

IFT NATIONAL CONFERENCE 2020

Wednesday 28 April 08.00am - 11.40am

Wednesday 29 April 08.00am - 11.30am



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INTRODUCTION

Dear Members, Corporate Partners and Guests,

Thank you for joining us at our 2021 National Conference.

In a year of virtual meetings and many challenges, we have been pleased to continue to engage with members, partners and the wider turnaround and business community to explore changes in the business environment.

The IFT brand denotes quality and experience and provides the key meeting point for the turnaround community in the UK. Over the past year, we have been pleased to continue to offer an engaging programme, from professional development, market and technical updates to regular virtual social get togethers. Whilst we aren't able to meet in person, we are incredibly proud to be hosting this year's National Conference with Gateley and we thank you for joining us over the next two mornings. We are excited to have an agenda that reflects not only the best market insight and technical updates, but also key areas of development, such as our IFT Next offer, which aims to support individuals developing their career at a senior level in turnaround, whether as an adviser, lawyer, banker or investor.

Championing, turnaround excellence is a priority for us. Since the last conference we have further developed our links with government and key business organisations. We are keen to build awareness of turnaround as an essential business discipline and increase understanding of the value that it can bring to the economy and people at a time when business recovery has never been more relevant. We have built a strong evidence base with our first ever societal impact report published last year, our recent report with Korn Ferry, the global leaders in executive search, examining the CRO skillset, and our forthcoming report with the Lending Standards Board on good practice in business support. We will continue to work with you to promote the excellence of the UK's turnaround community in the coming period.

We hope you enjoy this year's National Conference.

Milly Camley

Steve Swayne



*Milly Camley CEO,
The IFT*



*Steve Swayne Chair,
The IFT*

INTRODUCTION

Dear Members, Corporate Partners and Guests

As a member and corporate partner, I was delighted that last year's conference, delivered in partnership with Deloitte welcomed a record breaking 180 participants with 100 per cent of surveyed participants telling us that they would attend again. I was therefore honoured to be nominated to join the IFT Board in September and to take on the role of leading events.

We have secured a fantastic line-up of diverse speakers for this year's conference over two mornings, covering key market updates, leadership matters as well as providing a unique opportunity for virtual networking. We are pleased to include IFT Independent Members and Corporate Partners on this year's agenda, as well as esteemed colleagues and leaders across different sectors close to the turnaround community. The agenda is inclusive of all the talent in the turnaround community, underlining our commitment to improving inclusion and excellence in our sector. I am especially pleased to include IFT Academy alumni and IFT Next colleagues, helping to build an inclusive future of turnaround. We hope you enjoy this year's IFT National Conference.

Clare Boardman



*Clare Boardman,
Partner at Deloitte,
IFT Board Member
& Events Lead*

THE IFT NATIONAL CONFERENCE AGENDA

WEDNESDAY 28TH APRIL 2021

08:00 - 08:05	Welcome & IFT Update Milly Camley, IFT CEO
08:05 - 08:25	Economic Outlook Mark Berrisford-Smith, Head of Economics, HSBC
08:25 - 08:55	Panel Discussion: 'What the Market Looks Like' Chaired by Sen Alagar, Restructuring Partner at Grant Thornton, with Mahnvir Singh, Partner at Gateley, Annabelle Godber, Garry Wilson
08:55 - 09:15	Pensions Update with Lincoln Pensions Richard Farr, Managing Director at Lincoln Pensions, Dan Mindel, Managing Director at Lincoln Pensions
09:15 - 09:25 BREAK	
09:25 - 09:55	Panel Discussion: Debt & Equity Landscape Chaired by Nicola Kirk, Partner at Gateley, with Stephen Pegge, Managing Director of Commercial Finance at UK Finance, Fiona-Jane MacGregor, Partner at Beechbrook Capital, and Phil Emmerson, COO of Rcapital
09:55 - 10:05	Corporate Insolvency and Governance Act (CIGA) Reflections and Case Studies Phil Nicholls, Director at Deloitte
10:05 - 10:35	Panel Discussion: CIGA Reflections Chaired by Clare Boardman, Partner at Deloitte, with Phil Nicholls, Director at Deloitte, Colin Haig, IFT Independent Member & R3 Chair, Nick Goldstone, IFT Independent Member, Stuart Tait, Partner at Gateley
10:35 - 10:55	Crown Preference Steven Chait, Wells Fargo
10:55 - 11:10	IR35 Chris Thompson, National Head of Employment at Gateley
11:10 - 11:40	Close & Networking Andrew Buchanan, Partner at Gateley

THURSDAY 29TH APRIL 2021

08:00 - 08:05	Welcome Chris Radford, Partner at Gateley
08:05 - 08:50	Panel Discussion: Future of the High Street Chaired by Dan French, Partner at Gateley, with Katharine Poulter, former CEO of Laura Ashley, Andrea Trozzi, Partner at THM Partners, Claire Fox, Partner at PwC
08:50 - 09:05	Reflections from Leading the IFT Academy & Challenges for the Future Shaun O'Callaghan, Partner at Grant Thornton
09:05 - 09:30	Panel Discussion: IFT Next with IFT Academy Alumnus, Associates and IFT Next Leads Ali White, Principal Consultant at Kingsgate, Paris Clark-Roden, Business Restructuring Services PwC, Aneesh Prasad, Legal Director at Gateley, Matt Leech, Legal Director at Gateley
09:30 - 09:40 BREAK	
09:40 - 10:25	Manufacturing Outlook Chaired by Kelly Jones, Turnaround Director at Kingsgate, Andrew Burn, Partner and UK Head of Automotive at KPMG, Brian Davidson, Chairman of Woodall Nicholson Group and Partner with Mercia Fund Managers EV Growth Fund, Sid Hopper, IFT Independent Member
10:25 - 11:00	The Future of Leadership - Agile Decision Making in a Crisis Dr. Charles Jones, Partner at Kiddy & Partners, Dennis Murphy, Strategic Consultant, Gateley Legal, Kate Forrest, Principal Consultant, t-three
11:00 - 11:30	Close & Networking Steve Swayne, IFT Chair

HOW AGILE DECISION MAKING CAN BENEFIT A BUSINESS - AN INTERVIEW WITH DENNIS MURPHY



Here, Dennis Murphy of t-three, explains how agile decision making can benefit a business. On Day 2 of the IFT National Conference, Dr. Charles Jones, Partner at Kiddy & Partners, Dennis Murphy, Strategic Consultant at Gateley Legal, and Kate Forrest, Principal Consultant, t-three, will discuss the future of leadership and agile decision making in a crisis. We hope this provides some useful pre-reading material.

Dennis spent more than 25 years managing counter-terrorism and counter-intelligence programmes for the Canadian Federal Government, and now works as a consultant for Gateley, as well as being a senior Canadian liaison officer within the UK. It's safe to say that he's had to make some pretty stressful decisions throughout his career, so he knows the importance of doing this in an agile and considered manner.

In this interview, Dennis explains that decision making becomes easier when you make them 'upon

the organisation(s) priorities.' It's key therefore, that your people understand what these are in order to make the best decisions. Once they know how the organisation should function, it becomes possible to make decisions that align with that.

When asked about how to make sure your team feel able and empowered to make decisions for themselves, he said that it is absolutely the leader's responsibility to make sure they feel comfortable enough to do so. He also highlighted the fact that a leader should remain open to learning from those around them, and benefitting from the experience of those with different backgrounds and specialisms – "As much as I was trying to empower them, they were empowering me."

You can watch the full interview with Dennis [here](#).

THE PENSIONS LANDSCAPE IN 2021

Join Dan Mindel and Richard Farr from Lincoln Pensions for the Pensions Update on Wednesday 28 April at 8.55am.

The new Pension Schemes Act 2021 is set to make fundamental changes to the UK pensions landscape. In this session Dan and Richard will share insight on what the act means for the restructuring environment and the impact on directors; funding obligations and latest developments on pension superfunds.



*Dan Mindel
Managing Director
Lincoln Pensions*



*Richard Farr
Managing Director
Lincoln Pensions*

THE PENSIONS LANDSCAPE IN 2021

About our expertise:

Restructuring a business with a DB pension scheme is complex. It requires specialist expertise and up-to-date knowledge of the changing regulatory landscapes.

Lincoln Pensions has an experienced team of experts who work with clients to deliver creative solutions which optimise outcomes for all stakeholders.

We have experienced expert advisors who can guide stakeholders through these difficult situations, including:

- Corporate viability/solvency assessments
- Assisting boards and guiding them through the restructuring process
- Leading or providing expert advice and assistance in restructuring negotiations
- Undertaking or reviewing insolvency contingency planning
- Entity priority model analysis
- Assessments of the impact of reorganisations and restructurings on the pension scheme and its employer covenant, including potential mitigation that may be required to repair any detriment
- Moral Hazard' risk reviews, to consider the likelihood and potential impact of TPR intervention
- Supporting stakeholders in assessing options to compromise scheme benefits and separate the pension scheme from the sponsor

We are pensions focused, independent and bring a market leading team with diverse experience to provide a more holistic view of any situation.

Please get in touch with **DAN MINDEL**, **ALEX HUTTON-MILLS**, or **RICHARD FARR** to discuss how we can help.

www.lincolnpensions.com

IFT NEXT PANEL

In recent years, the IFT has shown its dedication to the future leaders in turnaround through the development of our Academy Programme and our Next Generation initiative. We are keen to build on this dedication to provide a platform that supports future leaders in turnaround in the next steps of their career, as we develop that combined offer and build upon it as IFT Next. This recognises our unique convening power in terms of the top UK turnaround talent across the various professions, as well as our commitment to supporting and nurturing excellence in turnaround, now and into the future.

IFT Next is our programme designed for professionals that are looking to develop their career in turnaround and restructuring. We want to ensure that all individuals working within in turnaround connect with IFT as their professional home now and throughout their careers.

Our panel, led by Ali White (Kingsgate) and Paris Clark-Roden (PwC) will be covering our offer, priorities and plans for the future in more detail. We will also be hearing from Academy and IFT Next Gen Alumni on their experience with the IFT to date and their thoughts around opportunities for IFT Next going forward.

If you are interested in hearing more about IFT Next please contact tduffield@the-ift.com.



*Ali White
Kingsgate*



*Paris Clark-Roden
PwC*

IFT ACADEMY

The IFT Academy is a 10-month modular programme designed for the next generation of leaders in the turnaround and restructuring community. The programme helps individuals to develop a deeper understanding of the technical, commercial and functional skills required to plan and develop a successful restructuring. Professionals will also be given the opportunity to demonstrate an understanding of the key processes required to complete a successful turnaround.

The programme is led by Shaun O'Callaghan, the UK Head of Restructuring and Debt Advisory for Grant Thornton. Shaun has more than 20 years' experience as an adviser, executive and board director in the management of change in difficult and uncertain circumstances. He is the published author of 'Turnaround Leadership: Making Decisions, Rebuilding Trust and Delivering Results after a Crisis', Kogan Page, 2010.

Booking for the 2022 Academy Programme will open in the Autumn, if you are interested in hearing more around the IFT Academy Programme please contact tduffield@the-ift.com.



*Matt Leech
Gateley*



*Aneesh Prasad
Gateley*

ABOUT THE IFT

The Institute for Turnaround is the UK's leading membership organisation for turnaround experts. Our membership comprises leading independent turnaround experts and professionals within the foremost advisory, lending and law firms active in the marketplace. IFT members are accredited to the highest standards and demonstrate significant experience within turnaround. Our 21 corporate partners include the key advisory firms active in turnaround, all the main clearing banks and the top law firms within the marketplace.

IFT members and partners are able to network and keep up to date with developments through member events, our active regions and special interest groups.

The IFT advocates to professional turnaround practice and the impact that turnaround excellence brings to businesses, public services, people and the economy. We undertake this through studies, stakeholder engagement and collaborative working.

Through the IFT Academy and IFT Next we seek to engage and support newer leaders in turnaround practice through learning and networking opportunities.



ABOUT OUR HOSTS

Gateley are a legal and professional services group, with over 580 professional advisers. We support in excess of 5,000 clients, ranging from FTSE 100 companies and multinational organisations to SMEs and private individuals, in the UK and beyond.

We are about more than the law. One of the drivers for listing in 2015 was the ability to grow Gateley beyond the constraints of the usual legal partnership model. Since that date, we have acquired eight businesses, seven of which are professional services consultants rather than lawyers. Within the group, we can provide you with access to different services to support the delivery of transformational objectives, to deliver cash flow savings and to help protect your reputation.

We're born problem solvers, passionate about pushing ourselves, finding answers and giving our clients the expert insight they need to get to where they want to be. We make it our mission to bring warmth and humanity wherever possible. This means staying approachable, nurturing relationships and decoding industry jargon into language everyone can understand. We genuinely care about delivering a successful outcome to our clients, working with them as individuals or as part of their team and always pushing ourselves and each other to do better.

Gateley / LEGAL

IFT MEMBERSHIP

The IFT is a membership organisation for turnaround and transformation professionals. Each of our members have been invited to join following a rigours accreditation process and are leading professionals in their fields. IFT members are accredited through the following pathways:

- Advisers
- Lawyers
- Bankers
- Private Equity
- Public Service

IFT accreditation sets the national standard for turnaround and transformation practitioners.

The IFT is your professional network, providing a focused turnaround community, enabling members to network with proven practitioners across turnaround practice and with key stakeholders.

In addition, membership provides:

- Access to regional networks
- Regular market, technical updates and professional development through member events
- Access to special interest groups covering Education, Large and Complex Situations and Health
- Discounts for national events including the IFT national conference and annual awards dinner
- Branding opportunities including the use of IFT insignia and profile on the IFT website
- Involvement in and access to IFT publications and activity to promote turnaround excellence

If you are interested in becoming a Member of the IFT please contact Tom Shanahan at TShanahan@the-ift.com

ENGAGING TURNAROUND EXPERTISE

The IFT also offers a resourcing service, enabling businesses, investors, lenders and advisers to engage accredited independent turnaround experts.

For more information, please contact Tom Shanahan at TShanahan@the-ift.com

IFT AWARDS 2021

Submissions for all categories will be from June 2021.

To book a table contact Natasha Proctor at NProctor@the-ift.com

