CIPD Annual Conference and Exhibition

70th Anniversary!

Embracing the new world of work

8–9 November 2017
Manchester Central

cipd.co.uk/bookACE

Save with early bird discounts before 7 September

#cipdACE17
Embracing the new world of work

There is an ancient Chinese saying; ‘may you live in interesting times’. And whatever you think about the major trends affecting organisations today – from the constantly changing socio-political landscape to automation, the gig economy and flexible working – we are undeniably living in interesting times. I’ve always said there’s never been a more interesting and important time to be in HR, and that’s as true today as it was five years ago when I first joined the CIPD.

At this year’s Annual Conference and Exhibition, we’ll explore how to embrace the new world of work, with all of the challenges and opportunities it presents, but also how we can use our unique expertise to help shape a future that benefits everyone. Our programme has been designed to give you everything you need to strive and thrive in an ever-changing world of work, but also to create the best possible outcomes for organisations, people and wider society.

This year’s event will focus on establishing a greater understanding of the major trends affecting people at work. Discover how smarter job design, inclusive workplaces, employee voice and purposeful leadership can help organisations to innovate and make the most of the people they engage. Through debates, case studies and workshops, you’ll learn how to embrace the new world of work, empowering you to contribute to work as a force for good. Benefit from new content streams, a wide variety of learning formats, and insights from thought-leaders, expert practitioners and even a conductor accompanied by an orchestra!

Peter Cheese
Chief Executive, CIPD
Design a programme to suit your interests and learning style

Five conference streams
We’ve grouped sessions into streams to help you navigate the broad range of topics available and to find the sessions most relevant to you. You can choose sessions from across the five streams or you can focus on one – the choice is yours.

Organisational change, new ways of working, the implications of using people data, analytics and the importance of strategic and evidence-based decisions.

Leadership, line management skills, the importance of coaching and continuous learning, effective talent attraction and unbiased recruitment practices.

The impact of the digital revolution of work, the rise of technology, the shifting socio-political landscape, and our moral imperative to champion inclusion, fairness and good work.

Holistic well-being strategies, flexible-working, people engagement and behaviour, workspace design and the impact of multiple generations in the workplace.

Covering new trends in performance management, reward, the latest developments in employment law, apprenticeships and the role of business partnering.

Workday is a leading provider of enterprise cloud applications for finance and human resources. Founded in 2005, Workday delivers human capital management, financial management, and analytics applications designed for the world’s largest companies, educational institutions, and government agencies. Hundreds of organisations, ranging from medium-sized businesses to Fortune 50 enterprises, have selected Workday.

From short courses to apprenticeships and full qualifications, The Open University ensures learning with organisational impact. We are flexible-learning pioneers and experts in how working adults learn. Our blended learning methods allows your staff to study around their busy schedules and immediately apply their new skills and knowledge to the workplace.

Six session formats

Keynotes
Opening and closing sessions to provoke and inspire.

ACE talks
Mini keynotes from high-profile authors and thought leaders.

Case studies
Real examples from organisations leading the way.

Panel discussions
Expert panels discussing the latest insights.

Debates
Professionally facilitated debates on hot and controversial topics – new for 2017.

Workshops
Practical and interactive learning to apply in your own organisation.
## The conference at-a-glance

Choose a one- or two-day ticket and then select the sessions most relevant to you. You can select by stream or format, or you can mix and match.

### DAY 1

#### Wednesday 8 November

<table>
<thead>
<tr>
<th>Event</th>
<th>Time</th>
<th>Speakers/Institutions</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Opening keynote</strong> A Fair and Inclusive Digital World that Works for Everyone</td>
<td>10:00 - 11:30</td>
<td>Martha Lane Fox&lt;br&gt;Founder &amp; Executive Chair of Doteveryone.org.uk, former UK Digital Champion and Co-founder of Lastminute.com</td>
</tr>
<tr>
<td>Networking coffee break in the exhibition – 30min</td>
<td>12:00 - 13:00</td>
<td></td>
</tr>
<tr>
<td>Migration and the Socio-Political Shifts Affecting the Future of Work</td>
<td>A1</td>
<td>Professor Alexander Betts&lt;br&gt;Professor of Employment Relations, University of Surrey</td>
</tr>
<tr>
<td>From Annual Appraisals to Continuous Performance Management</td>
<td>A2</td>
<td>Cath Kidston, Elia’s kitchen</td>
</tr>
<tr>
<td>Delivering Successful Business Transformation</td>
<td>A3</td>
<td>ZPG Ltd - Zoopla, Royal Dutch Shell</td>
</tr>
<tr>
<td>Does Engagement Actually Increase Productivity in the Workplace?</td>
<td>A4</td>
<td>University of Surrey, Institute for Employment Studies</td>
</tr>
<tr>
<td>Networking coffee break in the exhibition – 30min</td>
<td>14:30 - 15:30</td>
<td></td>
</tr>
<tr>
<td>Artificial Intelligence and Human Wisdom in the Workplace</td>
<td>B1</td>
<td>Timandra Harkness&lt;br&gt;Director, Leadership Academy, HR Strategy Unit, CIPD</td>
</tr>
<tr>
<td>Aligning Your Approach to Employee Feedback with Your Engagement Strategy</td>
<td>B2</td>
<td>Cath Kidston, Elia’s kitchen</td>
</tr>
<tr>
<td>Equipping Line Managers with Coaching and Mediation Skills</td>
<td>B3</td>
<td>WarChild, NHS London Leadership Academy</td>
</tr>
<tr>
<td>Adopting an Ethical Approach to HR and People Management</td>
<td>B4</td>
<td>CIPD, Cass Business School, NSPCC, Combatants for Peace</td>
</tr>
<tr>
<td>Workshop Employment Law Debrief: Understanding the New Landscape</td>
<td>W1</td>
<td></td>
</tr>
<tr>
<td>Workshop Ensuring Effective and Unbiased Recruitment Practices</td>
<td>W2</td>
<td></td>
</tr>
<tr>
<td>Workshop Redesign your Physical Environment to Encourage Engagement and Well-being</td>
<td>W3</td>
<td></td>
</tr>
<tr>
<td>Workshop Aligning Your Approach to Employee Feedback with Your Engagement Strategy</td>
<td>W4</td>
<td></td>
</tr>
<tr>
<td>Workshop Moving from Transactional to Strategic HR to Add Value to Your Business</td>
<td>W5</td>
<td></td>
</tr>
<tr>
<td>Workshop intent-based Leadership – Creating Leaders and Engagement at Every Level</td>
<td>W6</td>
<td></td>
</tr>
<tr>
<td>Workshop Do Diverse Teams Always Mean More Effective Workplaces?</td>
<td>W7</td>
<td></td>
</tr>
<tr>
<td>Workshop Intent-based Leadership – Creating Leaders and Engagement at Every Level</td>
<td>W8</td>
<td></td>
</tr>
<tr>
<td>Workshop Creating an Organisational Culture that Supports Flexible Working</td>
<td>C1</td>
<td></td>
</tr>
<tr>
<td>Workshop Moving from Transactional to Strategic HR to Add Value to Your Business</td>
<td>C2</td>
<td></td>
</tr>
<tr>
<td>Workshop Intent-based Leadership – Creating Leaders and Engagement at Every Level</td>
<td>C3</td>
<td></td>
</tr>
<tr>
<td>Workshop Creating an Organisational Culture that Supports Flexible Working</td>
<td>C4</td>
<td></td>
</tr>
<tr>
<td>Workshop Employment Law Debrief: Understanding the New Landscape</td>
<td>C5</td>
<td></td>
</tr>
<tr>
<td>Workshop Ensuring Effective and Unbiased Recruitment Practices</td>
<td>C6</td>
<td></td>
</tr>
<tr>
<td>Workshop Redesign your Physical Environment to Encourage Engagement and Well-being</td>
<td>C7</td>
<td></td>
</tr>
<tr>
<td>Workshop Intent-based Leadership – Creating Leaders and Engagement at Every Level</td>
<td>C8</td>
<td></td>
</tr>
<tr>
<td>Workshop Creating an Organisational Culture that Supports Flexible Working</td>
<td>C9</td>
<td></td>
</tr>
<tr>
<td>Workshop Employment Law Debrief: Understanding the New Landscape</td>
<td>C10</td>
<td></td>
</tr>
<tr>
<td>Workshop Ensuring Effective and Unbiased Recruitment Practices</td>
<td>C11</td>
<td></td>
</tr>
<tr>
<td>Workshop Redesign your Physical Environment to Encourage Engagement and Well-being</td>
<td>C12</td>
<td></td>
</tr>
<tr>
<td>Workshop Intent-based Leadership – Creating Leaders and Engagement at Every Level</td>
<td>C13</td>
<td></td>
</tr>
<tr>
<td>Workshop Creating an Organisational Culture that Supports Flexible Working</td>
<td>C14</td>
<td></td>
</tr>
<tr>
<td>Workshop Employment Law Debrief: Understanding the New Landscape</td>
<td>C15</td>
<td></td>
</tr>
<tr>
<td>Workshop Ensuring Effective and Unbiased Recruitment Practices</td>
<td>C16</td>
<td></td>
</tr>
<tr>
<td>Workshop Redesign your Physical Environment to Encourage Engagement and Well-being</td>
<td>C17</td>
<td></td>
</tr>
</tbody>
</table>

For more details and to book visit [cipd.co.uk/bookACE](http://cipd.co.uk/bookACE)
### Five conference streams

- **Business Effectiveness and Transformation**
- **Talent, Skills and Capabilities**
- **Future of Work and HR**
- **Well-being, Engagement and Behaviours**
- **HR and People Management Essentials**

## DAY 2

### Thursday 9 November

<table>
<thead>
<tr>
<th>Time</th>
<th>Session</th>
<th>Venue</th>
</tr>
</thead>
</table>
| 09:30 - 10:30 | **The Role of Social Purpose and Responsibility in Business Success**  
**Professor Alex Edmans** | Wiltshire Council,  
The Mandarin Oriental Hyde Park Hotel & Residences London |
|            | **Moving from Absence Management to a Holistic Well-being Strategy**  
**Microsoft, John Lewis Partnership** |  |
| 11:15 - 12:15 | **Advancing Diversity and Making it Work**  
**Simon Fanshawe** |  |
|            | **People Analytics – From Data to Future Business Insights**  
**Unilever, Cisco** |  |
| 13:45 - 14:45 | **Designing More Agile Organisational Structures and Ways of Working**  
**Linda Holbeche** |  |
|            | **Developing a Flexible Reward Strategy Tailored to Your People’s Needs**  
**Atkins, Dandara** |  |
|            | **Enabling Social and Collaborative Learning through Technology**  
**Allianz Global Investors,  
The Open University** |  |
|            | **Are Millennials Actually Different From Previous Generations?**  
**Kodak Alaris,  
The University of Liverpool** |  |
| 15:15 - 16:15 | **Closing keynote**  
**Leading Great Performance – The Classical Orchestra Experience**  
**Professor Gernot Schulz**  
*Orchestra Conductor, former member of the Berlin Philharmonic Orchestra and Honorary Professor at the University of Music and Performing Arts in Hamburg* |  |
The future is **now**

The major global trends affecting our organisations, our profession and the world of work at large, are signalling that the future we so often plan for is already here. Hear from Peter Cheese as he lays out how we can embrace that new world – with all of its challenges and opportunities – using our unique expertise to shape a future that benefits everyone; and how the CIPD is responding to support the profession for the future.

### 2017 Opening keynote

**A Fair and Inclusive Digital World that Works for Everyone**

The digital revolution has drastically changed the nature of work. In Baroness Martha Lane Fox’s words – ‘We are in an age of marvellous technology but also of staggering incomprehension. We rely on technology for almost everything – our banks, our healthcare, our transport – but we have no idea how it might work or how to hold it to account’.

Join serial entrepreneur and digital champion Baroness Martha Lane Fox as she opens our 70th Annual Conference. Martha will talk about the importance of inclusion in the digital world – from access to the internet in order to apply for jobs; developing digital understanding in an age where millions of people don’t have basic digital skills; and how we must all demand a fair, ethical and sustainable digital future that can be a force for good for everyone.

The opening keynote will address:

- the digitalisation of our lives and the responsibility of organisations
- the importance of modernising our practices to enable an ethical and digital future for all
- the role of digital understanding and accountability to shape a fairer future
- the path to success through ethical, sustainable, inclusive and responsible technology.

---

For more details and to book visit cipd.co.uk/bookACE
Wednesday 8 November 2017

A1 Migration and the Socio-Political Shifts Affecting the Future of Work

From the Brexit vote to the rise of Trump and the post-factual society, recent socio-political shifts have surfaced major divisions in our society. The potential effects on the world of work are enormous. Restricting international mobility or returning to protectionist economies would have huge implications for organisations and labour markets.

Join popular TED speaker Alexander Betts as he explores the role of organisations and HR in shaping fairer and more open economies, including:

- the real social and economic impact of migration on labour markets
- the challenges and opportunities of ensuring labour market access to refugees
- addressing public anxiety, social inequality and the fear of globalisation.

**Speaker:** Professor Alexander Betts, Professor of Forced Migration and International Affairs & Director of the Refugee Studies Centre, University of Oxford

---

A2 From Annual Appraisals to Continuous Performance Management

Traditional performance management systems can be ineffective when it comes to increasing performance and motivation. As a result, organisations and HR teams are returning to the drawing board and re-designing continuous feedback approaches that are tailored to their specific needs.

Hear how two organisations are creating new, efficient systems by:

- upskilling line managers to deliver effective coaching conversations
- linking individual and team performance to the outcomes of their business unit
- reducing the focus on appraisals to make room for a new feedback system.

**Speakers:** Nebel Crowhurst, Head of Talent and Development, River Island
Paula Leach, Chief People Officer, Home Office

---

A3 Delivering Successful Business Transformation

Major business transformation projects, especially mergers and acquisitions, can create high levels of uncertainty for employees – often leading to attrition, disengagement and resistance. The way we manage people throughout the transition will make the difference between success and failure.

The case studies in this session will focus on the key role HR has to play, giving you insights into:

- leading the people aspect of global M&As and harmonising different organisation cultures
- maintaining employee engagement in times of change to ensure business continuity
- communicating vision and values effectively to build trust and reduce attrition.

**Speakers:** Lorraine Metcalf, Chief People Officer, ZPG Ltd – Zoopla
Sinead Lynch, Shell UK Country Chair, Royal Dutch Shell
Tim Harte, EVP Talent & Development, Royal Dutch Shell

---

A4 Does Engagement Actually Increase Productivity in the Workplace?

The relationship between engagement and productivity, and whether one directly leads to the other, has been a long-standing debate in HR. Do engaged employees work harder and better? Or are there more crucial factors in this equation that are being overshadowed by the engagement hype?

This interactive debate, facilitated by professional moderators, will get you to take an active role in the discussion to explore both sides of the argument, including:

- what does productivity in the workplace actually depend on?
- is there a direct cause and effect relationship between engagement and productivity?
- are there more important factors to prioritise over engagement to increase productivity?

**Speakers:** Duncan Brown PhD Chartered FCIPD – Head of Consulting, Institute for Employment Studies
Dr Ilke Inceoglu, Reader in Organisational Behaviour and Human Resource Management, University of Surrey
Wednesday 8 November 2017

**B1 Artificial Intelligence and Human Wisdom in the Workplace**

In the age of big data, algorithms can help with everything from recruitment to employee happiness. Overcoming human bias, providing constant feedback and revealing the insights hidden in our behaviour are just a few of the promises new technologies make. But where does this leave the human in human resources? Should people skills be relinquished to machines?

**Speaker:** Timandra Harkness, BBC Radio presenter of ‘FutureProofing’ and author of ‘Big Data: does size matter?’

**B2 Aligning Your Approach to Employee Feedback with Your Engagement Strategy**

More organisations are ditching their annual engagement surveys in favour of more innovative, inclusive and real-time approaches to measuring satisfaction. But what’s the right approach for your organisation?

**Speakers:** Alex Snelling, FMCG & Retail HR Director, Cath Kidston
Catherine Allen, Head of Keeping People Happy, Ella’s kitchen

**B3 Equipping Line Managers with Coaching and Mediation Skills**

Disagreements and tension are unavoidable factors of the workplace. In order to achieve quick resolutions and restore productivity among teams, effective conversations are crucial. Line managers need to be equipped with the necessary skills, knowledge and confidence to facilitate meaningful exchange with their team members.

**Speakers:** Dr Mark Cole, Leadership Development Programme Manager, NHS London Leadership Academy
Andrea Vogel, Head of People and Achievement, WarChild

**B4 Adopting an Ethical Approach to HR and People Management**

High-profile cases have shown the ethical dilemmas that can arise when organisations are under pressure. Whether deliberately or unconsciously, HR professionals are also subject to the dangers of unethical behaviour and its consequences for people and organisations.

**Speakers:** Peter Cheese, Chief Executive Officer, CIPD
Siobhan Sheridan, Director of People and Organisational Development, NSPCC
Ben Yeger, UK Representative, Combatants for Peace
Professor Roger Steare, Corporate Philosopher in Residence, Cass Business School

For more details and to book visit cipd.co.uk/bookACE
Wednesday 8 November 2017

C1 Intent-based Leadership – Creating Leaders and Engagement at Every Level
Leadership is not for the select few at the top. We need to create workplaces where people have more control over their work – a place where everyone is a leader and can contribute their full potential. In this inspiring talk, best-selling author David Marquet draws on his experience as Captain of nuclear submarine USS Santa Fe to share his insights into how to:
• empower people by pushing control and decision-making down the organisation
• create leaders at all levels to develop highly effective organisations with superior morale
• change organisational design to allow people to perform better and with more autonomy.

Speaker: David Marquet, former US Nuclear Submarine Captain and best-selling author of ‘Turn the Ship Around’

C2 Moving from Transactional to Strategic HR to Add Value to Your Business
Automating the repetitive and administrative tasks of transactional HR will free up our time to focus on enhancing the quality of your work, and positioning HR as a real strategic partner to our businesses. But how do we do it in practice? The case studies in this session will offer practical insight into:
• the challenges with transitioning to a strategic HR approach
• exploring and adopting new HR technologies that suit your organisation
• facilitating change and using current results to anticipate the future strategy.

Speakers: Helen Gowler, Global HR Operations & Global HR Portal Lead: HR Operational Excellence, Avon
Richard Doherty, Senior Director Product Marketing EMEA, Workday

C3 Creating an Organisational Culture that Supports Flexible Working
Encouraging flexible and remote working can enable organisations to become more agile and better respond to the needs of their people. But how do we introduce flexibility and manage our culture effectively to avoid the ‘always switched on’ syndrome, while increasing outcomes? Two different case studies in this session will show you how to:
• assess your organisational and people needs to find the right approach for your business
• address the positive and negative consequences of flexible working to employee well-being
• create the right culture to make flexible working a success.

Speakers: Gareth Ian Davies, Head of Health, Safety & Environment, Nokia
Gillian Daines, Innovation Director, Forster Communications
Kate Parker, HR Leader, Forster Communications

C4 Do Diverse Teams Always Mean More Effective Workplaces?
The push for more diversity in our organisations is driven by research suggesting a diversity dividend as well as a moral case. So is this just a question of effective implementation, or is added value from diverse workplaces always certain? This interactive debate, facilitated by professional moderators, will get you to take an active role in the discussion to explore both sides of the argument, including:
• is there a compelling business case for diversity and inclusion in our organisations?
• are we being complacent in accepting that diversity equals business success in all cases?
• what strategies are effective in fully embedding inclusion throughout our organisations?

Speakers: Dr Jonathan Ashong-Lamptey, Director, The Resource Groups Company
Huma Qazi, Director, HR and Culture Change, Huma Qazi Ltd

#cipdACE17
Wednesday 8 November 2017

W1 Employment Law Debrief: Understanding the New Landscape

With the UK’s decision to leave the European Union and two elections within the past two years, the UK employment law framework continues to change. Together with the high-profile review of employment practices commissioned in 2016, employment law is in the spotlight more than ever.

As HR professionals, we need to keep up to date to advise our organisations and tailor our practices accordingly. Join our employment law expert in this workshop as we explore:

- a comprehensive update of all that’s new and relevant for HR professionals
- how the current framework of employment law may change in the short to medium term
- the implication of Brexit for employment law and the areas that may change.

Facilitators: Alan Price, Chief Executive Officer, BrightHR
Paul Holcroft, Employment Lawyer, Croner Group Limited

W2 Ensuring Effective and Unbiased Recruitment Practices

Our experiences subject us to unconscious biases and affect our decision making without us even realising it is happening. In recruitment, these biases can act as a barrier to recruit the right people that will create diverse, innovative and successful teams. We therefore need to address these biases and seek to eliminate them whenever possible.

Attend this practical and interactive workshop to:

- understand the psychology behind unconscious bias and how they impact recruitment
- learn how to raise awareness and enable self-evaluation in recruiting managers
- create a roadmap to change your recruitment to enable performance and inclusion.

Facilitators: Alasdair Scott, Head of Well Being & Inclusion, The Chemistry Group
Melissa Paris, Head of Science, The Chemistry Group

W3 Redesign your Physical Environment to Encourage Engagement and Well-being

Join Engage for Success, the UK’s movement for employee engagement, to hack the physical work environment and understand the difference it can make to building a sustainable, healthy, and engaging workplace culture.

Through a combination of expert input, case studies and peer activities, this workshop will enable you to:

- learn what physical elements will encourage well-being and engagement at work
- hear from workplace design experts and organisations re-designing their environments
- work with your peers to co-create and test ideas on changing your own work environment.

Facilitator: Cathy Brown, Executive Director, Engage for Success
The 70th CIPD Annual Conference and Exhibition in numbers

32 Conference Sessions

- 6 Session Formats
- 5 Conference Streams
- 12 Case Studies
- 2 Panel Discussions
- 6 Workshops
- 4 Debates
- 2 Keynotes
- 6 ACE Talks

- 60+ free bite-sized learning sessions in the Exhibition
- 190+ exhibitors to meet, ask questions, find solutions
- 25% discount on conference tickets for CIPD members
- 4,000+ HR and L&D professionals
- 70 years of the CIPD Annual Conference and Exhibition!

#cipdACE17
CIPD Annual Conference and Exhibition  
8–9 November 2017, Manchester

Thursday 9 November 2017

D1 The Role of Social Purpose and Responsibility in Business Success  
09:30–10:30  
ACE Talk

For decades, many businesses have solely focused on increasing profit and stakeholder value. When they looked at corporate social responsibility or employee satisfaction, it was often to avoid reputational loss or only after achieving sustained financial performance. However, new research and hard evidence show that purpose and CSR pay off in the long term.

Join Professor Alex Edmans in this inspirational talk as he explores:
• the correlation between social purpose, employee satisfaction and increased business profit
• the importance of investing in people and the effect of ethical behaviour on organisations
• the dimensions of social responsibility that actively support and improve company value.

Speaker: Professor Alex Edmans, Professor of Finance, London Business School

D2 Enhancing Your Brand and Value Proposition to Attract the Right Talent  
Case study

Waiting for candidates to submit applications is no longer enough to secure the right talent that will enable our organisations to succeed. We need to develop a new and more holistic sourcing approach which increases our organisations’ attractiveness within the job market.

The two practical case studies in this session will show you how to:
• select the right social channels to boost your employer brand and increase talent attraction
• develop a recruitment marketing mindset to move from simple recruiting to talent sourcing
• align your sourcing strategy to your organisational needs and create brand ambassadors.

Speakers: Jane Graham, Resourcing Manager, Wiltshire Council  
Jon Dawson, HR Director, The Mandarin Oriental Hyde Park Hotel & Residences London

D3 Moving from Absence Management to a Holistic Well-being Strategy  
Case study

A healthy, engaged and resilient workforce is more productive and better performing. Managing absence is not enough – we need to devise a holistic well-being strategy which integrates all our practices and policies.

The case studies in this session will focus on different aspects of employees well-being to show you how to:
• embed well-being within your HR strategy to make it an integral part of your business
• take a different approach, focusing on prevention, early intervention and support
• devise an effective strategy to help tackle mental health issues in the workplace.

Speakers: Theresa McHenry, Senior Human Resources Director, Microsoft  
Nick Davison, Head of Health Services, John Lewis Partnership

D4 Should we Fear Artificial Intelligence and Automation?  
Debate

The world of work will continue to change significantly due to automation and artificial intelligence over the next generation. What organisations and people traditionally have done will not be the same in the future. Should we be excited about what’s coming, or should we fear it?

This interactive debate, facilitated by professional moderators, will get you to take an active role in the discussion to explore both sides of the argument, including:
• the causes for optimism as AI becomes more integrated into our working lives
• whether we are socially, economically or morally prepared for what the future brings, or not
• the measures we need to take to prepare for the AI and automation revolution.

Speakers: Clare Dillon, Developer Experience Group Lead, Microsoft  
David D’Souza, Head of Engagement, CIPD
Thursday 9 November 2017

W4 Creating High-Value Apprenticeship Programmes

The introduction of the apprenticeship levy means there is a renewed focus on how organisations can best use apprentices to benefit the business and talent pipelines. The financial imperative can mean that there is pressure to move quickly or re-badge existing provision.

HR and L&D professionals should seek to create high-value schemes that work for both apprentices and the business as a whole. In this interactive workshop session you will take part in a practical activity to design an apprenticeship programme for an organisation which will enable you to:

• explore the key stages and practicalities of designing an apprenticeship programme
• draw on the experience of organisations with successful apprenticeship schemes
• apply the principles to your own organisation.

Facilitators: Andy Lancaster, Head of Learning and Development Content, CIPD
Stephen Stewart, Global Talent Programmes Lead - Apprenticeships, GlaxoSmithKline
Karen Bailey, Head of Competence Development, Volvo UK and Eire
Adam Plastow, Head of Apprenticeships, Volvo UK and Eire

W5 Developing More Effective Line Managers

Without effective line managers driving and inspiring frontline staff, it’s impossible for organisations to thrive. The pressures of a changing environment require teams to maintain productivity, standards and quality, despite tighter budgets and resources. We therefore need to proactively support and develop line managers to ensure they are equipped with people and leadership skills. But how do we do it in practice?

Join this interactive workshop to learn:

• what effective management looks like from an operational viewpoint
• the correlation between emotional intelligence and business performance
• what you need to include in your management development programmes.

Facilitator: Laurell A Hector, Managing Director, McManus HRD

W6 Developing HR Business Partners as Change Activists

HR business partnering has evolved over the last two decades and the model has been implemented differently across organisations, with varying levels of success. Does HR business partnering have a future? And what does it look like? This session will give you the opportunity to critically evaluate the HRBP model, map the changes, and understand how business partners can become true change activists.

Attend this practical workshop to explore how to:

• understand the evolution of the HRBP model and where it is going
• consider and evaluate the key capabilities that will create an effective HRBP
• embrace, understand and facilitate change in order to become a change activist.

Facilitator: Giles O’Halloran, Lead Tutor – HRBP Development Programme, CIPD
Thursday 9 November 2017

E1 Advancing Diversity and Making it Work

When it comes to diversity at work, the overall pace of change has been achingly slow despite the investments that organisations have made over the past 20 years. Leaders in the field are developing new and more effective approaches that really change the numbers by focusing on wider talent rather than specific minorities.

In this inspirational and provocative talk, Simon Fanshawe, writer, broadcaster and co-founder of LGBT charity Stonewall, will cover:
- the latest research and effective practice in developing inclusive work environments
- assessing and enhancing your own organisation’s diversity and inclusion investment
- challenging unhelpful recruitment and training practices.

Speaker: Simon Fanshawe OBE, Partner, Diversity by Design and Co-founder, Stonewall

E2 People Analytics – From Data to Future Business Insights

The importance of data and analytics for the future of the HR profession is well known. With expanded data eco-systems, increased capability in teams and a scientific approach to business issues, HR analytics can mean more than data visualisation and instead have a direct impact on decision-making and performance.

The two case studies in this session will examine the evidence-based insights organisations can generate when analytics are optimised, and will explore:
- how people data and insights can be leveraged for workforce planning and talent
- using data analytics to embed a scientific approach to business issues
- user-focused interfaces in the workplace that mimic consumer experience.

Speakers: Ben Hawley, HR Director – Analytics and Employee Insights, Unilever
Ian Bailie, Senior Director, Talent Acquisition and People Planning Operations, Cisco

E3 Connecting HR, Finance, Operations and Business Leaders to Achieve Success

HR departments cannot be effective if operating in a silo – we need to reinforce our role as effective facilitators to enable different departments to work together to achieve shared goals. But how do we become a catalyst for collaboration within our organisations?

The case studies in this session will show you practical examples of:
- identifying the needs of different departments and connecting multiple business areas
- designing an agile workforce planning strategy to increase co-operation across departments
- creating a new perception of your HR team as a business enabler.

Speakers: Graham Smith, Director of People & Leadership, Devon & Cornwall and Dorset Police
Gillian Quinton, Executive Director (Resources), Buckinghamshire County Council

E4 The New World of Work – What Constitutes Good Work?

The world of work continues to change at pace. For many this means flexibility and new opportunities but is there a potential sting in the tail? The gig economy, AI and automation, remote working and new industries and business models pose specific challenges for businesses and their people. Should these tendencies continue unchecked or is it time we evaluate what constitutes good work, and how it can be achieved?

Join this interactive panel discussion to explore:
- the growing challenges that technology and new business models produce
- what constitutes good work and how do we realise it?
- how the people profession should relate to and influence the changing world of work.

Speakers: Mathew Davies, HR Director, Addison Lee
Kate Bell, Head of Social and Economic Affairs, TUC
Stefan Baskerville, Principal Director Unions & Business, New Economics Foundation
Sarah O’Connor, Employment Correspondent, FT
Thursday 9 November 2017

F1  Designing More Agile Organisational Structures and Ways of Working

While organisations are constantly pushed to increase performance, rigid people structures often get in the way of bringing about change, innovation and productivity. What is it that organisations are doing to enable new and more agile ways of working? As there isn’t one size that fits all, how do we determine and develop the right model for our own organisation?

Join best-selling author and organisational design expert Linda Holbeche in this inspirational talk while we explore:

- the difference between agility and flexibility, and how to develop in our structures
- the pros and cons of different organisational models – from all-hierarchical to all-networked
- a practical guide on re-designing people structures, from definition to implementation.

Speaker: Linda Holbeche, Author of ‘The Agile Organisation’

F2  Developing a Flexible Reward Strategy Tailored to Your People’s Needs

Organisations are increasingly changing their reward strategies, adopting more flexible approaches that are tailored to the individual needs of their people. To be able to do so, we need to understand what our people need and effectively communicate the key elements of our flexible and voluntary benefits.

In this case study session, you will hear how two organisations have:

- gained a greater understanding of their peoples’ needs in relation to reward and benefits
- developed flexible reward packages for different demographics and needs
- used reward in a holistic way to solve business and people issues.

Speakers: Sharron Pamplin, HR Director, UK and Europe, Atkins
Matthew Patterson, Group Reward Director, Atkins
Georgina Corbett, former Group HR Director, Dandara

F3  Enabling Social and Collaborative Learning through Technology

Organisations are increasingly realising the invaluable nature of learning through everyday interactions between teams. As a result, they are devising new collaborative and technological learning platforms to encourage the interchange of expertise.

The case studies in this session will show you practical examples of how to:

- create global platforms to inform decisions, understand markets and increase performance
- leverage talent in different locations and foster independent thinking
- reduce costs, time and resources through real-time access to information.

Speakers: Pash Reddy, Vice President – Digital Learning, Allianz Global Investors
Simon Tindall, Head of New Business, The Open University

F4  Are Millennials Actually Different From Previous Generations?

We are at a time in which five generations share the same workspace: traditionalists, baby boomers, generation X, millennials and generation Z. Younger people have challenged the status quo, prompting controversy on whether younger generations are disrupting the traditional culture with revolutionary mindsets and values.

This interactive debate, facilitated by professional moderators, will get you to take an active role in the discussion to explore both sides of the argument, including:

- do younger generations actually have different expectations and behaviours?
- do we need to tailor the way we manage people in accordance with their age?
- should we do more to accommodate the needs of millennials at work?

Speakers: Elle Edwards, Global Head of Internal Communications, Corporate Values & Culture, Kodak Alaris
Dr Paul Redmond, Director of Student Experience and Enhancement, University of Liverpool

#cipdACE17
Leading Great Performance
The Classical Orchestra Experience

Like musicians in an orchestra, people in organisations need to be finely harmonised to work well together and achieve excellence. Music notes, like policies and processes, are nothing but marks on paper which can produce different results depending on how they are executed. The role of leaders is to create the conditions for success – the way they enable co-operation and people interaction will make the difference between mediocre outputs and excellent performance.

As the grand finale of our 70th Annual Conference, Professor Gernot Schulz and his classical orchestra will focus on how leaders can enable optimal performance, and the effect of poor leadership on the end results. Using the orchestra as an organisational metaphor, Professor Schulz will explore the role of non-verbal communication, purpose, vision and emotions in leading people, teams and organisations to success.

With a combination of musical performance and inspirational talk, the closing keynote will address:

- the crucial role of leaders and the fine balance between guidance and autonomy
- the conditions for seamless integration, collaboration and peak performance
- the pitfalls of inadequate leadership and its effect on the final results
- the importance of leading through emotion, intuition and non-verbal communication.
Your conference ticket includes FREE entry to the Exhibition

- Discover innovative solutions to your HR challenges from over 190 suppliers
- Update your knowledge at 60+ free bite-size learning sessions and demonstrations
- Make connections and increase your network with professionals from the wider world of work

Exhibition hours
Wednesday 8 November  09:00–17:00
Thursday 9 November  09:00–16:30

Meet the CIPD team on Stand 400

Meet over 190 leading suppliers in the Exhibition including:

<table>
<thead>
<tr>
<th>Access Group</th>
<th>Indeed</th>
</tr>
</thead>
<tbody>
<tr>
<td>ADP</td>
<td>Investors in People</td>
</tr>
<tr>
<td>AVADO</td>
<td>JLT Employee Benefits</td>
</tr>
<tr>
<td>babylon</td>
<td>Kronos Systems Ltd</td>
</tr>
<tr>
<td>Cascade Human Resources Limited</td>
<td>MHR</td>
</tr>
<tr>
<td>Centralus Plc</td>
<td>Monster</td>
</tr>
<tr>
<td>CIPHR</td>
<td>NGA Human Resources</td>
</tr>
<tr>
<td>Cornerstone OnDemand</td>
<td>The Open University</td>
</tr>
<tr>
<td>Croner</td>
<td>Premier Pensions Management Ltd</td>
</tr>
<tr>
<td>Health Shield Friendly Society Ltd</td>
<td>Sodexo Benefits &amp; Rewards</td>
</tr>
<tr>
<td>HiveHR</td>
<td>Virtual College Ltd</td>
</tr>
<tr>
<td>ICS Learn</td>
<td>Workday Ltd</td>
</tr>
</tbody>
</table>

Find out how we can support you to develop your people, build capability and drive growth in your organisation. Our expert team will be available to offer advice on:
- routes into CIPD membership
- your professional development
- qualifications and training courses
- the latest research and insights
- volunteering with the CIPD and the wider community.

To attend the FREE Exhibition only, register at cipd.co.uk/exhibitiononly

#cipdACE17
**Ticket prices**

The CIPD Annual Conference attracts over 1,400 delegates each year.

**Book before 7 September to save money with early bird discounts. Members also save on ticket prices.**

<table>
<thead>
<tr>
<th>Ticket type</th>
<th>Type</th>
<th>Price +20% VAT</th>
</tr>
</thead>
<tbody>
<tr>
<td>2-day ticket – Early Bird</td>
<td>CIPD member</td>
<td>£499.00</td>
</tr>
<tr>
<td>2-day ticket – Early Bird</td>
<td>Non-member</td>
<td>£679.00</td>
</tr>
<tr>
<td>1-day ticket</td>
<td>CIPD member</td>
<td>£349.00</td>
</tr>
<tr>
<td>1-day ticket</td>
<td>Non-member</td>
<td>£449.00</td>
</tr>
<tr>
<td>2-day ticket</td>
<td>CIPD member</td>
<td>£549.00</td>
</tr>
<tr>
<td>2-day ticket</td>
<td>Non-member</td>
<td>£749.00</td>
</tr>
<tr>
<td>2-day ticket</td>
<td>Student member</td>
<td>£399.00</td>
</tr>
</tbody>
</table>

All fees quoted exclude VAT. Travel and accommodation is not included; however, lunch will be provided. Please refer to our terms and conditions for more information at [cipd.co.uk/ace/T&Cs](http://cipd.co.uk/ace/T&Cs). Alternatively, you can call +44 (0)20 8612 6248 to receive a copy.

Please also note that as part of our terms and conditions professional photography and video production will be taking place at the event, and these images may be used on future promotional materials for CIPD events. By attending the event, you are giving your consent for your image to be used on any CIPD promotional materials.

**Group ticket offer**

Book five tickets and get the cheapest one free!

See website for Ts&Cs and to download the group booking form.

[cipd.co.uk/ACEgroup](http://cipd.co.uk/ACEgroup)

**Book your place today!**

**CIPD members pay less**

Join the CIPD as an Affiliate member today, save the £70 joining fee and benefit from up to 25% discount on ticket prices.

Go to [cipd.co.uk/ACEmembershipoffer](http://cipd.co.uk/ACEmembershipoffer) to join and gain access to a wide range of exclusive resources.
Shape the future

Wednesday 8 November 13:00-14:30
Thursday 9 November 12:15-13:45

The Gallery
Join us for an interactive consultation on the CIPD’s new Professional Standards Framework. You’ll explore the framework through interactive stations, learn what we’ve done already, what the next steps are and have the chance to share your ideas, questions and challenges. We’re sharing our work as we go, because we believe a spirit of co-creation with our members will build a better framework.

Social media
Share your conference experience on our social media channels.

- Follow @CIPD and use #cipdACE17
- Like our page CIPDUK
- Join the CIPD Conferences and Exhibition group

Social activities will be announced soon. Please check our website for further details cipd.co.uk/ace-social

Venue details
Manchester Central Convention Complex, Petersfield, Manchester, M2 3GX

All conference delegates and exhibition visitors can book hotels near the venue at discounted rates. View the choice of hotels and book your room at reservation-highway.co.uk/cipd17
CIPD Annual Conference and Exhibition

32 Conference Sessions

6 Session Formats
12 Case Studies
6 Workshops
2 Keynotes
5 Conference Streams
2 Panel Discussions
4 Debates
6 ACE Talks

60+ free bite-sized learning sessions in the Exhibition
190+ exhibitors to meet, ask questions, find solutions
25% discount on conference tickets for CIPD members
4,000+ HR and L&D professionals

8–9 November 2017
Manchester Central
cipd.co.uk/bookACE
#cipdACE17