

# Meeting of Minds: Wealth Management & Private Banking

Thursday 11 June 2026 – 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> , Managing Director, Owen James
<b>The Ballroom</b>	0920-1000	<b>Keynote</b>	<b>A timely analysis of the current geopolitical landscape</b>
<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>Trust Under Pressure: Decoding behaviour and risk in a digital age.</b> With <b>Nikki Bhamra</b> , former senior crime investigator and human behaviour expert
<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>Your Clients Don't Get It: The biggest risk facing financial services.</b> With <b>Dan Russell</b> , industry thought leader and founder of financial capability platform, Funkled
<b>Belgravia</b>	1650-1800	<b>Farewell and Fizz</b>	We thank you for joining us over a glass of bubbly.

**A MEETING OF MINDS WEALTH MANAGEMENT AND PRIVATE BANKING**

**ROUNDTABLE THEMES**

Thursday 11 June 2026, The Berkeley Hotel, London

**Contents**

<b>GEOPOLITICS &amp; THE ECONOMY .....</b>	<b>2</b>
1. Portfolio construction in an age of geoeconomics .....	2
<b>REGULATORY CHANGE .....</b>	<b>2</b>
2. Regulation at 9% of revenue - what's within your control?.....	2
3. The advice continuum - commercial opportunity or compliance burden?.....	2
<b>YOUR BUSINESS .....</b>	<b>2</b>
4. Scale vs specialisation - what does a defensible private bank look like in 2026?.....	3
5. Cost scalability at 127bps - protecting margin without cutting muscle.....	3
6. New client acquisition without price erosion.....	3
7. Scale at any cost? Rethinking growth in a consolidating market .....	3
<b>YOUR CLIENTS .....</b>	<b>4</b>
8. Winning the intergenerational asset battle.....	4
9. Evolving HNW & UHNW portfolio expectations.....	4
<b>TECHNOLOGY &amp; INNOVATION .....</b>	<b>4</b>
10. AI beyond pilots - operational redesign or incremental efficiency?.....	4
11. Modernise or marginalise - the true cost of technology debt .....	4
<b>YOU &amp; YOUR PEOPLE .....</b>	<b>5</b>
12. Unlocking organic growth in your adviser teams.....	5
13. Protecting the franchise - talent retention in a relationship model.....	5
14. Productivity reimaged - from golden time to revenue per RM.....	5
<b>PRODUCTS &amp; PROPOSITION .....</b>	<b>5</b>
15. Values-based wealth - strategic differentiator or commercial risk?.....	5
16. Private markets - structural allocation or competitive overreach? .....	6
17. Pricing power in a transparent market.....	6
18. Tokenisation & liquidity - a structural upgrade for portfolio construction?.....	6

**ROUNDTABLE THEMES TABLED FOR DISCUSSION**

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## **GEOPOLITICS & THE ECONOMY**

### **1. Portfolio construction in an age of geoeconomics**

Geopolitical instability, fiscal expansion, and industrial policy are reshaping capital flows in ways that challenge traditional diversification assumptions. With concentration risk elevated and regional policy divergence widening, private banks must consider whether existing portfolio models are sufficiently resilient for the next cycle.

This session will focus on macro-structural allocation shifts to explore how leaders should rethink strategic asset allocation in a more interventionist and fragmented world, including:

- Whether US concentration risk represents structural vulnerability or enduring leadership.
- The role of real assets, infrastructure, and defensive equity strategies in protecting client capital.
- Communicating macro uncertainty to HNW and UHNW clients without driving reactive behaviour.

## **REGULATORY CHANGE**

### **2. Regulation at 9% of revenue - what's within your control?**

With regulatory cost representing a material share of revenue, CEOs must decide what can be redesigned internally to reduce friction without compromising client outcomes.

This session will discuss how firms can respond proactively to regulatory complexity, including:

- Where reporting, suitability, and capital processes can be streamlined.
- How proportionality can be embedded into internal compliance frameworks.
- Examples of digitised onboarding, automation, and data-led supervision reducing cost-to-serve.
- Whether collaboration across the industry could reduce duplicated regulatory effort.

### **3. The advice continuum - commercial opportunity or compliance burden?**

As targeted support and simplified advice move closer to implementation, private banks face a structural shift in how client support is delivered. What was once a binary distinction between advice and guidance is evolving into a regulated continuum - with implications for capital allocation, data architecture, and commercial strategy.

This session will ask whether regulatory reform represents a genuine growth opportunity or simply additional operational complexity, in order to:

- Assess how private banks can position themselves effectively across the emerging advice spectrum.
- Identify the data, permission, and governance gaps that may limit implementation.
- Debate whether targeted support expands market reach or risks cannibalising full advice.
- Examine how firms can embed proportionality without increasing compliance drag.

## **YOUR BUSINESS**

#### **4. Scale vs specialisation - what does a defensible private bank look like in 2026?**

In a market of rising regulatory cost, margin compression and technological investment demands, leadership teams must define what competitive resilience actually means.

This discussion will focus on business model design rather than acquisition tactics or short-term cost reduction, in order to ask:

- What AUM, revenue mix and cost ratios define structural viability?
- Whether sub-scale models remain sustainable?
- How firms differentiate beyond performance?
- What boards should be prioritising over the next 3–5 year?

#### **5. Cost scalability at 127bps - protecting margin without cutting muscle**

With margin expectations tightening across the value chain, boards are under pressure to improve cost scalability while preserving client experience and talent. The challenge is to drive structural efficiency without weakening the franchise.

This session will explore how firms can future-proof profitability, in order to:

- Define what “cost scalability” truly means at private bank scale.
- Examine whether AI and automation are delivering measurable cost reduction.
- Debate which parts of the operating model are structurally over-resourced.
- Share approaches to protecting client experience while reducing administrative drag.

#### **6. New client acquisition without price erosion**

Sourcing new clients remains a core strategic priority, yet fee compression and heightened competition risk turning growth into margin dilution. The question for leadership teams is how to win selectively and sustainably.

This session will explore growth strategy in a competitive market, in order to:

- Identify the most commercially attractive client segments over the next 3–5 years.
- Debate whether overseas expansion and niche targeting offer genuine differentiation.
- Share strategies for winning mandates without defaulting to price discounting.
- Examine the role of brand, trust, and proposition clarity in competitive positioning.

#### **7. Scale at any cost? Rethinking growth in a consolidating market**

With sentiment steady but not buoyant, many firms continue to pursue growth through acquisition. Yet integration risk, cultural strain, and client attrition remain material concerns. Leadership teams must decide whether scale is best achieved through transaction, talent, or organic acceleration.

This session will examine expansion strategy rather than structural viability thresholds by asking:

- Are firms acquiring growth they cannot operationally absorb?
- Does scale now protect margin - or dilute culture?
- When does acquisition destroy long-term franchise value?

## YOUR CLIENTS

### 8. Winning the intergenerational asset battle

The greatest asset-loss risk for many firms lies not in performance or service failure, but in wealth transfer events. As assets pass to spouses and younger generations, retention is far from guaranteed.

This session will explore how private banks can strengthen multi-generational relationships, in order to:

- Analyse why second-generation retention rates remain fragile.
- Debate whether service tiers and engagement models reflect generational expectations.
- Share strategies for integrating digital engagement without diluting adviser trust.
- Examine how philanthropy, sustainability, and purpose-led advice influence retention.

### 9. Evolving HNW & UHNW portfolio expectations

Client demand is evolving, with greater interest in alternatives, private markets, and values-based allocation. At the same time, complexity and liquidity constraints introduce new suitability challenges.

This session, centred on client appetite, complexity and governance, will explore how portfolio construction for sophisticated clients is shifting, including:

- The appropriate allocation to illiquid and semi-liquid structures.
- How bespoke portfolios differ from model-driven approaches at scale.
- Governance frameworks for assessing private market suitability.
- How to communicate risk, liquidity, and long-term commitment effectively.

## TECHNOLOGY & INNOVATION

### 10. AI beyond pilots - operational redesign or incremental efficiency?

AI experimentation is widespread, yet many firms remain in pilot mode. The next phase requires moving from incremental efficiency gains to structural redesign of workflows, governance, and team configuration.

This session will explore what it takes to industrialise AI across the enterprise, in order to:

- Identify where AI is genuinely transforming adviser workflows and client journeys.
- Debate whether legacy systems should be replaced or augmented.
- Examine governance models that balance innovation with regulatory oversight.
- Share lessons from firms that have moved from experimentation to production.

### 11. Modernise or marginalise - the true cost of technology debt

Ageing tech stacks, fragmented data, and process inconsistency continue to limit agility. For leadership teams, the question is not whether to modernise - but how far and how fast.

This session will explore strategic technology decision-making, by asking:

- At what point does legacy infrastructure become a franchise risk?
- Is phased integration prolonging pain rather than solving it?
- Are boards underestimating the strategic drag of fragmented data?

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## YOU & YOUR PEOPLE

### 12. Unlocking organic growth in your adviser teams

In wealth and asset management, organic growth is increasingly determined by adviser and distribution effectiveness, client experience and share of wallet. Yet many firms still rely on broad enablement programmes rather than an evidence-based view of where growth potential genuinely resides.

This session will explore how firms can benchmark the true drivers of organic growth and quantify the untapped potential already within their client-facing teams, using assessment-led insight to:

- Identify the behavioural and commercial traits most strongly correlated with organic growth
- Segment adviser and distribution teams into meaningful performance cohorts
- Deploy targeted development interventions rather than one-size-fits-all enablement
- Reduce hiring risk through capability-led role profiling and assessment-based selection

*Expert: SBR Consulting*

### 13. Protecting the franchise - talent retention in a relationship model

In relationship-driven businesses, RM mobility poses a direct asset risk. At the same time, firms must create compelling career paths for a new generation of advisers.

This session will explore how to protect and evolve the talent model, including:

- How compensation, equity, and culture influence retention.
- Strategies for protecting client books during adviser transitions.
- How leadership development supports multi-generational continuity.
- Whether workforce diversity is becoming a commercial imperative.

### 14. Productivity reimaged - from golden time to revenue per RM

While golden-time metrics have improved, disjointed processes and unreliable data remain structural barriers. Boards increasingly want measurable productivity uplift - not anecdotal improvement.

This session will explore how firms can redefine and measure productivity, by:

- Defining the KPIs that matter most at board level.
- Debating what a high-performing RM time-allocation model looks like.
- Examining how automation can release capacity without eroding culture.
- Sharing approaches to embedding accountability while preserving morale.

## PRODUCTS & PROPOSITION

### 15. Values-based wealth - strategic differentiator or commercial risk?

The impact economy is no longer peripheral. With the UK Government's Office for the Impact Economy, rising client expectations and Consumer Duty scrutiny, values-based wealth management is shifting from optional overlay to core strategic capability.

This session will provide clarity on how leading firms are embedding values-based advisory models across the full client journey to drive growth, relevance and long-term trust, as well as examining:

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- The regulatory and reputational risk of inaction
- Evidence on where commercial return is being realised

### **16. Private markets - structural allocation or competitive overreach?**

Interest in private markets continues to rise, particularly among sophisticated HNW and UHNW clients seeking diversification and thematic exposure. However, liquidity constraints, valuation transparency, and structural complexity introduce new governance challenges.

This session will explore whether firms are over-allocating to private markets due to competitive pressure, and how private banks should approach alternatives with discipline, by asking:

- Are allocations being driven by genuine suitability - or fear of client attrition?
- Is governance keeping pace with product complexity?
- Where does illiquidity risk truly sit in private client portfolios?

### **17. Pricing power in a transparent market**

With value chain compression expected and client scrutiny increasing, pricing strategy has become a board-level issue. Transparency, passive competition, and regulatory pressure mean that historical fee structures can no longer be assumed to hold.

This session will explore how firms can defend profitability while strengthening client trust, including:

- How advice value should be articulated in a passive-heavy market.
- Whether pricing should evolve by life-stage, complexity, or service tier.
- Approaches to maintaining margin without compromising client experience.
- Whether existing pricing models remain sustainable in the medium term.

### **18. Tokenisation & liquidity - a structural upgrade for portfolio construction?**

Tokenisation is moving from experimentation to practical application - with potential implications far beyond digital assets.

The real opportunity lies in how tokenised infrastructure could reshape portfolio construction, liquidity management and cost efficiency - particularly across private and semi-liquid markets. This session will therefore focus on:

- How tokenised settlement could reduce operational friction and custody cost.
- Whether repo-enabled liquidity changes the private markets equation.
- What this means for cost architecture across wealth platforms.