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# Welcome



We are delighted to bring you the programme for the fourth annual Charity People & Culture Conference - the only event in the charity sector that combines technical HR and employment issues with themes of leadership, employee engagement and organisational culture. This year's programme offers more choice than ever before, with three streams covering compliance and governance; diversity and equality; and leadership and values. At a time when the charity sector is facing unprecedented public scrutiny and being challenged to demonstrate the very highest standards of integrity and effectiveness, this conference offers an unrivalled opportunity to hear what other organisations are doing to build solid foundations for regulatory compliance, create healthy and happy workplaces, and motivate and empower their teams. If you have responsibility for managing people at your charity, this is the conference for you. I do hope you'll join us for what promises to be an inspiring and informative day.

09:00	Registration, refreshments & networking		
09:30	<b>Chair's welcome</b> <b>Tania Mason</b> , editor, <i>Governance &amp; Leadership</i>		
09:35	<b>Opening keynote: Diversity is beautiful</b> Using her award-winning comedy and personal insights as a wobbly woman, Francesca will talk about how we need to embrace diversity and see the profound benefits it can bring, both on a personal level and to society as a whole. She'll explore our culture's widespread fear of difference and propose a revolution in our attitudes towards diversity in all its forms. After all, diversity is why we exist... without it, there would be no evolution, no life, no human beings. On every level - biologically, genetically, culturally, artistically - diversity makes us stronger. <b>Francesca Martinez</b> , writer, actor, comedian		
10:15	Transit time		
10:20	<b>Speed networking</b> An early chance to meet fellow delegates and break the ice, moving from one to the other when the bell rings. Use this opportunity to learn about other charities, projects and the requirements of other attendees and swap business cards in a friendly, informal environment.	<b>Laughter is the best medicine</b> Back by popular demand, laughter coach Jo Bluett will host an interactive session showcasing the physiological and psychological power of laughter, as well as insights into the science behind it. Jo will demonstrate how a hearty chuckle can unite physical, mental and emotional health and share tips on how to apply this alternative therapy in your workplace. As seen on BBC2's 'Trust me, I'm a doctor!' <b>Jo Bluett</b> , founder, Laughter For Health	
10:45	Transit time		
10:50	<b>Resilient, robust and ready; holding onto your sanity in an increasingly crazy world</b> Drawing on a combination of research, theory, personal experience and the power of storytelling, Sarah Pryce will share her seven-point model on building resilience. Join this session to hear practical steps that you can take back to your own charity. <b>Sarah Pryce</b> , chair, Cornwall Air Ambulance and non-executive director, Royal Cornwall Hospital Trust		
11:20	Networking break		
11:50	<b>Implementing a counter-fraud culture</b> Fraud costs the charity sector around £2.3bn a year, according to estimates, and is only going to get worse. From employee or trustee theft, to cyber crimes such as phishing scams or ransomware, any charity can fall victim to fraud, and the damage to finances and reputation can be fatal. But there are steps you can take to improve your vigilance and boost your defences against fraudsters. Join this session to learn how to embed an anti-fraud culture throughout your organisation, so that all your people, policies and procedures are tuned to resist attacks by fraudsters. <b>John Baker</b> , director of anti-fraud/bribery, Moore Stephens		
12:20	Transit time		
	<b>Stream 1: Compliance and Governance</b> Chaired by: <b>Alice Sharman</b> , website editor, Civil Society Media	<b>Stream 2: Diversity, Equality and Inclusion</b> Chaired by: <b>Peter Olawaye</b> , Our Future programme lead, EY Foundation	<b>Stream 3: Leadership and Values</b> Chaired by: <b>Tania Mason</b> , editor, <i>Governance &amp; Leadership</i>
12:25	<b>Redundancies, reputations and references - a legal update on the rules on terminating employment</b> Want to let your chief executive go? Has your finance director come to the end of the road? No longer need your head of development? In this session, employment law expert Kathy Halliday will explain what you can or can't say in references and why new rules from HMRC around notice pay contract terminations mean your procedures for having protected conversations and entering into settlement agreements might need to be tightened up. <b>Kathy Halliday</b> , partner, VWV	<b>Leading the way on diversity and inclusion</b> Victim Support created its first Diversity Forum of staff and volunteers 11 years ago, and is already on its third diversity and inclusion strategy. It's been Stonewall's top charity in the Workplace Equality Index for three years running, achieved the Leaders in Diversity accreditation and is a top-50 Inclusive Employer. Natasha Broomfield-Reid, who led this work, will share her top tips for embedding diversity and inclusion across a geographically-dispersed organisation, to ensure that staff and volunteers are supported and the needs of all beneficiaries are met. <b>Natasha Broomfield-Reid</b> , diversity and inclusion lead, Victim Support	<b>Adopting feminist leadership principles throughout the organisation</b> ActionAid International's new ten-year strategy enshrines women's rights in everything it does. Keen to reflect this in its own culture, ActionAid UK has decided to implement feminist leadership principles throughout the charity. In this session, Andrea Metcalf will explain what 'feminist leadership' means in practice, how to embed it organisation-wide, and what benefits it brings in terms of safeguarding and staff behaviours. <b>Andrea Metcalf</b> , deputy director of people & culture, ActionAid UK

12:55	Lunch, networking & time to visit exhibition		
14:00	<b>Avoiding scandal by building solid foundations</b> The safeguarding crises that hit the headlines in February exposed failings across different types of charities, and sent many organisations scrambling for their risk registers. Yet it's not always easy to convince staff of the importance of getting the basics right. In this session, Helen Giles will share her experiences of embedding a culture of safety and compliance right across an organisation, in a way that goes much deeper than just ticking boxes. <b>Helen Giles</b> , executive director of people and governance, St Mungo's	<b>Practical facilities that support healthy and inclusive workplaces</b> When the leases on Arthritis Research UK's two London premises were approaching their end, the charity consulted staff about their ideal work environment and desired ways of working. This sparked the development of the Flex workplace programme, an inspiring office design and staff wellbeing initiative that is specifically designed to promote employee health and wellbeing, particularly musculoskeletal health. <b>Nicola Peachey</b> , director of HR & organisational development, Arthritis Research UK	<b>Innovation in leadership, performance management and pay</b> In the past few years, a transformation in RSPB's people directorate has covered everything from wellbeing to diversity to volunteer management. More than half the workforce have now taken part in the new leadership programme Developing One Team, which is changing behaviours and ways of working. But perhaps the most fundamental shift has been the overhaul of performance assessment and pay structures, to create a transparent and equitable new model which links individual performance with charity strategy. <b>Ann Kiceluk</b> , executive director of people, RSPB
14:30	Transit time		
14:35	<b>Embedding a culture of data security in the GDPR era</b> Any organisation can write policies and procedures; the real challenge is in getting every staff member to use them. And fundraising charities are not the only ones with risks - what organisation doesn't hold people's personal data? Elaine Floodgate, who co-chaired the Charity IT Leaders' GDPR sub-group, will share her top tips for how to implement a culture of data protection throughout your charity, including how to persuade individuals to take personal responsibility. <b>Elaine Floodgate</b> , director of risk and governance, Catch 22	<b>Tackling institutional racism and promoting BAME talent</b> In the last three years, NUS has begun to implement a Race Matters action plan to support the student movement to increase the representation of staff of colour and challenge racism; commissioned a review of racial inequalities throughout its organisation; and devised a five-year Race Equity Plan to tackle institutional racism and improve staff diversity. As well as launching a major programme to diversify the NUS workforce, trustee board and senior executive team, it has created the new role of race equity director and rolled out training to all staff. <b>Mandeep Rupra</b> , race equity and inclusion manager and <b>Simon Blake</b> , CEO, National Union of Students	<b>Managing change - how to stay on track while completely changing direction</b> Disability charity Scope is in the midst of a wholesale strategic change process; it has divested all of its regulated and day services, transferred two-thirds of its staff, and is set to move head office. How do you maintain staff morale and motivation at a time of such upheaval? In this session, Mark Atkinson will relate the journey to refocus a fragmented organisation with several different cultures, by investing in learning and development, devising a new values framework and defining a whole new organisational culture. <b>Mark Atkinson</b> , chief executive, Scope
15:05	Networking & refreshment break		
15:30	<b>Rebuilding the trust and confidence of your workforce after a crisis</b> Muslim Aid has survived financial irregularities, a statutory inquiry from the Charity Commission and the appointment of an interim manager. It now has a new constitution, a new board, and a new chief executive, Jehangir Malik. In this session Jehangir will outline the steps he has taken to strengthen internal controls and rekindle morale among the charity's staff in the wake of the crisis. <b>Jehangir Malik</b> , chief executive, Muslim Aid	<b>Closing the gender pay gap</b> Earlier this year the Wellcome Trust reported a gender pay gap of 20.8 per cent, slightly higher than the national average of 18 per cent. Nearly two-thirds of its staff are women, yet 11 of its 13-strong executive team are men. The Trust has promised to eradicate its gender pay gap and to have a gender-balanced executive team by 2023. Join this session to find out how it plans to do so. <b>Ed Whiting</b> , chief of staff, and <b>Sarah Christie</b> , programme manager, diversity and inclusion, Wellcome Trust	<b>Building a 21st Century Mencap through new values and culture</b> Four years ago, Mencap's new chief executive set out on a mission to revitalise the charity. 21st Century Mencap is a transformational change programme developed from the ground up. A new set of values was devised that were built into every people process, including performance management, employee awards, recruitment and induction, benefits and rewards. The charity also developed a bespoke leadership model, Our Leadership Way. <b>Sara Sheard</b> , deputy people director, Mencap
16:00	Transit time		
16:05	<b>Panel debate: Challenging racial inequality and prejudice in charity leadership</b> In this lively and interactive closing session, our panellists will pinpoint the barriers to progression for aspiring BAME leaders in the charity sector, and identify some practical steps that organisations can take to urgently redress the balance. Chair: <b>Rob Berkeley</b> , trustee, the Baring Foundation; panellists <b>Thomas Lawson</b> , chief executive, Leap Confronting Conflict; <b>Dr Wanda Wyporska</b> , executive director, the Equality Trust; <b>Vicky Browning</b> , chief executive, Acevo; <b>Sufina Ahmad</b> , City of London Corporation and chair of the Institute of Fundraising's expert panel on diversity; <b>Tessy Ojo</b> , chief executive, The Diana Award		
16:50	<b>Chair's closing remarks</b>		
17:00	Networking drinks reception		

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