

Emma Fletcher

Director in Brisbane

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Emma has more than 16 years experience as a restructuring and turnaround specialist, having worked on a number of complex engagements. She works with a range of clients including lenders, private companies and government to provide strategic advice and deliver key outcomes.

She has extensive experience working with trading businesses, particularly in the hospitality sector, and providing business sale and transaction assistance to businesses of all sizes. She has also managed a number of trust account receivership engagements for the Department of Justice and Attorney-General (Office of Fair Trading Qld).

Emma has experience across a broad range of industries including aged care, hospitality and property. Emma has also undertaken secondments at Australia and New Zealand Banking Group working across a portfolio of impaired loans and at Suncorp Bank for a project regarding events of default and recoveries.

Engagement Experience —

- Project Gilmore: Independent business review and financial forecast review of an aged care and retirement living provider. As Business Administrator, we administered Government grant funding and provided advice regarding operational and financial management matters. We assisted the provider to formulate and implement strategic and governance improvements, then facilitated a sale of its assets and continued operations to an approved aged care provider.
- PresCare: Business sale and transaction assistance to an aged care provider in the restructure of its property portfolio.
- Gregorski Property Trust: Sale of freehold real property under receivership, subject to an existing lease to a hospitality business operator. We also negotiated appropriate rent relief available to the tenant due to COVID-19.
- H & S Vision Group: Independent business review and subsequent receivership of nine entities owning various businesses and properties located in Cairns (including head office premises, Paradise Palms Resort and Country Club, management letting rights and residential properties).
- Limes Group: Receivership and controllership appointments over the businesses and real property of "Limes Hotel" and "Alfred and Constance" located in Brisbane. We implemented a trading strategy to reopen the venues and managed a marketing campaign to sell the assets on a going concern basis.
- Project Wonder: Independent business reviews of a Group operating a portfolio of established hospitality brands and venues in the Eastern states. This included a review of its new venue construction and proposed funding in its forecast model.

Qualifications & Memberships —

- Member, CA ANZ
- Member, ARITA
- Member, TMA
- Bachelor of Business (Accounting), Queensland University of Technology



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- Latitude Group: Receivership of a large land developer with assets including “Peppers Airlie Beach”, a hotel resort in Whitsundays. The resort continued operations for over three years, with various property issues to be resolved prior to sale to the property assets and business. Other sales included land holdings in Airlie Beach, Townsville and Gladstone.
- Congregational Christian Church of Samoa-Australia (Ipswich Congregation): Court appointed receivership following claims from alleged members of the Association disputing the membership of others. We developed an appropriate methodology to determine membership, undertook investigations of the books and records and reported our findings to the Court.
- Project Hue: Sensitive Data Assessment for a state government entity following a cybersecurity breach impacting over 186,000 customers of the client.
- Data Fund: Court liquidation of a technology start up business with intellectual property assets in the early stages of research and development.
- Project Oliver: Independent business review of an incorporated association club operating from council leasehold premises. We completed a service line operational efficiency review and identified opportunities to maximise cash flow.
- Cowley Group: Receivership of a property development group based in Mackay, including the sale of a caravan park, vacant land and beachfront residences.
- Receiverships of trust accounts (various) for the Office of Fair Trading including Robbie Robbie & Associates Pty Ltd (former management letting rights operator of commercial and residential properties across the Gold Coast), CCH Management Pty Ltd (former operator of Couran Cove Island Resort) and KG Brothers Pty Ltd (former management letting rights operator of a unit complex in Brisbane).
- Meridien Group: Receivership of seven entities, including the head office in Brisbane and marina sites located at Abel Point Marina, Airlie Beach and Horizon Shores Marina, Gold Coast.
- ABC Group: Receivership and sale of a significant number of childcare centres throughout Australia, including managing relationships with centre landlords.
- SP Marina: Trading receivership and sale of Mariner’s Cove Marina, a tourist based retail, accommodation and entertainment centre on the Gold Coast.
- Independent business reviews: Various reviews on companies in the hospitality, agribusiness, earthmoving, retail and electrical construction industries.
- Easy Meals: Voluntary administration and subsequent liquidation of a company involved in the distribution of pre-packaged ready to eat meals.