in the* New Age of Aged Care

Virtual Forum | Thursday 30 July 2026

Designed specifically for board directors, CEOs and executive leadership teams, the program explores the most pressing governance issues facing aged care providers today, from clinical oversight and workforce strategy to financial sustainability, digital risk and leadership liability.

Across a series of focused sessions, attendees will gain practical insights, real-world examples and expert guidance to help boards navigate the new regulatory framework and position their organisations for long-term success.

Ageing Australia virtual forums

Our popular Virtual Forums are back, bringing flexible, high-impact information straight to you. Designed for busy leaders, these sessions offer timely insights, expert perspectives and the opportunity to connect with peers from across the sector, all without leaving your desk. Practical, relevant and easy to access, they're built to support you in navigating change with confidence.



Program overview

The forum opens at 10.00am (AEST) with a welcome from the Master of Ceremonies and the CEO of Ageing Australia, followed by four concurrent streams.

Stream One – The New Governance Mandate

Focuses on rights-based governance, workforce, clinical governance and consumer voice under the new Act.

Stream Two – Governing Risk and Complexity

Explores financial governance, digital and data governance, insurance and emerging governance risks.

Keynote Panel – What's Keeping Boards Awake at Night?

Sector leaders explore the real-time governance pressures emerging under the new Aged Care Act, including accountability, workforce challenges, financial sustainability, regulatory expectations, and leadership risk. This candid discussion provides insight into the issues currently demanding the most attention at board level and how organisations are responding.

Stream Three – Governance Essentials for New Directors

A dedicated stream supporting new and aspiring board members to build governance capability and confidence.

Stream Four – Governance in Practice

Real-world insights into how different providers are navigating governance challenges, including private and regional providers.



Program

10.15am	OPENING	
10.20am	WELCOME Tom Symondson, CEO, Ageing Australia	
10.30am	STREAM ONE – THE NEW GOVERNANCE MANDATE Focuses on rights-based governance, workforce, clinical governance and consumer voice under the new Act.	STREAM TWO – GOVERNING RISK AND COMPLEXITY Explores financial governance, digital and data governance, insurance and emerging governance risks.
10.30am	Governing Under the New Act: Six Months On Julie McStay, Partner, Thomsons <p>Six months after the introduction of the new Aged Care Act, early implementation is revealing how governance expectations are translating into practice across the sector. As providers move from preparation to delivery, organisations are experiencing both challenges and positive shifts in embedding the new requirements.</p> <p>This session will explore emerging governance pressures, including board oversight, risk management and accountability, alongside examples of where providers are strengthening governance capability and adapting effectively to reform.</p>	Financial Governance: Stewardship, Sustainability and Accountability Campbell Faulkner, Partner Business Advisory, William Buck and Jelena Crnkovic, Manager Business Advisory, William Buck <p>In an increasingly complex and regulated environment, strong financial governance is essential to the sustainability and resilience of aged care organisations.</p> <p>This session will explore the role of boards and executives in overseeing financial performance, managing risk, and ensuring resources are used responsibly to support high-quality care. Attendees will gain practical insights into financial oversight, sustainability monitoring, funding pressures and the controls and reporting mechanisms that support effective decision-making. The session will also examine how organisations can balance financial stewardship with quality care, workforce investment, and regulatory obligations.</p>
11.00am	Embedding Consumer Voice and Co-Design Cheryl Edwards, Head of Member Support & Advisory, Ageing Australia <p>The new Aged Care Act places the rights and voices of older people at the centre of care, making meaningful consumer engagement a core governance responsibility. This session will explore how boards and leadership teams can embed rights-based practice and genuine co-design into governance, strategy, and service delivery.</p> <p>Attendees will examine practical ways to assess whether engagement is authentic, and how feedback, complaints, and lived experience can be translated into actionable insights that improve decision-making and outcomes. Designed for board members, executives, and governance leaders, this session provides practical approaches to ensuring consumer voices genuinely influence organisational direction.</p>	Risk, Reform and Resilience: What the New Environment Means for Insurance and Leadership Liability Nicole Magro, Account Manager, Health & Corporate Gow-Gates Insurance Brokers Marie D'Have, Team Manager, Executive and Financial Risks Gow-Gates Insurance Brokers Simon Carter, Division Manager, Executive and Financial Risks Gow-Gates Insurance Brokers <p>The aged care sector is undergoing significant change in risk and accountability as reforms reshape governance expectations and regulatory scrutiny intensifies. These shifts are creating new exposures for boards, executives, and organisational resilience, while also influencing how insurers assess and structure coverage.</p> <p>This session will explore the evolving risk and insurance landscape, including increased governance accountability, compliance pressures, and implications for Directors & Officers and management liability coverage. Attendees will gain practical insights into how insurers view the sector, how organisations can strengthen their risk profile, and the steps boards can take to enhance protection and resilience.</p>

<p>11.30am</p>	<p>Workforce: Strategy, Safety and Satisfaction</p> <p>Laura Sutherland, Director, Founder & Consultant, Above & Beyond Group 3D Recruitment</p> <p>A capable, engaged and psychologically safe workforce is essential to delivering high-quality aged care. As regulatory expectations increase and workforce challenges persist, boards and leaders play a critical role in workforce governance and long-term sustainability.</p> <p>This session will explore practical approaches to workforce planning, staff wellbeing, engagement, and creating a culture where employees feel valued, supported, and able to raise concerns. Attendees will gain insights into governance responsibilities, measuring workforce performance and satisfaction, and strategies for attracting, retaining, and developing talent.</p>	<p>Data, Technology and Digital Governance</p> <p>Dr Huon Curtis, Head of External Affairs, CI-ISAC</p> <p>As aged care providers increasingly rely on digital systems to deliver and improve care, boards and executives must ensure appropriate governance over technology, data and digital risk. From electronic care records to emerging technologies such as artificial intelligence, digital systems are now central to care quality, compliance and performance.</p> <p>This session will explore the importance of digital governance, including responsibilities for data security, cyber risk, system reliability and ethical use of information, alongside the opportunities technology presents to improve outcomes and insight.</p>
<p>12.00pm</p>	<p>Clinical Governance: Leading Safe, High-Quality Care</p> <p>Dr Melanie Tan, Principal Clinical Governance Consulting</p> <p>As expectations around quality and safety continue to rise, effective clinical governance is a critical responsibility for aged care providers and governing bodies. This session will explore the role of boards and executives in providing oversight of clinical care, setting strategic priorities, and ensuring systems are in place to monitor safety, quality, and performance.</p> <p>Attendees will examine practical approaches to establishing and reviewing clinical governance frameworks, identifying and managing clinical risks, and driving continuous improvement. Through real-world examples, the session will highlight how strong clinical governance supports better care outcomes and organisational accountability.</p>	<p>Advisory Boards in Aged Care: Value, Influence and Governance Risk</p> <p>Louise Brokeman, Founding Director, Advisory Board Centre Cynthia Payne, CEO, Anchor Excellence</p> <p>As aged care providers navigate reform, increasing regulation, and growing operational complexity, many are turning to advisory boards and specialist advisors to strengthen strategic decision-making. While these structures can provide valuable expertise and independent insight, they also raise important governance questions around accountability, independence, and decision-making authority.</p> <p>This session will explore the growing use of advisory boards in aged care, examining how organisations can benefit from external expertise while maintaining clear governance boundaries. Attendees will gain practical insights into managing conflicts of interest, avoiding “shadow governance,” and ensuring advisory structures support, rather than dilute, board accountability.</p>

Panel discussion

<p>12.30pm</p>	<p>What’s Keeping Boards Awake at Night?</p> <p>As the new Aged Care Act takes effect, boards and executives are navigating a rapidly evolving landscape of governance expectations, workforce challenges, financial pressures, and regulatory scrutiny. Early implementation is already revealing important lessons and areas of concern across the sector.</p> <p>In this candid panel discussion, sector leaders will share their experiences of reform in practice, highlighting the issues demanding the most attention at board level and how organisations are responding to emerging challenges. Attendees will gain insights into the governance questions boards are asking, the pressures providers are facing, and the strategies being used to strengthen oversight and prepare for the next phase of reform.</p>
----------------	---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

1.15pm Virtual break

2.00pm	STREAM THREE – GOVERNANCE ESSENTIALS FOR NEW DIRECTORS A dedicated stream supporting new and aspiring board members to build governance capability and confidence. Ideal for first-time directors, emerging leaders, and professionals considering a future board role.	STREAM FOUR – GOVERNANCE IN PRACTICE Real-world insights into how different providers are navigating governance challenges, including private and regional providers.
2.00pm	Stepping into the Boardroom: What Every New Director Needs to Know Joining a board has never carried greater responsibility. As aged care governance expectations continue to evolve, new and aspiring directors must understand the legal, ethical, and strategic responsibilities of board membership. This session provides a practical introduction to aged care governance, including the role of directors, fiduciary duties, accountability under the new Aged Care Act, and the relationship between boards, executives, and regulators. Attendees will gain insight into effective director practice, key governance questions, and how to contribute confidently in a highly regulated environment.	Board Culture Matters: Building High-Performing Governance Teams Cynthia Payne, Practice Lead - Strategy, Governance and CEO Excellence, Anchor Excellence Effective governance depends not only on structures and compliance, but on culture, relationships and behaviour in the boardroom. High-performing boards create environments where diverse perspectives are welcomed, challenge is constructive, and accountability is shared. This session explores the characteristics of effective board culture and the role directors play in fostering trust, psychological safety and strong decision-making practices.
2.30pm	From Operational Leader to Board Director: Making the Mindset Shift Transitioning from management to governance can be challenging. Many new directors bring strong operational expertise but must learn to think strategically, govern rather than manage, and maintain appropriate oversight without stepping into operations. This session explores the key mindset shifts required when moving into a board role. Attendees will gain practical insight into governance boundaries, strategic oversight, decision-making and how to add value as a director while respecting the role of management.	What the New Aged Care Act Means for Privately Owned Providers Graeme Prior AM, Hall and Prior Aged Care Group The new Aged Care Act presents unique governance, accountability, and operational challenges for privately owned providers. As expectations around transparency, quality oversight, consumer rights, and workforce capability increase, organisations must adapt while operating within their existing ownership and governance structures. In this session, representatives from Hall and Prior will share their experience implementing the reforms, highlighting key challenges, lessons learned, and the changes that have had the greatest impact. Attendees will gain practical insights into how one privately owned provider has approached governance, quality, and organisational change under the new framework.
3.00pm	The Questions Good Directors Ask Strong governance is not about having all the answers — it's about asking the right questions. In an increasingly complex aged care environment, directors must be able to challenge constructively, interpret risk, and seek assurance across quality, workforce, finance and compliance. This session explores the critical questions effective directors ask to strengthen oversight and decision-making. Through practical examples and governance scenarios, attendees will learn how to identify red flags, test assumptions, and gain confidence in navigating board discussions.	Big Expectations, Small Boards: Governing in Regional and Community Aged Care Patrick Herd, Principal Consultant, Community Business Australia Regional, rural, and community-based aged care providers are navigating increasing governance expectations alongside the practical constraints of smaller boards, limited specialist capability, and constrained resources. Under the new Aged Care Act, heightened requirements for oversight, accountability, and risk management present particular challenges for organisations deeply embedded in their local communities.



Registration

Whether you're attending solo or registering an entire team, our flexible pricing options are designed to make participation accessible for everyone. Join industry leaders, peers, and innovators from anywhere in the world for a dynamic virtual forum filled with valuable insights, practical takeaways, and meaningful conversations.

With team-friendly registration options available, it's easier than ever to bring colleagues together, share learnings in real time, and maximise the value of your experience.

An executive program preparing leaders to navigate reform, strengthen governance, and deliver sustainable excellence in care.

Registration pricing

Members/Associates

Individual	\$495
Board A Package* (2-5 delegates)	\$2,200
Board B Package** (6-10 delegates)	\$4,400
Over 10 delegates	\$440 per delegate

Non Members

Individual	\$990
Board A Package* (2-5 delegates)	\$4,675
Board B Package** (6-10 delegates)	\$9,350
Over 10 delegates	\$935 per delegate

*Inclusive of Board A Package

- Access to all sessions and streams
- Access to resource library
- Register up to five delegates at the discounted package rate

**Inclusive of Board B Package

- Access to all sessions and streams
- Access to resource library
- Register up to 10 delegates at the discounted package rate

Register now



1300 222 721 events@ageingaustralia.asn.au