

AGILITY IN LEADERSHIP

HEADS OF INDEPENDENT CO-EDUCATIONAL SCHOOLS
2018 NATIONAL CONFERENCE
24-26 JUNE 2018
HYATT REGENCY SYDNEY, 161 SUSSEX STREET, SYDNEY



AN EDUCATION IMPERATIVE FOR A VUCA WORLD, A FOCUS ON VISION, UNDERSTANDING, CLARITY AND AGILITY

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MESSAGE FROM THE HICES CHAIR

Our world is a VUCA World: “Volatile, Uncertain, Complex and Ambiguous”. It is essential and expected, however, that the Head of an Independent school, and the leadership team of that school, are the opposite to Volatile, Uncertain, Complex or Ambiguous. It is essential and expected that, in the face of a VUCA world, they are Calm, Decisive, Uncomplicated and Clear.

During the Conference, look for opportunities to inform your leadership. Take time to contemplate your role in Independent schools, how to manage your responsibilities and how to make time to re-energise as you engage in the privilege of writing the future in the lives of generation next. Perhaps we can redefine VUCA as together we better develop “Vision, Understanding, Clarity and Agility” in our independent context.

Thanks to the organising committee. The success of these conferences is due in no small way to the dedication of Paul Teys and a series of conference committees who have dedicated their time and energy to benefit each of our Independent Schools and the students and communities that we serve.

I commend this conference to you. Welcome to Sydney.

Dr Stuart Quarmby
HICES Chair



INVITATION FROM THE CONFERENCE CHAIR

The HICES Biennial Conference is regarded by delegates who attend, as one of the country's premier professional learning opportunities. The theme for the 2018 Conference is *Agility in Leadership*. The venue has been moved from Brighton le Sands (its home for the last three conferences) to the swish Hyatt Regency on Darling Harbour. The timing of the conference remains at late June, Sunday 24 to Tuesday 26 June, 2018.

The 2018 Conference will be once again held over two and half days at the Hyatt and given the resounding success of the 2016 Conference we expect more than 200 educators from across Australia to attend. Invitations are being extended to more than 400 independent schools across Australia. Delegates to the conference will include Heads of the schools, senior and middle managers as well as teaching and support staff. The keynote speaker program has been confirmed and we are delighted to announce we have outstanding speakers from across Australia presenting; for example, Ben Walden, Lt. General (retired) David Morrison, Dr Gill Hicks, Dr Brendan Nelson, Dr Anne Aly, Mike Rolls, Erica McWilliam and Patrick Hollingworth.

On behalf of HICES and the conference committee, I encourage you to join your colleagues in Sydney in late June 2018 for what promises to be an exceptional conference.

Paul Tey
Conference Chair



SPEAKERS



OPENING GUEST SPEAKER

DR ANNE ALY is the Labor Federal Member for Cowan elected in 2016.

Anne's background is a Professor, Academic and Practitioner in the fields of counter terrorism and counter radicalisation. She has published over 50 articles and texts on terrorism and related issues and is the author and editor of five books. Anne is the founder of Australia's first non-government organisation to combat violent extremism. People against Violent Extremism (PaVE) is a not for profit organisation that developed a social media campaign against violent extremism and delivered a series of hackathons to harness young people's skills and talents to address issues in their communities.

Anne's contributions to national and international security have been recognised internationally. In 2015 she was the only Australian civil society representative to be invited to speak at President Obama's White House Summit on CVE. In 2014, she was named one of Australia's 100 most Influential Women by Westpac/Fin Review. In 2016 Anne was nominated for the Australian of the Year and received the prestigious Australian Security Medal.



KEYNOTE 1

THE LIGHT AND FAST ORGANISATION: A NEW WAY OF DEALING WITH UNCERTAINTY

Patrick Hollingworth, Speaker and Organisational Guide

Patrick Hollingworth works with people, teams and organisations to help them deal with a world which is becoming more volatile, uncertain, complex and ambiguous by the day. Patrick is an alpinist, loves alpine-style climbing in the mountains of New Zealand, Canada and France, and has studied the science of expedition-style climbing in the mountains of Pakistan, Nepal, Tibet, Alaska and Argentina. Over the past 15 years, he has climbed in small light and fast alpine-style teams, and he's climbed in rather large heavy and slow expedition-style teams (he's even led a number of them himself). He's seen the very best of what alpine style can offer, and also the very worst of what expedition style can deliver. He brings his experience, insights and wisdom to help organisations become light and fast, to enable teams to lead through extended periods of uncertainty, ambiguity and doubt.

ABSTRACT: Although we are constantly bombarded with talk about agility and innovation as the solution to disruption, what do those three words actually mean, and what does agility and innovation look like from an organisational perspective?

Gone are the days of stability and certainty. Instead, we must accept that the foreseeable future will be one of volatility and uncertainty.

In accepting this inevitability, we must understand why our traditional ways of doing things seem to be providing us with demising returns. This presentation is based on Patrick's successful book of the same name. This keynote looks at the causes of disruption (hint: it's a perfect storm-like combination of people, places and technology, interacting all at once to create a vortex of **volatility, uncertainty, complexity and ambiguity**) and delves into why so many of our organisations are today struggling with this rapid rate of change. We find out that both people and our traditional organisational structure for doing work are poorly suited to rapid change and complexity. **This keynote offers a solution to becoming truly agile and innovative - Patrick calls it light and fast.** If you want your organisation to become more agile and innovative, this is the first step - convincing your people of **WHY** it's so important, and **WHAT** it might look like. (The **HOW** is best delivered via a follow-up mixture of Patrick's workshops and programs). **This keynote is the perfect one to kick off a large event or new 'change' initiative.** It sets the scene early in the day with a sense of urgency about the need to embrace and adapt to this change. Confronting? Perhaps. But necessary? Absolutely (after all, organisational relevancy is at stake here).



KEYNOTE 2 INSPIRATIONAL LEADERSHIP

Ben Walden, Director, Contender Charlie Ltd

Ben Walden is an international speaker and workshop leader in the realm of education. He has been a main keynote speaker at many conferences in Europe, Asia, the Americas and Australia. He also works with many individual schools, looking at themes of leadership and inspiring communication with both staff and - especially - students. In the 1990's he played several leading roles in London's West End theatre and as a member of the inaugural company at the new Shakespeare's Globe.

He has also spoken on leadership and the arts at many business conferences, including at both Harvard and Columbia Business Schools.

ABSTRACT: Henry V - Inspirational Leadership, uses Shakespeare's play to look at major educational leadership themes at every level of school life. We believe that anyone involved in the teaching, mentoring or supervision of young people is in a key leadership role, whether they are currently aware of that or not. Henry V is the story of a leader who unites his people around a common goal, overcoming many obstacles in his path on his way to achieving a remarkable victory against significant odds. School Leaders and teachers need to be visible. They need to communicate vision and purpose in a way that inspires their teams and truly reflects their passion and commitment with authenticity.



KEYNOTE 3

AMPUTATE DEAD WEIGHT

Mike Rolls, Professional Speaker

Mike Rolls is a survivor of one of the deadliest diseases on the planet. Mike was left with horrific internal and external injuries, including multiple amputations. His chances of survival were estimated to be as little as 5%. His family were told to say goodbye on several occasions. Mike fought hard for life, and would spend the next 6 months in hospital. Starting at rock bottom, Mike spent the next few years adapting to this new life. His journey back to health has been aided by his positive outlook, an adaptive mindset and a commitment to consciously embrace challenge. Mike has accomplished things that at one time seemed impossible, like running again, representing Australia in golf, Climbing Australia's tallest buildings as well as mentoring and supporting others who experience similar circumstances.

ABSTRACT: Mike's message "Amputate Dead Weight" is derived from his personal experience with amputation and adversity. Mike believes that in order to become the best version of ourselves, we need to actively eliminate negative elements that exist in our lives – amputating the dead weight. In 2009, 8 years after his initial illness, Mike made the incredibly tough decision to amputate his only remaining leg and become a double below knee amputee. It was this decision that allowed him to reach far greater personal and professional heights as the troublesome leg was negatively impacting his life. Mike takes his audience through this same process of elimination – it's a challenging message that will encourage us to identify the "Dead Weight" and free ourselves from it once and for all.



KEYNOTE 4

CULTURE, LEADERSHIP, AND THE LANGUAGE OF CHANGE

David Morrison AO, Former Chief of Army

Retired Lieutenant General Morrison concluded his appointment as Australia's Chief of Army in May 2015. During a 36-year career as a soldier he saw operational service in Bougainville and East Timor and as an Australian Army Officer led troops from platoon level all the way up to three-star General - Chief of Army. This is an appointment he held for the last four years of his service. His loyalty to his profession and outstanding performance was recognised by being made an Officer in the Order of Australia in 2010.

In his tenure at the top of Australia's Army, David has faced many leadership challenges but he is probably best known for his strong public stance on gender equality and leading cultural change in large organisations. His three-minute address, via video, to his workforce in the wake of a particular instance of poor behaviour by a group of officers and senior soldiers, was posted on YouTube and has had over 1.6 million views. He has spoken about diversity and culture to the United Nations International Women's Day Conference in New York, and was a closing speaker, with Angelina Jolie, William Hague and John Kerry at the Global Summit to Prevent Sexual Violence in Military Conflict in London in 2014.

The Australian Financial Review named David Morrison as one of Australia's leading influences on culture in 2014 and Boss Magazine included him in its top dozen leaders in Australia in the same year. In 2015, David was appointed Chair of the Diversity Council Australia, appointed to the board of Our Watch. David was Australian of the Year for 2016.

ABSTRACT: Every organisation has its own particular culture and it is pervasive. It influences how values are shaped and how goals are set. Culture underpins an organisation's history and it helps to define the organisations place in a changing world. It is my belief that it is based, largely, on the tone set by the leadership team and by the fundamental stories that members of the organisation tell themselves about themselves. A positive culture is critical to the health of any organisation, but it needs to be continually monitored by the leadership team to ensure that it is based not just on past achievements but, equally, on its capacity to meet the challenges of the future. Finding the language of change, especially in times of organisational stress, is essential if a relevant and timely vision is to be conveyed to a workforce. True agility and adaptability is founded on inclusion - of people, talent, ideas and aspirations. This presentation will provide a case study, based on personal experience of tackling entrenched cultural issues in order to build a better, more effective organisation for the future.



KEYNOTE 5

WHAT I DIDN'T KNOW, I DIDN'T KNOW

Dr Gill Hicks, Founding Director, M.A.D. Minds

Globally renowned as an advocate for sustainable peace and a valuable resource in countering violent extremism, Gill Hicks is widely considered one of the world's most thought-provoking, powerful and life-affirming speakers. Her devotion to making a personal greater contribution and positive difference to the urgency of building peace was realised when she was made permanently injured in the London bombings on July 7th, 2005.

Her 'lived experience' - from survival to rehabilitation as a double amputee - created a clear demarcation from all she had known before the bombings: at the helm of some of the UK's most prestigious and respected institutions, including Publishing Director of the architecture, design and contemporary culture magazine, Blueprint, Director of the Dangerous Minds design consultancy, and Head Curator at the Design Council, along with being one of the first women to be invited to become a Fellow of the Royal Society for the Encouragement of Arts, Manufactures and Commerce. Her 'second life' is built on what she describes as a series of conscious choices, mindfulness and being aware of the importance of the moment. Gill shares what she has learned about herself, humanity and the extraordinary and inherent ability to rise in the wake of adversity.

ABSTRACT: Acknowledging the value of Lived Experience.

Taking risks, leaping into the unknown, can be deemed as being irresponsible, naïve and perhaps immature – however, there can be a wondrous journey through life if 'we' are propelled by a *wanting to know* and sustained by *finding out*. Our 'lived experience' is our asset, acknowledging our past offers us the wisdom to appreciate just how much there is to learn and to commit to a life time of enquiry.



KEYNOTE 6

LEADING LEARNING IN THE AGE OF TRUMP

Erica McWilliam, Adjunct Professor, Creative Industries, QUT

Erica McWilliam (Adjunct Professor, Faculty of Education, QUT) is an internationally recognised scholar in the field of pedagogy with a particular focus on how teachers prepare young people for 'over the horizon' futures. In her numerous presentations to educational leaders, teachers, parents and students, she elaborates on the challenges faced by all those who are seeking to ensure that our young people will live, learn and earn well, in this demanding century. In particular, she stresses the importance of the role of teachers in providing 'low threat, high challenge' learning environments that assist young people to welcome error and the instructive complications of unfamiliarity and complexity. She is a Fellow of the Australian Council of Education, an Honorary Fellow of the Australia Council of Educational Leadership and an Associate Fellow of the Learning and Teaching Council of Australia. Her most recent book, *Educating Girls*, is published with the Queensland University Press and Brisbane Girls Grammar School.

ABSTRACT: To educate is to make an intervention into the lives of others. When we intervene, we bring with us certain assumptions about the value of what we are doing and why. In this presentation, Erica McWilliam explores what it means to lead learning endeavours in our schools as an ethical intervention in demanding times, when ignorance, anxiety and cynicism can be overwhelming. She begins by drawing a distinction between the *conditions* in which we lead, and the *problems* we must own and address. Erica then focuses more squarely on how we can build and sustain collaborative learning communities that foster educational well-being in our classrooms and schools.



KEYNOTE 7

TOPIC AND ABSTRACT STILL TO BE PROVIDED

Dr Brendan Nelson AO, Director, Australian War Memorial

Dr Brendan Nelson is the Director of the Australian War Memorial, a position he has held since December 2012. Prior to this, he was the Australian Ambassador to Belgium, Luxembourg, the European Union and NATO (2009–12). In his time as Ambassador he oversaw a major transformation in Australia's relationships with the European Union and NATO. Dr Nelson was the President of the Australian Medical Association (AMA). During his time as National President, he campaigned on a wide range of social policy issues, including Aboriginal health and immunisation, and led the campaign against tobacco advertising and sponsorship of sport.

Dr Nelson was elected to the Federal Parliament of Australia in 1996. In a distinguished political career he was Minister for Education, Science and Training, driving major reforms to universities and a focus on school standards and reporting. He was Minister for Defence when troops were deployed to Iraq, Afghanistan, East Timor and the Solomon Islands. He was the Leader of the Liberal Party of Australia, and served as Leader of the Opposition.

Dr Nelson was appointed an Officer of the Order of Australia (AO) in January 2016 for his services to the community, the parliament of Australia, diplomacy and cultural leadership.



WORKSHOP SESSIONS

MONDAY 11.45AM – 12.45PM & 2.45PM – 3.45PM (REPEATED)



Pastoral Care in a Pornified World

James Grady, School Chaplain / Speaker
St Paul's Grammar School & The Frank Chat

James is the School Chaplain at St. Paul's Grammar School, Penrith. He regularly speaks in schools about the issue of pornography as part of his own work, called 'The Frank Chat'. James' work was prompted by seeing the growing use of pornography amongst the students he taught and the need for a frank conversation about it.

ABSTRACT: How did we get to the point where pornography use among young people has become ubiquitous? This presentation considers the range of pastoral issues that result in schools from widespread pornography consumption and how we got here. Yet, many, if not most schools remain silent on this important issue. This presentation gives a range of suggestions and examples to implement within a school's wellbeing or pastoral program as well as through curriculum. It also considers how to address specific individual cases within schools from a wellbeing and discipline perspective.



Neuroscience Change Agility in a VUCA World Part 1 and Part 2

Dr David Paul, National Unit Convenor AIM Business School/Adjunct Lecturer
Australian Catholic University

Dr David Paul is a specialist in Complex, Organic, Large-Scale Organisational Change, Eupsychian leadership, Neuroscience and Mindfulness and People interventions. He is an experienced adult educator, senior advisor, mentor and coach to senior executives, CEOs and Heads of Government. David has lectured to over 25,000 MBA, and DBA managers and executives – these include senior managers, directors, executives and those who are c-level executives. David regularly advises public and private companies and their senior executives in the area of large-scale change and organisational transformation, which affects organisational culture, morale, communication and internal politics. One of David's key strengths is working with large teams and alliances to get key decisions in change, made and implemented.

ABSTRACT: In this two-part workshop, harness the power of the latest research on neuroscience to master the world you live in. A VUCA world is your best friend to take you to higher levels of change-thinking and emotional mastery. Yes, your best friend! Don't be dispirited by change, become a master of it. Internal agility empowers you to become an external ascendant. Transform the collective by connecting individuals. Together Everyone Achieves More.

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High Impact Teaching for Collaborative Learning: What Great Pedagogy Looks Like

Erica McWilliam, Adjunct Professor, Creative Industries, QUT

ABSTRACT: Erica's workshop will explore what highly effective teachers do to build, sustain and 'normalise' collaborative learning. Drawing on recent classroom research, she will share a range of useful pedagogical techniques for directing, supporting and sustaining collaborative learning in the context of a virtual ecology of digital disruption and distractibility and high stakes assessment. Insisting that all learning environments function best around facilitative routines, Erica will elaborate on pedagogical protocols for placing dynamic peer-with-peer collaboration at the centre of the inquiry-oriented learning environment.



Finding Coherence in a Complex, "Wicked" World

Paul Kidson, Lecturer, School of Education, University of Wollongong

Paul Kidson was a school principal for 11 years and a member of HICES between 2005-2015. He moved from principalship into doctoral research in educational leadership at the University of Sydney and now lectures in Educational Leadership in the School of Education, University of Wollongong.

ABSTRACT: Leading schools seems destined to grow more and more complex; "wicked" and challenging problems are ubiquitous, and answers to these problems aren't easily found. A compelling challenge for leaders is to be flexible, agile, courageous, and adaptive to help their communities flourish in the face of increasing complexity. But how, especially when daily pressures give little time to reflect on how to respond? Drawing on recent research with principals across Australia, this seminar brings together perspectives from seasoned leaders, inexperienced novices, reflective academics, and "what if" thinkers to help leaders embrace the paradox of complexity and coherence in their schools.



PROGRAM

SUNDAY 24 JUNE 2018

1:00pm Registration

3:00pm Welcome by HICES Chair, Dr Stuart Quarmby

Acknowledgement to Country, Dr Stuart Quarmby

3.15pm **Conference Opening:**
Dr Anne Aly, Labor Federal Member for Cowan

4.15pm **KEYNOTE 1**
The Light and Fast Organisation: A New Way of Dealing with Uncertainty
Patrick Hollingworth, Speaker and Organisational Guide

5:30pm Welcome Reception
– 7:30pm



MONDAY 25 JUNE 2018

8.30am **Registration continues**

9:00am **KEYNOTE 2 - Inspirational Leadership**
Ben Walden, Director, Contender Charlie Ltd

10.30am Morning Tea with Trade Exhibitors

11.00am **KEYNOTE 3 - Amputate Dead Weight**
Mike Rolls, Professional Speaker

11:45am **WORKSHOP SESSIONS, ROUND 1**

A1 **Impact Teaching for Collaborative Learning: *What Great Pedagogy Looks Like***
Erica McWilliam, Adjunct Professor, Creative Industries, QUT

A2 **Pastoral Care in a Pornified World**
James Grady, School Chaplain / Speaker, St Paul's Grammar School & The Frank Chat

A3 **Neuroscience Change Agility in a VUCA World Part 1**
Dr David Paul, National Unit Convenor AIM Business School/Adjunct
Lecturer Australian Catholic University

A4 **Finding Coherence in a Complex, "Wicked" World**
Paul Kidson, Lecturer, School of Education, University of Wollongong

12:45pm Lunch with Trade Exhibitors

1:45pm **KEYNOTE 4 - Culture, Leadership, and the Language of Change**
David Morrison AO, Former Chief of Army

2:45pm **WORKSHOP SESSIONS, ROUND 2 (ROUND 1 REPEATED)**

3:45pm Afternoon Tea with Trade Exhibitors

4.15pm **Personal time for delegates** to explore Darling Harbour, the CBD, The Rocks, Circular Quay, catch up with colleagues, or have a nanna nap!

6:30pm Pre-Dinner Drinks – Maritime Ballroom, Hyatt Regency Hotel

7.00pm **Conference Dinner** – Maritime Ballroom, Hyatt Regency Hotel

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TUESDAY 26 JUNE 2018

9:00am **KEYNOTE 5 - What I Didn't Know, I Didn't Know**
Dr Gill Hicks, Founding Director, M.A.D. Minds

10:00am Short break

10:10am **KEYNOTE 6 - Leading Learning in the Age of Trump**
Erica McWilliam, Adjunct Professor, Creative Industries, QUT

11:10am Morning Tea with Trade Exhibitors

11:40am **KEYNOTE 7 - TOPIC AND ABSTRACT STILL TO BE PROVIDED**
Dr Brendan Nelson AO, Director, Australian War Memorial

12:40pm Close and Lunch

2:00pm HICES AGM for Principals

SOCIAL FUNCTIONS



Welcome Reception

VENUE: Maritime Ballroom

DATE: Sunday 24 June

TIME: 5.30pm - 7.30pm

DRESS: Smart Casual

COST: Included in full registration

ADDITIONAL

TICKETS: \$70.00

PROVIDED: Drinks and canapes



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Conference Dinner

VENUE: Maritime Ballroom

DATE: Monday 25 June

TIME: 6.30pm Pre-dinner Drinks

DRESS: Business Suit / Evening Wear

COST: Included in full registration

ADDITIONAL

TICKETS: \$110.00



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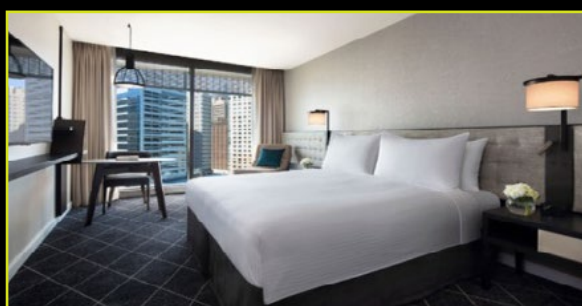


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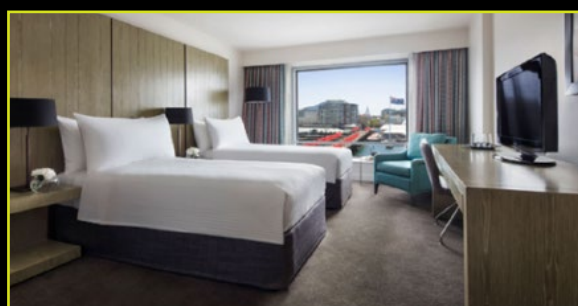
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Valet parking is available for in house guests only at a fee of AUD\$70.00 for 24 hours and includes unlimited in-and-out access. For Guests that prefer to self-park they will have the option to pay directly to the Car Park opposite the Hotel and at the rates that are charged by Wilsons.

Early Bird Parking Mon – Fri \$30.00

Entry between 6.00am and 9:30am, exit between 2:30pm and 7pm. Validate ticket on level 4 and park on Level 5 or Level 6.

Casual Hourly Rates

Mon - Fri

0.0 - 0.5 hrs	\$5.00
0.5 - 1.0 hrs	\$29.00
1.0 - 1.5 hrs	\$52.00
1.5 - 2.0 hrs	\$62.00
2.0 - 3.0 hrs	\$69.00
3.0 + hrs	\$79.00

Public Holidays: Weekend Rates Apply

SPECIAL DIET OR OTHER REQUIREMENTS

Delegates with special requirements should ensure details are included on the registration process under the "special diet" section. Special dietary requirements must be advised in advance, as special meals cannot be arranged without seven days' notice to the venue. During the breaks please look for the "Special Diets" table. If there is no allocated seating at the Conference Dinner you will need to ask the waiter for your special meal.

WHAT TO WEAR

Dress for the conference is **smart casual**, except for the Conference Dinner where the dress is **lounge suit or evening wear**.

WEATHER

Sydney enjoys a temperate climate with a mild winter, and has more than 340 sunny days a year. Average minimum temperatures in the winter months of June through to August are around 9 to 18 degrees Celsius.

PROGRAM DISCLAIMER

The speakers, topics, and times are correct at the time of publishing; however, in the event of unforeseen circumstances, the organisers reserve the right to alter or delete items from the Conference Program.

PRIVACY ACT

In registering for this conference, relevant details will be incorporated into a delegate app for the benefit of all delegates (name and organisation only), and may be made available to HICES sponsors (subject to strict conditions). When completing the registration process, you can select whether the details supplied by you may be used by these organisations.

CONFERENCE PARTNERS' POLICY

We respectfully remind you that partners accompanying delegates are - **not eligible** to attend conference sessions and do not qualify for refreshments and lunches during the day **unless they have registered**. Any partner wishing to attend events not previously selected and paid for in his or her registration may do so at the Conference Registration desk. We would be pleased to accommodate any requests where possible.

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CANCELLATION POLICY

Registration cancellations will not be accepted unless made in writing. Cancellations made before **Friday 25 May 2018** will be refunded less 25% of the Conference Registration fee, to cover administration costs. No registration refunds will be given after this date, however, substitute delegates are welcome.

REGISTRATION AND ACCOMMODATION CHANGES POLICY

Registration and accommodation changes will not be accepted unless made in writing. Changes made within 14 days of the event may incur costs due to specific hotel and venue policies.



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