



Thursday 5th June

08:30 – 09:00 Registration, networking and refreshments

09:00 – 09:30

Welcome

Steve Rigby, Chairman, Family Business UK

Neil Davy, CEO, Family Business UK

09:30 – 10:30

Opening Keynote

Sir John Timpson CBE, Timpson

Timpson has been a true inspiration for positive change, with their iconic approach for hiring, training, upside-down management and the Timpson Foundation. Sir John will speak about how the sense of responsibility as a successful family business drives the implementation of purpose; why it is important, how it sets the business apart from others and why family businesses should embed their values into the operational running of the business.

10:30 – 11:00

Networking with refreshments

11:00 – 12:30

Workshops session 1

*These 90-minute sessions will be run by a family business leader and an expert facilitator to offer insights from lived experiences and practical tools to apply to your family and business. *Starred sessions are repeated within the programme.*



***BPR / IHT Surgery**

Led by: Claire Evans, Deloitte and Stephanie Parish, Clarion Solicitors

How are the tax changes going to work and affect businesses? What are some real-life examples of planning ahead? This session will explore the management of the new tax in practice and give insight and advice to navigate the changing tax.

***Let it marinate**

Family Business Lead: Gary and Cath Grant, The Entertainer

Facilitated by: Juliette Johnson, Juliette Johnson Consultancy

How do you effectively communicate values to family, to boards and to employees so they feel invested in the family business culture? As the business grows and expands your workforce, how can you ensure values are not diluted?

***The secret sauce**

Family Business Lead: Frederick Toye, Toye Kenning & Spencer

Facilitated by: Ken McCracken, McCracken Family Business Consulting

Hear from some of the UK's oldest family businesses sharing how values have played a part in seeing them exceed 200+ years. How did organisational culture maintain their competitive standing and how are values implemented as a source of competitive advantage.

The holy trinity (onion, carrot and celery)

Family Business Lead: James Wates, Wates Group

Facilitated by: Clare Stirzaker, Boodle Hatfield

Now five years on from the first implementation of the Wates Principles, we look at how the 'north star' of purpose sits atop the six broad principles. You may already be applying the principles through governance practices and improvements but now you must explain your efforts clearly, to build trust and understanding with all stakeholders. How do you make this reporting genuine and authentic?

Ingredients delivered to your door

Family Business Lead: Ronan Clancy and Matt Cannon, Clancy Group

Facilitated by: Tom McGuinness, Clancy Group NED

How do you draw out the purpose and values of your family business when recruiting to stand-out from the crowd? How can representing the family values as a core reason to work for the company within your job description/advert help you to attract the right talent and cultural fit for the company?

12:30 – 13:30

Networking lunch



13:30 – 15:00 Workshops session 2

***BPR / IHT Surgery**

Led by: Bryony Cove, Farrer & Co and Hannah Barraclough, KPMG

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Finding your sweet spot

Family Business Lead:

Facilitated by: Sophie Ashburton, The Grange and Cara Macklin, Macklin Care Homes

Family values and business values are like the sponge layers of a cake. Where do you, as a Next Gen, fit between them both? Are you the jam providing a burst of flavour or are you being squashed in the middle?

Family-style service

Family Business Lead: Malcolm Baker, CT Baker

Facilitated by:

Long standing family businesses become culturally significant in their local community. When the local community becomes an extension of your family, preserving and promoting shared traditions and values becomes a wider conversation than looking internally at the family. How do you act with sensitivity and balance when fostering a sense of heritage as cultural custodians?





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15:00 – 15:30 Networking with refreshments

15:30 – 16:15 IHT Impact and Advocacy Update

Neil Davy, Family Business UK

Fiona Graham, Family Business UK

16:30 – 17:10 Family Business Politics

16:30-16:50 *Andrew Griffith*

Shadow Secretary of State for Business and Trade

16:50-17:10 *TBC*

17:10 – 17:15 Final Announcements

19:00 – 19:30 Pre-Dinner reception

19:30 – 22:00 Gala dinner

Friday 6th June

08:30 – 09:00 Networking with refreshments

09:00 – 09:20 Family Business Politics

Daisy Cooper

Deputy Leader of the Liberal Democrats

Liberal Democrat Treasury spokesperson



09:20 – 10:50 Workshops session 3

***BPR / IHT Surgery**

Led by: Dan Packwood, PwC and Clare Stirzaker, Boodle Hatfield

How are the tax changes going to work and affect businesses? What are some real-life examples of planning ahead? This session will explore the management of the new tax in practice and give insight and advice to navigate the changing tax.

Flavours that work together

Family Business Lead: Jonathan Falder, HMG Paints

Facilitated by: Chris Hatcher, Redgrave

You're working with multiple stakeholders, suppliers, distributors and contract workers. This can cause disconnect on issues around environmental, social and ethical impacts. How can you manage relationships across the value chain to align values for the common good? And ensure brand trust is both earned and sustained?

Sweet or salty

Family Business Lead: Sophie Seddon, JSSH/Novus

Facilitated by: Alex Sharpe, Kinestra Partners LLP

Managing differing values from internal stakeholders (Next Gen, i-NEDs and non-family) can be challenging. How do you give everyone a voice and be an active listener? What is the right timing to review your values/constitution so that views of the next generation may be codified?

Refit the kitchen

Family Business Lead: Will Graham, Graham Care Group

Facilitated by: Mairi Mickel, Mairi Mickel's Business Families

Does family heritage hold you back from innovation such as automation and AI? Where is there an unconscious bias? And will digital transformation aid or impede the implementation of family values in daily operations?

Layering the spices

Family Business Lead: Jonny Wates, Wates Group

Facilitated by: Charles Wookey, Charles Wookey Associates

What are the practicalities of delivering purposeful performance? Can and should both the family and the business purpose be reset? And how can this lead to practical implementation such as through sustainability strategies?

10:50 – 11:15 Networking with refreshments





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11:15 – 12:00

Panel: From kitchen table to boardroom table

Joanna Crookall, Ramsey Crookall

Mike Roberts, Frank Roberts & Sons Limited

Amy Rodwell, C. Hoare & Co.

Moderated by: Jennifer East, ONIDA Family Advisors

How do you engage future generations in shaping the future of your family business? And how do you develop a compelling succession plan that balances tradition with evolution?

What role do shared values play in inspiring rising generations to take an active role? And how can families modernise their approach without losing the essence of their legacy?

You may all agree on the key ingredients for success, but just like in the kitchen, each generation brings a unique approach to blending tradition with innovation. This session explores how families can harness these diverse perspectives for long-term success.

12:00 – 12:45

Closing Keynote

Ross and Jonathan Warburton, Warburtons

Warburtons have built a legacy as the largest bakery brand in the UK. However, they remain Family Bakers, with their values being fundamental to the way they work, guiding the business in their long-term success. Within the family, across the business, with suppliers and distributors, retailers, customers, and communities (i.e. full value chain) how can organisational purpose and family values help shape content and communication, and build stronger stakeholder engagement and customer loyalty?

12:45 – 13:00

Closing remarks

13:00

Conference close (packed lunch)



Workshop	Summary	11:00-12:30	13:30-15:00	09:15-10:45
BPR/IHT Surgery	How are the tax changes going to work and affect businesses? What are some real-life examples of planning ahead? This session will explore the management of the new tax in practice and give insight and advice to navigate the changing tax.	X	X	X
Let it marinate <i>The Entertainer</i>	How do you effectively communicate values to family, to boards and to employees so they feel invested in the family business culture? As the business grows and expands your workforce, how can you ensure values are not diluted?	X	X	
The secret sauce <i>Toye Kenning & Spencer</i>	Hear from some of the UK's oldest family businesses sharing how values have played a part in seeing them exceed 200+ years. How did organisational culture maintain their competitive standing and how are values implemented as a source of competitive advantage.	X	X	
The holy trinity <i>Wates</i>	Now five years on from the first implementation of the Wates Principles, we look at how the 'north star' of purpose sits atop the six broad principles. You may already be applying the principles through governance practices and improvements but now you must explain your efforts clearly, to build trust and understanding with all stakeholders. How do you make this reporting genuine and authentic?	X		
Ingredients delivered to your door <i>Clancy Group</i>	How do you draw out the purpose and values of your family business when recruiting to stand-out from the crowd? How can representing the family values as a core reason to work for the company within your job description/advert help you to attract the right talent and cultural fit for the company?	X		
Finding your sweet spot	Family values and business values are like the sponge layers of a cake. How do you, as a Next Gen, fit between them both? Are you the jam providing the burst of flavour or are you being squashed in the middle?		X	
Family-style service <i>CT Baker</i>	Long standing family businesses become culturally significant in their local community. When the local community becomes an extension of your family, preserving and promoting shared traditions and values becomes a wider conversation than looking internally at the family. How do you act with sensitivity and balance when fostering a sense of heritage as cultural custodians?		X	
Flavours that work together <i>HMG Paints</i>	You're working with multiple stakeholders, suppliers, distributors and contract workers. This can cause disconnect on issues around environmental, social and ethical impacts. How can you manage relationships across the value chain to align values for the common good? And ensure brand trust is both earned and sustained?			X
Sweet or salty <i>JSSH</i>	Managing differing values from internal stakeholders (Next Gen, i-NEDs and non-family) can be challenging. How do you give everyone a voice and be an active listener? What is the right timing to review your values/constitution so that views of the next generation may be codified?			X
Refit the kitchen <i>Graham Care Group</i>	Does family heritage hold you back from innovation such as automation and AI? Where is there an unconscious bias? And will digital transformation aid or impede the implementation of family values in daily operations?			X
Layering the spices <i>Wates</i>	What are the practicalities of delivering purposeful performance? Can and should both the family and the business purpose be reset? And how can this lead to practical implementation such as through sustainability strategies?			X