

# Meeting of Minds: Wealth Management & Private Banking

Thursday 13 November 2025 – The Berkeley Hotel, Wilton Place, London, SW1X 7RL

## Schedule of the Day

<b>Belgravia</b>	0815-0900	<b>Breakfast</b>	<b>Informal networking</b> - Over breakfast and coffee
<b>The Ballroom</b>	0900-0920	<b>Keynote</b>	<b>Welcome</b> - Incorporating the highlights of the Scene Setter research. With <b>James Goad</b> , MD, Owen James
<b>The Ballroom</b>	0920-1000	<b>Keynote</b>	<b>A timely analysis of the impact on the UK and Europe on the era of Trump.</b> With <b>Professor Anand Menon</b> , Director of UK in a Changing Europe
<b>Breakout Rooms</b>	1005-1115	<b>Roundtable Session</b>	<i>Please refer below to get a feel for the topics that will be tabled for discussion within the roundtables</i>
<b>Belgravia</b>	1115-1130	<b>Coffee</b>	Grab a refreshment and catch up with your peers
<b>The Ballroom</b>	1135-1205	<b>Networking</b>	<b>Structured networking</b> - An opportunity to meet some new faces
<b>Breakout Rooms</b>	1210-1320	<b>Roundtable Session</b>	<i>Please refer below to get a feel for the topics that will be tabled for discussion within the roundtables</i>
<b>The Ballroom</b>	1320-1430	<b>Lunch</b>	<b>A seated formal lunch</b>
<b>The Ballroom</b>	1430-1500	<b>Keynote</b>	<b>FCA supervisory insights and direction of travel.</b> With <b>Nick Hulme</b> , Head of Department, Advisers Wealth and Pensions / Consumer Investments, FCA
<b>Breakout Rooms</b>	1505-1615	<b>Roundtable Session</b>	<i>Please refer below to get a feel for the topics that will be tabled for discussion within the roundtables</i>
<b>The Ballroom</b>	1620-1650	<b>Keynote</b>	<b>A focus on productivity, performance and wellness</b>
<b>Belgravia</b>	1650-1800	<b>Farewell and Fizz</b>	We thank you for joining us over a glass of bubbly.

## WEALTH MANAGEMENT AND PRIVATE BANKING A MEETING OF MINDS

### ROUNDTABLE THEMES

Thursday 13 November 2025, The Berkeley Hotel, London

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# ROUNDTABLE THEMES TABLED FOR DISCUSSION

## GEOPOLITICS & THE ECONOMY

### 1. Trump's Trade Wars: Making sense of global shocks for clients

As markets digest the implications of the second Trump presidency, ongoing US-China tensions, rising instability across Europe and the Middle East, and central banks wrestle with sticky inflation, diverging rate paths, and slow growth, clients need context and clarity.

This session will focus on the global stage and how these dynamics translate into portfolio conversations and client trust, including:

- The gaps in traditional portfolio risk tools when stress-testing for political and macro shocks.
- Approaches for blending data-driven insights with qualitative judgement to strengthen adviser confidence.

### 2. Tax and wealth planning in the current UK policy landscape

Uncertainty still looms over the future of inheritance tax, business relief, pension allowances, and capital gains rules meaning wealth managers are having to balance today's opportunities with tomorrow's risks and ensure clients' plans remain resilient amid shifting fiscal priorities and populist pressures.

This session will assess how firms can prepare clients for domestic policy shifts and adjust their intergenerational strategies without overreacting to political noise, including:

- The potential direction of IHT and business relief reform, and what it could mean for estate planning.
- How pension and ISA policy changes could reshape long-term saving and intergenerational planning.
- Strategies for keeping clients resilient amid shifting UK fiscal and regulatory priorities.

## REGULATORY CHANGE

### 3. Consumer Duty: Strategic shift or administrative burden?

Two years on, CEOs are asking whether Consumer Duty has genuinely changed client outcomes or simply layered more cost and complexity onto existing models. With further pension reforms, tax shifts, and an evolving FCA agenda ahead, are leadership teams treating the Consumer Duty as a compliance exercise or a catalyst for business transformation?

This session will examine strategic impacts on service models, pricing, and culture, including:

- How Consumer Duty has reshaped service, pricing, and segmentation models at the strategic level.
- How boards are evidencing fair value and outcomes without suffocating the organisation in process.
- The FCA's likely next moves and what this means for resource allocation, culture, and future competitiveness.

#### **4. Data-Led Regulation: Risk, burden, or competitive advantage?**

As the FCA leans heavily into a data-led approach, firms face mounting pressure to demonstrate, at scale, how their data evidences good client outcomes. For CEOs, this is not just a compliance challenge, it is a strategic question about data governance, investment priorities, and the ability to compete in a more transparent, evidence-driven marketplace.

This session will explore how CEOs can turn compliance into enterprise data strategy, by discussing:

- The strategic implications of the FCA's data-driven oversight model for CEOs and boards.
- Whether to invest in in-house capability or partner with external specialists to raise data standards.
- Whether data-led regulation is primarily a cost burden - or an opportunity to sharpen client insight, efficiency, and trust.

#### **5. Regulation as a catalyst for innovation**

Regulation is no longer just a compliance cost - it is increasingly shaping strategy, culture, and innovation agendas. Delegates continue to value face-to-face engagement with the FCA, provided the dialogue is constructive and forward-looking.

The question now is whether firms can turn regulatory challenge into a competitive advantage. This session will:

- Facilitate live dialogue with FCA representatives on high-impact issues, including HNW classification.
- Share examples of regulation acting as a catalyst for client-centric innovation.
- Debate where collaboration across the sector could reduce compliance burdens.

### **YOUR BUSINESS**

#### **6. Sourcing growth in a shifting wealth landscape**

Client acquisition remains the single biggest challenge, with £5.5 trillion of intergenerational and gender wealth transfer imminent. At the same time, the distinction between private banking and affluent propositions is narrowing, creating new competition for both clients and talent. CEOs must decide how to position their organisations for sustainable growth.

This session will explore growth strategies, from organic expansion to partnerships and M&A, including:

- How to win women and next-gen clients, who will soon dominate wealth ownership.
- How to differentiate in a market where affluent and private offerings are converging.
- Models for partnerships and distribution channels that generate qualified growth.
- Whether organic growth alone is viable in the current environment - or if M&A is still essential.

#### **7. Productivity: From measurement to meaningful change**

Despite years of focus, only 40% of RM time is client-facing, with outdated systems and siloed processes still dragging on efficiency. CEOs are under pressure to deliver productivity gains while maintaining culture and client experience. The challenge is to move from incremental fixes to transformational outcomes.

This session will explore process redesign, automation, and cultural trade-offs to unlock genuine productivity gains, in order to:

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- Define the KPIs that boards should track to measure productivity in client-relevant terms.
- Explore how automation, AI, and process redesign can unlock RM time.
- Share models for reducing administrative burden without eroding service quality.
- Debate the trade-offs between efficiency drives, cultural cohesion, and talent retention.

## **8. Pricing power in a compressed fee environment**

Fee compression is accelerating, with wealth managers predicting the sharpest basis-point contraction across the value chain. For CEOs, the question is whether pricing models can be re-designed to defend margins while clearly demonstrating value to clients.

This session will explore how to articulate value, test new pricing models, and defend profitability.:

- Debate strategies for articulating and evidencing value in a fee-sensitive market.
- Explore innovations in pricing, service bundling, and outcome-based models.
- Share approaches to maintain profitability without reducing service quality.
- Assess the long-term sustainability of existing fee structures - and what must change.

## **9. Strategic partnerships that deliver more than product**

Increasingly, wealth managers expect asset managers, platforms, and fintechs to deliver more than product. CEOs are looking for partnerships that drive growth, innovation, and client value in measurable ways.

This session will explore what makes a partnership strategic and how to measure value, in order to:

- Define what makes a partnership truly strategic and sustainable at board level.
- Explore collaboration models that deliver tangible value to both client and firm.
- Share examples of co-created propositions, joint ventures, and distribution alliances.
- Discuss how to measure and evidence partnership success beyond AUM flows.

## **YOUR CLIENTS**

### **10. The broadening scope of lending products for HNW clients**

Lending is fast becoming an essential tool in wealth management, evolving from a niche offering into a core component of client solutions. From international property purchases to tax optimisation strategies, the scope of lending for HNW clients continues to expand. Yet uptake remains uneven, with education, regulation, and operational inefficiencies still acting as barriers.

This session will explore how to design and deliver wealth-driven lending solutions that meet diverse client needs, from liquidity and refinancing to tax planning, as well as:

- Debate the balance between accessibility and risk management, including the monitoring of LTVs and fluctuations in asset values.
- Examine opportunities in emerging client segments such as entrepreneurs, family offices, and landed estates.
- Share strategies for raising awareness and improving adviser confidence in positioning lending as an alternative to portfolio drawdowns.

*Expert: Firenze*

## TECHNOLOGY & INNOVATION

### 11. Digital Transformation that Works: Lessons from best-in-class

With 70% of transformation projects failing, the challenge isn't whether firms should change - but how to do it successfully. The leaders in the industry are proving that success comes not from going it alone, but from building the right partnerships and learning from best-in-class practices.

This session will:

- Explore what the most successful firms are doing differently in digital transformation.
- Identify how partnerships can accelerate change and reduce execution risk.
- Discuss how to align people, processes, and technology for sustainable outcomes.
- Share strategies to build buy-in and clarity of purpose across the organisation.
- Highlight common pitfalls in tech-led change - and how collaborative models help avoid them.

*Expert: Multrees*

### 12. AI in Action: Smarter journeys, stronger trust

AI has the potential to reshape every stage of the client journey, from onboarding to reporting. The FCA's "supercharged sandboxes" signal regulatory support, but leaders must balance innovation with governance and trust. For CEOs, the challenge is deciding where AI adds most value - and where human judgement remains essential.

This session will explore the most impactful use cases for AI in client experience and operations, in order to discuss:

- Governance, oversight, and training frameworks for safe deployment.
- The boundaries between automation and adviser judgement.
- Lessons from early adopters - where pilots have succeeded, and where they have failed.

### 13. Client Experience vs Cyber Risk: Finding the right balance

Client portals and digital tools now dominate tech budgets, yet firms are simultaneously grappling with escalating cyber threats. CEOs must strike the right balance between investing in front-end client experience, upgrading legacy systems, and building resilience against increasingly sophisticated cyber-crime.

This session will debate the trade-offs between CX innovation and foundational system resilience, by:

- Exploring AI-driven use cases with the greatest client and business impact.
- Sharing strategies for cyber risk management - from infrastructure to client education.
- Identifying governance models to manage tech innovation while safeguarding trust.

## YOU & YOUR PEOPLE

### 14. Preparing for the new client majority

By year-end, women are forecast to control 60% of UK wealth, yet most client books remain older and male. Firms that fail to adapt risk missing the biggest demographic shift in a generation. CEOs must decide whether their organisations are culturally and operationally ready for the next client majority.

This session will focus on inclusive services, multi-generational planning, and adviser training for a new demographic reality.

- Analyse the product, service, and engagement expectations of women and next-gen inheritors.
- Share models for inclusive, family-wide wealth planning and relationship management.
- Explore how philanthropy, ESG, and values-driven propositions can attract and retain new clients.
- Debate how to re-train and equip advisers to build authentic, multi-generational relationships.

### 15. M&A, team moves and the integration challenge

Half of firms still plan acquisitions, but the risks of overpayment, failed integration, and cultural damage remain high. At the same time, team lift-outs are increasingly viewed as a lower-risk alternative. CEOs must weigh growth opportunities against execution risks.

This session will explore integration risks, cultural alignment, and whether consolidation is really delivering promised scale, in order to:

- Compare the strategic pros and cons of acquisitions versus team lift-outs.
- Share integration strategies that protect culture, clients, and talent.
- Identify board-level due diligence priorities across people, operations, and compliance.
- Debate whether consolidation is genuinely delivering productivity and scale - or creating new challenges.

## PRODUCTS & PROPOSITION

### 16. Active vs. Passive ETFs: The next battleground

Active ETFs are surging in popularity, with implications for liquidity, transparency, and industry margins. For CEOs, the question is whether this trend represents a new source of competitive differentiation or just another product arms race.

This session will explore implications for boutiques, client portfolios, and investor education, in order to:

- Analyse the growth trajectory of active ETFs and the commercial drivers behind it.
- Debate their role alongside passive strategies in client portfolios.
- Explore implications for boutiques competing with scale players.
- Discuss client education strategies in an increasingly complex ETF market.

## **I 7. Rethinking Asset Allocation: Public vs. private, liquid vs. illiquid**

Delegates noted a swing back toward public markets, with the exception of private debt. Balancing liquidity, risk, and return is becoming increasingly complex, particularly under the HNW retail classification rules. For CEOs, asset allocation strategy is now as much about communication and governance as it is about investment returns.

This session will examine how firms should adjust allocations and explain them to clients, including:

- The drivers behind the shift back toward public markets.
- Liquidity management and client expectations under retail classifications.
- The role of private markets in the next investment cycle.
- Strategies for explaining allocation decisions clearly and credibly to clients.