10 September 2026
Shoosmiths, Bow Churchyard, London EC4M 9DQ

Gold partner

Event partners

Draft agenda, subject to change

08.30 - 09:00	**BREAKFAST AND NETWORKING** Grab a coffee and croissant, and connect with your peers!
09:00 - 09:10	**WELCOME** ***Richard Brent, head of content, Briefing***
09.10 – 09:40	**KEYNOTE: Navigating the new normal – business planning in an uncertain world** A turbulent global economy, fuelled by conflicts and trade wars is now the norm, requiring firms to have deep insights into their businesses and build smart strategies. While AI and automation are materially reshaping productivity ceilings, what does it mean for the traditional law firm model? How can finance leaders respond to this fast-changing and disruptive environment? And how can they harness technology to fuel growth and profitability? ***Brian Davidson, director, macroeconomic forecasting and energy, Fathom Consulting***
09:40 – 10:25	**UNPICKING THE TRUE COST OF AI** Tokens and budget-busting usage-based pricing is driving a turnaround in thinking on AI use, but the real economics of running agentic workflows at scale are much broader, from the cost of infrastructure, operations, people, risk to the hidden cost of engineering around AI's limitations. Optimising token use without understanding total cost of ownership has been likened to managing a factory by watching the electricity bill. Firms need to understand and manage total costs, consider which tool is right for the job, and keep a keen eye on where the AI juggernaut is heading. ***Andy Stephens, chief financial officer, Browne Jacobson*** ***Fay Copeland, co-chief practice transformation officer, Lewis Silkin*** ***Su Crighton, partner, technology and data, KPMG*** ***Torben Petersen, partner, Simon Kucher*** ***Chair: Andreea Dulgheru, editor, Briefing***
10:25 – 11:10	**LEADERS PANEL: Growth, scale and protecting profitability in the AI-enabled law firm** AI promises significant efficiency gains, but also challenges traditional pricing models, workforce structures and the underlying economics of legal services. • How can finance leaders drive growth and scale to build a resilient business model fit for the AI-enabled future? • Rethinking the business model – is it time up for the LLP? • Pricing conundrum: defining the time work takes, and re-thinking pricing models • Delivering firm-wide clarity on billable hours, invoicing and lockup

	• Balancing the steep rise in technology and employment costs with shifting client expectations ***Amy Lewis, chief financial officer, Walker Morris*** ***Gareth Jones, chief financial officer, Freeths*** ***Hartmut Papenthin, chief financial and operating officer, CMS*** ***Dan Wales, strategic adviser and UK director, Oddr*** ***Chair: Richard Brent, head of content, Briefing***
11:10 – 11:30	**NETWORKING COFFEE BREAK**

11:30 – 12:15	**ROUNDTABLE DISCUSSIONS:** Choose a table and share your perspective on the strategic challenge for finance leaders
	• **Improving cash flow**
	  ○ Optimising data to drive lockup management
	  ○ Getting better at cash management
	  ○ Can tech deliver the clarity for fee-earners to bill quickly and accurately?
	  ○ Do sanctions and incentives work?
	  ○ Balancing the need for time-data to define work and profitability with the demand for alternative pricing models
	• **Digging into the pricing conundrum**
	  ○ What do clients really want from the law firms they work with, and how does this impact pricing?
	  ○ How do clients benefit from law firm's use of AI?
	  ○ Is AI useful in all legal work (especially when clients are using AI tools themselves to generate initial drafts)?
	  ○ Defining 'value' from the client perspective
	• **Business insights to drive decision-making**
	  ○ Moving from reporting the past to predicting the future
	  ○ Data – how much data do you really need to drive actionable insight?
	  ○ Are CFO's hiding behind data?
	• **Measuring ROI on tech spend**
	  ○ Keeping abreast of shifting tech pricing models
	  ○ Identifying where AI and tech is best deployed (and where it's not)
	  ○ Reframing ROI thinking: 'What is this costing us?' Or 'What will this let us build?'
	  ○ Back to basics: why a robust AI strategy will help deliver your ROI

12:15 – 12.25	**QUICKFIRE ROUND-TABLE FEEDBACK** A chance to hear the key takeaways from all the roundtable discussions
12:25 – 12:55	**KEYNOTE: Achieving growth by intentional design – the Shoosmiths story** Shoosmiths has taken a different approach to growth, ditching the pursuit of revenue and headcount at any cost. Instead it has intentionally reshaped its business around quality — exiting £30m of revenue, reducing its partnership by almost 20%, and focusing its resources on higher-value work and clients. The

	results are striking: revenue has grown, profit has increased by 85%, profit per member has risen to almost £457,000, and profit per lawyer has doubled. In this short address, Shoosmiths CEO David Jackson will share the thinking behind the strategy, the difficult decisions involved, and what comes next. ***David Jackson, chief executive officer, Shoosmiths***
12:55 – 13:00	**CLOSING REMARKS** ***Richard Brent, head of content, Briefing***
13:00 - 14:00	**LUNCH** Join us for a light lunch before heading back to your desk