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09:00	Registration, refreshments & networking		
09:30	Chair's welcome Introductions and ice-breakers Tania Mason , editor, <i>Governance & Leadership</i>		
09:35	Opening keynote: Power and solidarity in practice – your organisation and you Sabah Choudrey is a hairy brown transgender Muslim who co-founded Trans Pride Brighton in 2013 and has worked with queer, trans and non-binary youth since 2014. In this candid and reflective opening keynote, Sabah will share their own experiences working in the third sector of being 'the only trans/brown person' in the room, what that says about power and (in)equality in charities for staff and beneficiaries, and why it's so necessary to be aware, act transparently and sensitively with their organisational priorities. Sabah will also give simple actions for charities to demonstrate solidarity and be true allies with their LGBTQ and trans colleagues, people of colour and faith. Sabah Choudrey , queer and trans writer and speaker, community activist		
10:15	Transit time		
10:20	Speed networking 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.	Building personal resilience in a fast-paced world We live in complex, uncertain and ever-changing times. In order to navigate such times, we need to build resilience. This session gives attendees the opportunity to understand feelings of overwhelm or uncertainty that arise in volatile, uncertain, complex and ambiguous times. We will explore what resilience means and how it can help us navigate, and thrive in, this modern and complex world. Attendees will learn five tried and tested strategies to take away and implement in their day to day lives. Hannah Massarella , founder, Bird	
10:45	Transit time		
10:50	Raising the bar for positive mental health in the charity sector Thankfully, mental ill health no longer carries the stigma it once did, but this societal shift has placed new responsibilities on organisations. By the nature of their work, charities employ some of the most at-risk personnel, particularly those that are sent overseas. What strategies and processes can organisations develop to minimise the risk to employees' and volunteers' mental health, and ensure they receive the right support to help them cope with the challenges they encounter in the course of their work? Tim Brangwyn , managing director, Millstream Underwriting and Simon Worrell , global medical director, the Collinson Group		
11:20	Networking break		
	Stream 1: Managing Change Chaired by: Kirsty Weakley, news editor, Civil Society News	Stream 2: Equality, Diversity & Inclusion, and Wellbeing Chair: Stephen Cotterill , editor, <i>Fundraising Magazine</i>	Stream 3: Leadership and People Chaired by: Tania Mason , editor, <i>Governance & Leadership</i>
11:50	1A. Translating values into actions to create a happier workplace Four years ago, morale and motivation among the workforce at The Advocacy Project was at rock-bottom, with staff turnover above 50 per cent. The implementation of transparent and values-based leadership, along with targeted training and development and a comprehensive mental health and wellbeing programme, has transformed the charity's culture and people's relationships with the organisation – as evidenced by a massive improvement in staff survey results. Judith Davey , chief executive, The Advocacy Project	1B. Live well. Work well: Embedding health and wellbeing in an organisation's DNA <ul style="list-style-type: none"> Developing and implementing a health and wellbeing strategy worthy of a world-class health charity Integrating your health and wellbeing strategy into your people strategy Designing campaigns and activities to engage staff and volunteers in a diverse and geographically spread organisation Using employee survey data to create appropriate messages and interventions for different sections of your workforce Changing the culture around mental health Kerry Smith , director of people and organisational development, British Heart Foundation	1C. Implementing a diverse and inclusive culture through feminist leadership principles <ul style="list-style-type: none"> Reflecting the mission of the organisation Diversity at the leadership level – governance and management Developing an inclusive culture Providing support and training to all staff on diversity and inclusion Learning and collaborating with external partners on diversity and inclusion Girish Menon , chief executive, ActionAid
12:20	Transit time		
12:25	2A. Doubling and tripling organisation size without losing your culture <ul style="list-style-type: none"> Reviewing the three stages of organisational growth Engineering organisational culture in foundations of individual staff members Mastering the alchemy of people Investing in and valuing people on a shoestring Understanding each member of staff as their whole selves Asking better questions to truly understand staff challenges Sandra Schembri , CEO, The House of St Barnabas	2B. Practical means to tackle the charity sector's mental health crisis <ul style="list-style-type: none"> Understanding why supporting employees' mental health is essential Spotting and responding to signs of mental illness Training and application of mental health first aiders Deborah Adwent , operations manager and Wendy Fielding , lead verification and standards officer for mental health and wellbeing, St John Ambulance	2C. Closing the pay gaps <ul style="list-style-type: none"> Assessing gender pay gaps in the charity sector Understanding that pay equality is not about doing the same job, but about doing a job of equal value Pay benchmarking Developing a pay strategy to redress pay gaps Susan Cordingley , director of planning & resources, NCVO

12:55	Lunch and networking break		
14:00	<p>3A. The role of the HR department in upholding high standards</p> <p>A key responsibility of the HR function is to build and uphold the charity's reputation. This means that HR must not simply carry out management's bidding, but should challenge proposals and actions which are unethical and, importantly, lead by example. Join this session to learn how an HR team can contribute to building a culture that empowers managers to effectively and fairly manage their staff, in ways that exemplify the organisation's values and protect its reputation.</p> <p>Lorraine Robinson, senior people business partner and Emily Davis, organisational development manager, Mencap</p>	<p>3B. Understanding and tackling bullying in the workplace</p> <ul style="list-style-type: none"> • Why bullying occurs • Why bullying can go unchecked • Bullying's effect on individuals • Understanding gaslighting as a form of bullying • Building firm policies which set out standards of behaviour • Investigating impartially and fairly <p>Siobhan Endean, national officer, Unite the Union</p>	<p>3C. Attracting, recruiting and retaining the best talent</p> <ul style="list-style-type: none"> • Employer brand – how do we present ourselves to potential candidates? • Recruitment channels – how do we reach the widest possible pool of talent in a time and cost-effective way? • Application and selection – how do we ensure that our processes are accessible, streamlined and positive for all? • Onboarding and induction – how do we ensure that successful candidates have a warm and engaging experience between job offer and start date and into their first weeks? <p>Sarah Broad, chief operating officer, NPC</p>
14:30	Transit time		
14:35	<p>4A. Modernising the culture of a 195-year-old charity</p> <p>In recent years the RSPCA has been in the headlines for all the wrong reasons – outdated governance, allegations of bullying, inconsistent leadership. But its new CEO is determined to put people and culture at the heart of its future; he has bolstered the HR expertise, invested in management training and made clear that building a positive working culture is a top strategic priority. Join this session to hear the story of the RSPCA's transition from an organisation rooted in tradition and old habits to a modern, forward-looking charity that cares as much about its people as it does about animals.</p> <p>Chris Sherwood, chief executive, RSPCA</p>	<p>4B. Challenging attitudes to disability: How to be a disability-inclusive employer</p> <p>New research by Leonard Cheshire found that seven in ten disabled workers have had to drop out of work because of their disability or a health condition, even though employers are legally required to make reasonable adjustments to support individuals into and at work. What steps can charities take to make their organisations welcoming and inclusive places, and seize the opportunity of this untapped talent pool?</p> <p>Daniel Wiles, disability trainer & Verity Ayling-Smith, senior youth employment officer, Leonard Cheshire</p>	<p>4C. Innovation in leadership, performance management and pay</p> <p>In the past few years, a transformation in RSPB's people directorate led by Ann Kiceluk has covered everything from health and wellbeing to diversity and volunteer management. More than half the workforce have now taken part in Developing One Team, a leadership programme delivered to line managers and cascaded to their teams. But perhaps the most fundamental shift has been the overhaul of performance assessment and pay structures, to create a transparent and equitable new model and which links individual performance with charity strategy.</p> <p>Ann Kiceluk, executive director of people, RSPB</p>
15:05	Networking break		
15:30	<p>5A. Taking people with you when you radically change course</p> <p>The National Lottery Community Fund has not only undergone a recent rebrand, it has transformed itself from a centralised, desk-based operation into a place-based funder that is rooted in local communities, both literally and figuratively. But this has required more than just new premises and systems; it has meant the workforce has had to adopt a whole new mindset – often easier said than done. Join this session to hear how Europe's biggest community funder has carried out the biggest restructure in its history, and how it is effecting the culture change essential to make it a success.</p> <p>Neil Harris, head of people, National Lottery Community Fund</p>	<p>5B. Creating an LGBT culture for both staff and clients</p> <p>St Mungo's has appeared in Stonewall's list of top 100 LGBT employers for the last six years, and this year was also one of 14 organisations named as a Top Trans Employer. Inclusion is one of St Mungo's five core values and the charity makes sure LGBT awareness and inclusion are a key pillar of the organisation's culture. In this session, Amy Gibbons will outline how the charity operates its seven EDI networks, as well as giving specific detail on its recent trans policies and how it creates a trans-inclusive environment for both staff and beneficiaries.</p> <p>Amy Gibbons, head of client involvement, diversity and inclusion, St Mungo's</p>	<p>5C. Safeguarding reality check: Where are we and where should we be?</p> <p>Join this session to hear from the co-chairs of the Bond/DfID working groups on safeguarding on:</p> <ul style="list-style-type: none"> • Instilling employees, volunteers, consultants and service users with the confidence to come forward if they witness or experience bad practice • The role of trustees, managers and individuals in ensuring everyone connected with the organisation is kept safe • Adopting a survivor-centred approach to investigations and complaints <p>Kathryn Gordon, executive director, people & organisation development, VSO; Clare Conaghan, executive director of HR and Frances Longley, executive director for programmes and policy, CARE International UK</p>
16:00	Transit time		
16:05	<p>Panel debate: #AtWhatCost: Tackling sexual harassment and misconduct in the charity sector</p> <p>The Presidents Club, Oxfam, Save the Children, "handsy" fundraising gurus, #AidToo - the last couple of years has seen a steady stream of stories exposing sexual misconduct in charities at home and abroad. Join our expert panel who will consider the extent and severity of the problem, advise how to create a robust sexual misconduct policy, and explore how to change the individual attitudes and power imbalances which contribute to sexual harassment in the sector.</p> <p>Ruby Bayley-Pratt, policy and research manager (fundraising), British Red Cross; Peter Reeve, chair, Charities HR Network; Dr Diane Chilangwa Farmer, trustee, Concern Worldwide; Dr Shola Mos-Shogbamimu, founder & editor-in-chief of the Women in Leadership publication; Caioleann Appleby, project leader, Rogare Gender in Fundraising task group</p>		
16:50	Chair's closing remarks		
16:55	Networking drinks reception		

CHARITY PEOPLE & CULTURE

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