

THE FINANCE DIRECTORS' FORUM 12-15 October 2011, Aurora

Olympic legends to open The Finance Directors' Forum

We are delighted to announce that a panel of former and current Olympians will open this year's forum.



These current and former Olympic greats will take part in the opening address, chaired by **Steve Cram MBE**.

- **Daley Thompson CBE**, double Olympic gold medallist at the decathlon, Moscow 1980 & Los Angeles 1984
- **Baroness Tanni Grey-Thompson**, who has won an astonishing 11 gold medals at 4 Paralympics games
- **Sally Gunnell OBE**, Olympic gold medallist at the 400m hurdles, Barcelona 1992
- **Kelly Sotherton**, Former Olympic Heptathlon bronze medallist, Kelly now specialising solely on the 400m. She is one of Great Britain's hopes for London 2012.

With the London games just around the corner, such a distinguished group should provide a fascinating insight into what 2012 will bring, our medal hopes and what it takes to be amongst the best in the world.

Additional Keynote Addresses

The UK economy – past, present and future...

Back by popular demand, Dennis Turner, Chief Economist at HSBC will look back at his predictions made for 2011, explore the current state of the UK economy and share his insights on what's in store for the coming twelve months.

Dennis Turner is the Chief Economist of HSBC. His role involves advising lending bankers on economic trends not only at national level, but also on industries and regions. Before going into the City in 1978, he worked for four years in Whitehall, for the National Economic Development Office. This was during the Labour government's Industrial Strategy Initiative, which was an attempt to improve the performance of the UK's manufacturing sector.

Dennis Turner, Chief Economist, HSBC

A lighter look at the game of cricket

Geoff has been an England & Wales Cricket Board national selector for nearly 11 years, and now chairs the selection panel. During his time in office England has won the Ashes on three occasions, and last year captured the World 20/20 Trophy. Improvements in all forms of the game have given England wins over most of the main cricketing nations.

Geoff will discuss how consistent and careful selection has led to success on the field, and a huge uptake of ECB schools and club initiatives – whence tomorrow's Test players will eventually emerge. He'll also delve back in time to reveal some of the more light hearted moments of his career and share stories of some of his more colourful teammates such as Alan Lamb and the legendary Sir Ian Botham.

What distinguishes Geoff from most sporting speakers is his ability to reach audiences without an ounce of interest in sport.

Geoff Miller, Chairman, England Cricket Selectors

Industry Focused Sessions

Words from the Wise (panel session)

As a senior finance professional, how often do you get an opportunity to ask for advice and opinions from fellow FDs - especially those with a wealth of experience? It's easy enough to get answers on technical questions from your auditor - but what about the best ways to communicate, influence your board colleagues or handle tricky situations? What about your next career move? Operating under the Chatham House Rule, this panel is the ideal forum to share your thoughts.

The "Word from the Wise" panel session will allow delegates to ask the views of three veteran CFOs with over 80 years of experience between them, covering quoted companies, private equity and private businesses, from start-ups to billion-pound turnover groups.

Questions are welcomed on a whole range of areas from boardroom politics, becoming a NED, turning companies around, mergers & acquisitions, private equity, entrepreneurship, growing companies, investor relations, strategy... anything, in fact, that you've wanted to discuss with fellow FDs, but have never had the chance.

Chairman: Richard Young, Freelance Writer & Editor

Panel Members: Paul Hinder, NonExec CFO, Ashley Martin, Non Executive Director and Audit Committee Chair, Rightmove plc and Jim Weight, Investor in Distressed Businesses

Pensions: what auto-enrolment will mean to your bottom line?

A panel session looking at the following areas:

- What are the legal requirements of auto enrolment and how will they be monitored?
- What systems need to be in place?
- Opt out rates - will they be high, will inertia win and how could increased membership affect your bottom line?
- The savings gap crisis and turning company liabilities into assets.

Panel Chairman: Vince Linnane, Chief Executive, The Pensions Management Institute

Panellists: Paul Marsland, Finance Director, Lane Clark & Peacock, Darren Say, Chief Executive, Wealth Connection

Change management and cultural change (seminar session)

In the aftermath of the recent economic turmoil, several companies are working towards transforming their performance through changing the way they are organised and operate, all of which depends upon a permanent change in culture. However, surveys of organisations that undertook change programmes over the last ten years revealed that only one in three met their goals to an extent where the change programme was deemed 'successful'. Why do some companies achieve most of their change management goals while others fail to do so? The speaker has taken part in both unsuccessful as well successful change programmes and has identified some key differentiating factors that drove the successful change programmes.

Siva Shankar, Corporate Finance Director, Segro

Compliance in 2011-12 - what FDs need to know (seminar session)

With more than 20 new regulations and initiatives introduced since 2009, the corporate governance landscape is changing rapidly and impossible for anyone in the company Boardroom to by-pass. That's on top of a rising tide of compliance issues from bribery to money laundering.

Shoosmiths has ploughed through the legal detail so you don't have to. Attend this session to gain a concise insight into recent developments in UK corporate governance, as well as the incoming regulations driven from an EU perspective that listed, quoted and private companies can expect. By taking a positive approach, companies not only stand to achieve compliance, but can also put themselves in a better position to attract and retain investment, protect their reputation as well as deliver internal efficiencies.

This will be followed by a brief update on the key legal issues FDs need to be aware of relating to laundering/fraud.

Oliver Brookshaw, Partner, Shoosmiths

Staff motivation and retention - what an FD needs to know (seminar session)

In order to run a world class business you need the best people who:

1. Are properly motivated by the organisation and
2. Feel that they can progress within the organisation.

Malcolm Durham of FD solutions will provide some useful insights into winning what is often referred to as "The War for Talent". He will discuss techniques that can improve 'motivation'. These include:

- How to develop leadership skills sufficient to attract and inspire followers,
- How to build rapport with colleagues
- How to communicate a clear vision of where the organisation is going, and how the finance function fits into it.

Effective leadership that motivates people requires the FD to manage to a set of values rather than a set of rules and Malcolm will introduce some powerful tools that help to achieve this.

The session will finish by discussing how to ensure 'career progression'. Effective career advancement requires the finance professional to know where s/he wants to go and to believe that they have the capacity to get there.

Malcolm will be joined in the session by Steve Orme, Head of Finance at National Australia.

Malcolm Durham, Chairman, FD Solutions & Founder of the FDs Academy

Steve Orme, Head of Finance, National Australia Group

Journey towards a World Class Finance Function (seminar session)

Through the session Steve will share his experiences and insights on the journey he has been on to transform the Finance function into becoming a "World Class Finance Function".

The session will ask the questions with regards your own Finance Function ;

Where are you ?.....where do you want to be ?.....and how are you going to get there ?

The session will look at rebalancing of priorities of the Finance function between Insight, Control and Efficiency and will give you a framework and roadmap to build your strategy of getting to where you want your Finance function to be and importantly how you take your people along on that journey.

Steve Orme, Head of Finance, National Australia Group

Social media – business nightmare? (seminar session)

The continued growth in social networking is creating many new issues both for businesses and employees. The division between what is business and what is personal is becoming ever more increasingly blurred by Facebook, MySpace, BEBO and, above all, LinkedIn.

Shoosmiths will look at the legal issues underlying use of social networks and their interaction with business. Oliver will focus in particular on:

- How employers can protect their position by setting up Acceptable Use Policies and monitoring employees' usage. Also employment issues, such as employers' use of information gathered from social media for recruitment and disciplinary proceedings.
- The use that companies can make of social media for business (and especially marketing) and the impact that social media may have upon a business, on its reputation and the reputation of its products.
- Responsibility for defamation, intellectual property infringement and the issues arising out of attempts to use the law to control adverse publicity and the theft of confidential information. Find out what lessons can be drawn from recent examples of the impact of social networking on businesses, individuals and politicians, from Wikileaks, Twitter and super injunctions and the theft of personal data by hackers as happened to Sony PlayStation.

Oliver Brookshaw, Partner, Shoosmiths

Managing Risk – The Finance Perspective (workshop session)

An interactive workshop, enabling participants to examine their own understanding and treatment of risk as senior finance professionals, compared against emerging practice, and the results from ACCA's latest global survey. Delegates will be able to identify actions that will enable them to better understand and manage risk; learn from best in class real-life examples; and share their own experiences.

Jeremy Leigh, Business Relationship Manager, ACCA

The Future of the Eurozone and how this could affect the Business World (workshop Session)

From the outset the Euro was a controversial construct. It was known at its inception that the Eurozone had design flaws, including a lack of fiscal union, and no mechanisms to deal with asymmetric shocks or diverging competitiveness. However, political factors trumped economic concerns: a united Europe, and thereby the single currency was at root a political project.

With a number of such concerns now having materialised, investors have become increasingly sceptical about the sustainability of the Eurozone in its current form. Linked to this, the Euro has become significantly more volatile. While cyclical factors have played a part in this, increasingly the swings have been driven by the risk premium that investors have demanded for holding the Euro. The value of the Euro can be viewed as the probability-weighted average of various scenarios, of which three, each fundamentally different, warrant particular consideration:

1. Break-up. The Euro ceases to exist and the Eurozone countries adopt individual currencies, How companies might deal with the whole question of currency risk management.
2. Change in composition. The Euro survives, but peripheral countries leave the Eurozone, and only core Eurozone countries continue to use the Euro. What practical steps might / should companies take before and following changes in composition of the Eurozone.
3. Remain intact. The Euro survives, and all current member countries stay in the Eurozone.

This interactive workshop will look at the above listed scenarios and place them into a directly applicable context, providing the FDs attending with practical take-aways.

Dr John Ryan, Fellow, German Institute for International and Security Affairs, Berlin, Germany

Being CFO of a PE backed business – is it for you? (discussion group)

This interactive discussion group will be chaired by Jim Weight, an experienced Investor in Distressed Businesses who has over a decade of experience in operating and turning around businesses under private equity ownership.

You've heard private equity owned businesses is where the money is, or your business has just been bought or is about to be bought by a private equity firm – so what happens next? This interactive discussion group will explore the following areas:

- Is it true that private equity-owned businesses are where the money is?
- Is it for me? Will the head-hunters put me forward?
- Do I have the skills in debt raising, dept compliance, and management?
- As CFO what should I expect? What will be different?
- Should I bail out and find another listed role?
- What should I expect - changes in reporting, involvement, financial orientation, change orientation and much more.

Jim Weight, Investor in Distressed Businesses

The first steps to becoming a NED (discussion group)

A non-executive directorship is an obvious next step for a finance director looking for a new challenge or simply to widen their experience. However it is not an easy position to earn.

This interactive discussion group will look at the following areas:

- Is it for you? – what does the role entail?
- What are the key attributes a Non Exec needs?
- How do I go about becoming a Non Exec?
- What experience is essential to gain for your CV to best suit a NED position?

Ashley Martin, Non Executive Director and Audit Committee Chair, Rightmove plc

The FD's role in attracting new business and revenue streams (discussion group)

An interactive discussion group looking at the following areas:

- How can the FD directly through his own personal efforts attract new business?
- How can the FD help others to attract new business? How can we best add value in each of the Marketing P's (Product, Price, Place, Promotion, People, Process, Physical evidence)?
- What are we good at that helps attracts new business? And what do we FD's have a tendency to do - and need to watch out for - which goes against this aim?
- How can we best use target setting and design of the company compensation systems to attract new business? Is it true, what gets measured by us gets done?
- Would it help if we could be more entrepreneurial...should we be? How do we best get any concerns we have in an opportunity without being seen as a blocking mechanism on all things new?
- Does our desire for planning things and our eye for detail act for or against attracting new business?

Paul Hinder, NonExecCFO

Sustainability – the business sense behind it (discussion group)

An interactive discussion group which will focus on:

- The business sense behind taking it seriously.
- Excess carbon = excess cost, how to get an effective environmental policy programme which brings better Financial returns for your business.
- Effective practical measures which actually work, delegate experiences.
- The role technology has to play in reducing emissions.
- Aligning sustainability with financial reporting – is the future?

Malcolm Durham, Chairman, FD Solutions & Founder of the FDs Academy

The impact of the 'Big Society' on private sector organisations (discussion group)

The Coalition Government is committed to giving public service employees the right to take over and run public services as social enterprises and mutual spin-outs. Entrepreneurial managers will take control, innovate and deliver better, more cost effective public services. The scale of this shift in government control is unprecedented; the 'Big Society' will transfer £Billions of what is currently provided by the state, in healthcare, policing and local authority services , into Social Enterprises and Joint Ventures with the private sector. The nature of many markets in which private sector companies operate will change dramatically, creating new opportunities for joint working and direct service provision, alongside new threats as new market entrants appear on a significant scale with new approaches to procuring public services.

This raises questions for all organisations in the private sector who provide goods and services to public sector bodies:

- How much do you rely on public sector contracts and expenditure.
- Are you aware of the potential changes in your sector.
- Are you in contact with the emerging Social Enterprise organisations.
- Do you need to reconsider your relationships.
- Have you developed a strategic approach to joint ventures and partnerships.

Iain Crossley, Director of Finance, Economic & Market Development, Western Cheshire PCT

Professional & Career Development Sessions

Beyond Gatwick - the business travel survival course

When you travel overseas, how ready are you for the worst that could happen? If your work takes you to Eastern Europe, the Middle East, Africa, India, South America – in fact pretty much anywhere, then this presentation is for you. Royal Bodyguard Simon Herrema will give you life saving survival tips that will increase your chances of coming home safely. Including...

- What's the safest room in the hotel?
- What do you do if there's an earthquake, or a Tsunami?
- How do you avoid industrial espionage?
- How do you avoid kidnap, and if that doesn't work, what can you do to increase your chances of survival?
- How do you escape from a sinking aircraft?
- And before you go, are you sure that your corporate travel insurance will cover you where you're going?

Of course there's a good chance you'll never need any of this information... but if you ever do need it, you'll probably be a bit busy.

Simon Herrema, former Royal Bodyguard and Training Director, Bright Eagle Training

The career success toolkit

You are good at your job, that is a given, however being good at your job isn't enough to differentiate you in the 21st century world of work. This must-attend workshop will contain all you need to know about the rules of the game, what is really powerful, what works and how to create career sustainability. In particular this session will look at:-

- Understand and implement the top 5 critical success factors
- Own a toolkit that outlines the exact formula for career success
- Create security and success in the ever-changing world of work
- Your authentic self – discover work that makes you shine

Hilary Wilson, Owner, Hilary M Wilson Associates Ltd

London 2012: the inside story

The delivery of the London 2012 Olympic and Paralympic Games is a project of such magnitude that it is hard to comprehend the timescales and budgets involved. Coupled with an unprecedented level of public and media scrutiny, bringing the Games to London is full of challenges, demands and many, many triumphs. Julie King, Head of External Relations for the Olympic Delivery Authority will be sharing her story of a lifetime, including...

- From 6th July 2006 to 27th July 2012 - the journey from winning the bid to Opening Ceremony
- The challenges of running the country's largest & most high-profile publicly funded project, and meeting the need for complete transparency
- Managing the interests of stakeholders, the challenges of the local communities and the public's expectations
- Creating a lasting legacy, ensuring UK PLC benefits from the public investment

Julie King, Head of External Relations, Olympic Delivery Authority

Influencing in shifting sands – know yourself to influence others

Making it easy for your teams and customers to buy in to your way of thinking is an extremely powerful skill, requiring confidence, emotional intelligence and plenty of practice. In these uncertain times, understanding your own influencing strategies, and those of others, will ultimately help you be a stronger, more flexible negotiator. In this experiential and interactive session, you will -

- Uncover the insights from the University of Arizona's guru on influencing and persuasion
- Be let into a few secrets on how to build confidence
- Discover how you make decisions
- Develop more effective strategies to influence others

Gabrielle Gaché, The Success Mentor and MD of Power of Words

How to get executive teams working effectively and powerfully together... and why?

As the ultimate business leaders, the Executive team set the tone and environment which shapes performance and rewards. As direct consequence of their position, these leaders have a disproportionate impact and leverage on the behaviour and achievements of others associated with the organisation. In this interactive session, delegates will discuss -

- What are the *real* tasks of leadership?
- What is the relationship between behaviours, actions and results?
- How does a powerful senior team impact the future?
- Why bother to develop the team - we're experienced enough aren't we?
- What should leaders focus their time on?
- What work should the senior team do together, collectively and what should they do separately?
- Building and maintaining an effective executive team?

Peter Haydock, Owner, Organisation Science

Leading change in challenging times?

The current economic and business climate is presenting us with a set of new challenges as to how to lead organisations. Commentators indicate that the forecast and markets remain uncertain; compounded by dynamic world politics and economical impacts. Is this a dark cloud for leadership, or an opportunity to be seized and harnessed? This session will explore -

- What are the key considerations for us as leaders, when everything around seems uncertain?
- How to make sense of what's really going on?
- How to remain calm and steady in the middle of the storm?
- How do you create resilience?
- Why it's not all about you?
- Why are true leaders developed in challenging times?

Peter Haydock, Owner, Organisation Science

Take the plunge – step away from the comfort zone!

"If you do what you've always done, you'll get what you always got." Mark Twain.

How many of us are in our comfort zone, either because we are frightened of doing something new or because we are stuck in our ways? Successful organisations need to innovate and improve and so do the people in those organisations. Come along to this highly interactive session to step out of your comfort zone and to understand and overcome those factors that stop you being the best you can be. Using techniques drawn from improvisation theatre you will...

- See how the voice of judgement holds you and others back
- Realise that learning is about trying, reflecting and trying again
- Embrace the moment and recognise that the best ideas often emerge from nowhere
- Understand the blocking strategies you and other people use to maintain the status quo

Martin Crook, Owner, CMBT Consulting

For regular updates please visit www.fdforum.com

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