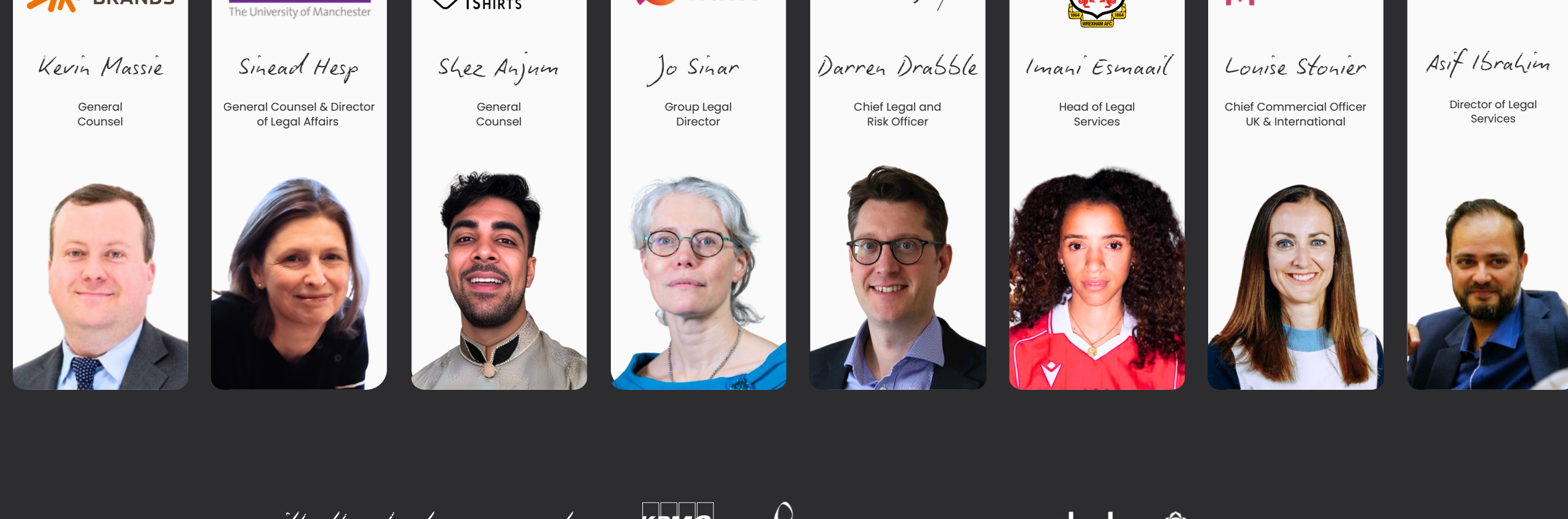


THE EVENT FOR GCS, RUN BY GCS

workgroup Legal Manchester

28TH NOVEMBER 2025 X-WHY, 100 EMBANKMENT



with thanks to our partners



HERES HOW IT WORKS

"Workgroup" isn't just our namesake, it's the main format of the day. Workgroups are legal discussion groups run by GCS. The day alternates between these intimate group discussions, and full-audience panels tackling the big, juicy topics.

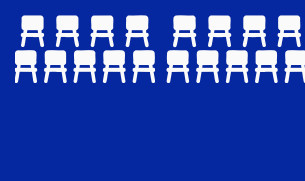
WORKGROUPS

A workgroup is an hour-long, GC-led discussion group of up to 10 GCS. There are 3 rounds of workgroups, each with five options to choose from.



PANELS

Panels are where we discuss the big topics as a group. GC panelists, a moderator and full audience involvement. There are 3 panels over the course of the day.



THE SCHEDULE

09:40 – 10:20	PANEL 1
10:25 – 11:25	WORKGROUP 1
11:25 – 11:40	ROUND-UPS
11:40 – 12:00	BREAK
12:05 – 12:45	PANEL 2
12:45 – 13:35	LUNCH
13:40 – 14:40	WORKGROUP 2
14:40 – 14:55	ROUND-UPS
15:00 – 16:00	WORKGROUP 3
16:00 – 16:15	ROUND-UPS
16:15 ONWARDS	COCKTAILS & NETWORKING



Panel 1

Jo Sinar
General Counsel



Shez Anjum
General Counsel



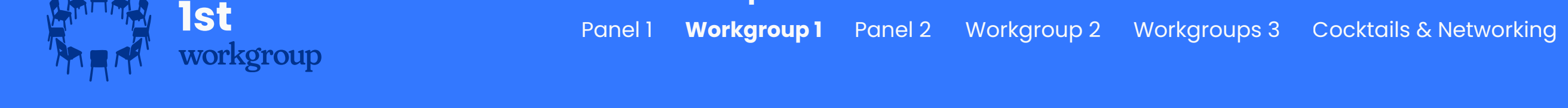
Paul Knight
Partner



"YOUR ROBOT'S ON MY BILL"

When AI drafts the doc, but the invoice still says 20 hours, what's a GC to do? Should law firms rethink their billing models to reflect their AI usage? Or should GCs lean harder into AI themselves, to cut reliance on externals? And when it comes to trusting AI with sensitive work - are we brave enough yet?

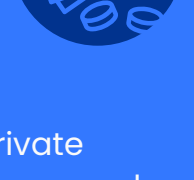
MILLS & REEVE



1st workgroup

Panel 1 Workgroup 1 Panel 2 Workgroup 2 Workgroups 3 Cocktails & Networking

01 BENCHMARKING PAY IN-HOUSE.



Without the lockstep salaries of private practice, how do I benchmark the pay and development of my lawyers in-house?



Kevin Massie,
General Counsel,
Imperial Brand Plc

02 LEGAL NEEDS A PR TEAM!

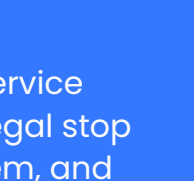


How do you "market" legal so the business sees it as a value-add, not just overhead? How are other GCs shouting about their wins, proving impact, and building legal's brand? And... are we actually doing this, or just hoping people notice?



Mark Levine,
Director, BCL Legal
Elizabeth Duncan-Lee,
Group General Counsel,
NCC Group

03 TOOL-KIT, NOT TICKET.

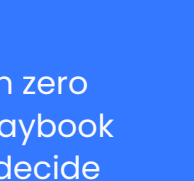


From contract FAQs to self-service frameworks - when should legal stop doing everyone's work for them, and start empowering teams to make smart calls without pinging us first? How do we design frameworks that empower teams to become more self-sufficient?

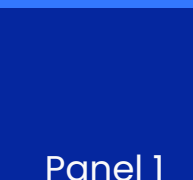


Tom Ferguson,
General Counsel and
Company Secretary,
Bestway Healthcare UK

04 GROWING PAINS.

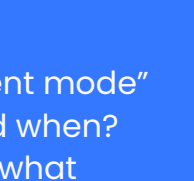


You've walked into a business with zero legal infrastructure - what's the playbook for growing a team? How do you decide which hires will have the biggest impact, and when do you know you're ready to expand?



Imani Esmail,
Head of Legal Services,
Wrexham AFC

05 WHEN YOUR BACK'S AGAINST THE WALL.



What does your "major incident mode" look like? Who is involved, and when? How are you delegating, and what lines of communication are a must?



Sinead Hesp
Director of Legal Affairs
University of Manchester

Panel 2

Panel 1 Workgroup 1 Panel 2 Workgroup 2 Workgroups 3 Cocktails & Networking

Greg Andrews
NED & former
Group CFO



David Travis
Group Secretary and
General Counsel



Louise Stonier
Chief Commercial Officer
UK & International



Paul Kelly
Partner



MODERATOR

CAN YOU SAY THAT IN CFO?

How do GCs translate "legal risk" into numbers a CFO actually cares about? What do CFOs secretly want from their GC (but never say out loud)? And how do we sharpen our financial literacy so legal stops sounding like the odd one out at the ExCo table?



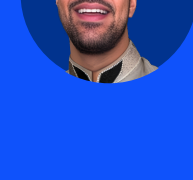
2nd workgroup

Panel 1 Workgroup 1 Panel 2 Workgroup 2 Workgroups 3 Cocktails & Networking

01 MANY PIECES MAKE A GC



How do our diverse life experiences make us better GCs? Which parts of your background - whether scrappy side hustles, blue-collar graft, or polished MBAs - have shaped how you lead, and what new opportunities outside work can keep you levelling up?



Shez Anjum,
General Counsel,
Classic Football Shirts

02 WHOSE JOB IS IT ANYWAY?



When the workload spikes, how do in-house teams decide what stays internal, what goes to law firms, and what's better suited to ALSPs?



Sonia Williamson, Head of
Managed Legal Services
Client Account Management,
Pinnett Masons Vario

03 WHO GROWS IN THEIR PLACE?



After the pandemic exodus of a generation of our most talented lawyers, how do we nurture the next generation from the ground up? What new routes to qualification will form the workforce of the future?



Asif Ibrahim,
Director of Legal Services
Manchester City Council

04 BOTTLES & BOARDROOMS



Balancing becoming a parent journeys, new parenthood, and senior leadership is no small act. How do you show up for your team, your family and yourself - without burning out or disappearing? How do you support your team members when they're on their own parent journeys?



Claire Chadwick,
Head of Legal,
Valeo Foods UK

05 BOARDING CALL.



You've ticked the GC box... so what's next? More and more lawyers are eyeing up Non-Exec roles as their next big career step - but how do you actually land one? What makes a lawyer stand out to recruiters and chairs?



Darren Drabble,
Chief Legal and Risk Officer,
Gateley

3rd workgroup

Panel 1 Workgroup 1 Panel 2 Workgroup 2 Workgroups 3 Cocktails & Networking

01 THE GENERAL LIFE OF A GC



Reporting to multiple bosses means constantly switching hats - Legal, Compliance, Co sec, Data Privacy - all with different expectations. How do you avoid being spread too thin, adapt your tone without losing your voice, and keep a consistent identity as GC while playing corporate chameleon?



Nichola Robinson,
General Counsel,
Fresenius Kabi

02 ENABLE + PROTECT



Does the "protect" side of our job sometimes eclipse the "enable"? How do you trust your team to keep the governance tight while you focus on enabling opportunity at the board table? How do we start to let go of the pen and focus on less drafting, more doing?



Nick Anderton,
General Counsel,
Castore

03 PARTNERS IN (LEGAL) CRIME



ALSPs are no longer the shiny new thing - they're part of the legal toolkit. But how do you make these partnerships actually work in practice? How do you pick the right partner, balance cost with quality, and make sure it doesn't just feel like outsourcing by another name?



Rich Manley,
Director Managed Legal Services,
Pinnett Masons Vario

04 THANKS, I MADE IT FROM SCRATCH



First legal hire? How do you know which policies to put in place and how to make them stick? How do I focus legal on the impact-driven work that fast-moving businesses need while also getting ahead of issues like AI and modern slavery before they become a problem?



Danielle McLaughlin,
General Counsel,
Accelerate

05 THE GOOD, THE BAD, AND THE BIASED.



AI promises productivity, but it's only as good as the data behind it. So how are GCs balancing efficiency with ethics - and spotting when "helpful" tech crosses a line?



Jo Sinar,
Group Legal Director,
Mitie



Cocktails & Networking

NOT ANOTHER NETWORKING HOUR. THIS IS WORKGROUP.

Wind down the day and warm up the relationships that matter. Our Cocktails & Networking Hour brings together GCs for relaxed, high-value conversations... and a few crazy blue cocktails. No forced chat or awkward intros, just a drink in hand and space to connect.

with thanks to our partners



workgroup

We exist for in-house professionals who do big jobs in isolating roles, holding our events across multiple sectors.

We bring in-house leadership together to share openly, listen deeply, and leave feeling more connected, to their peers and their own purpose.

This event is one of many. We run our format across Legal, HR, Finance, Marketing and more.

[For more information check out our website here.](#)