

Meeting of Minds Winning Advisers

Thursday 23 April 2026, Ridding Park, Harrogate, HG3 1JH

Crosby Suite	1900-2200	Networking Drinks and Dinner	Seated for dinner at 19:45
Schedule of the Day			
Radcliffe Room	0830-0900	Coffee and pastries	Informal networking over coffee
Radcliffe Room	0900-0920	Keynote	Welcome - incorporating the highlights of the Scene Setter research. With James Goad , Managing Director, Owen James Events
Radcliffe Room	0920-1000	Keynote	Politics and Portfolios - what the global power shifts mean for markets. With Sarah Ghosh , former Finance Director, President of CIMA, Co-Chair of AICPA and 2024 Accounting Personality of the Year
	1005-1115	Roundtable Session	<i>Please refer below to get a feel for the topics that will be tabled for discussion within the roundtables</i>
Radcliffe Room	1115-1135	Morning Coffee	Grab a refreshment and catch up with your peers
Radcliffe Room	1135-1210	Networking	Structured networking - an opportunity to meet some new faces
	1215-1325	Roundtable Session	<i>Please refer below to get a feel for the topics that will be tabled for discussion within the roundtables</i>
Crosby Suite	1330-1430	Lunch	A seated formal lunch
Radcliffe Room	1435-1505	Keynote	Your Clients Don't Get It - the biggest risk facing financial services. With Dan Russell , industry thought leader and Founder of financial capability platform, Funkled
	1510-1620	Roundtable Session	<i>Please refer below to get a feel for the topics that will be tabled for discussion within the roundtables</i>
Radcliffe Room	1625-1655	Keynote	Get Back Up - building resilience when life doesn't go to plan. With Jamie McAnsh , international wheelchair rugby player, record-breaking adventurer and Founder of See No Boundaries
Crosby Suite	1655-1800	Fizz and Farewell	We thank you for joining us and bid you farewell

A MEETING OF MINDS: WINNING ADVISERS

ROUNDTABLE THEMES

Thursday 23 April, Ridding Park Hotel, Harrogate

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ROUNDTABLE THEMES TABLED FOR DISCUSSION

GEOPOLITICS & THE ECONOMY

1. Risk in the real world

We have long worried about the risks facing investors in traditional stock and bond allocations. After years of trending markets and crowded trades, markets have been buffeted by a series of geopolitical shocks: lockdowns, tariffs, trade wars, and kinetic wars among them. These events have

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disrupted the trends of past decades, creating a new environment in which to seek risk and return. This session will focus on how securities across asset classes respond to these shocks, and how investors can seek to balance risks while maintaining attractive prospective returns.

By the end of this session, delegates will be able to:

- List the persistent risks facing traditional multi-asset portfolios
- Understand how different types of stocks, bonds, commodities, and currencies respond to various economic regimes
- Explain the relationship between real-world uncertainty, investor fear, and asset valuations
- Identify real-world drivers of recessions and market sell-offs

Expert: Orbis Investment

2. US Exceptionalism and its future in global equity allocation

For over a decade, US exceptionalism has been the defining force in global equity markets. But with the US underperforming in 2025 and the world order shifting beneath investors' feet, allocators are increasingly asking whether American dominance can continue and what it means for their portfolios if it doesn't.

This discussion brings together perspectives on the structural, political, and geopolitical forces reshaping the investment case for the US and examines where the balance of opportunity may lie in the years ahead. Topics will include:

- The structural foundations of US exceptionalism – which pillars remain intact, and which are showing cracks.
- The bull and bear case for America: separating cyclical headwinds from deeper, structural shifts.
- The Trump administration, Middle East conflict, and their implications for US growth and global capital flows.
- Whether other markets – Europe, Asia, or emerging economies offer credible and durable alternatives for structural growth.
- The risk of reallocating away from US markets too early - versus the risk of remaining structurally overweight.

Expert: Albermarle Street Partners

REGULATORY CHANGE

3. Proportional regulation and the case for reform

There is no one-size-fits-all when it comes to risk-based oversight. Our data shows there is strong frustration among Northern advisers about regulatory proportionality, with well-behaved firms feeling penalised for the actions of bad actors and large institutions. This session will therefore discuss:

- What proportional, risk-based regulation could look like in practice
- The case for a 'polluter pays' regulatory model

- The impact of clunky systems such as Connect and RegData
- Where collective adviser voices could influence reform

4. The operational reality of Consumer Duty

Consumer Duty has moved from abstract principle to operational burden, with ‘paperwork for the sake of paperwork’ becoming structural. Given nearly half of firms have already adjusted pricing or propositions, alongside rising documentation and training demands, this session will examine:

- How Consumer Duty has changed pricing and service models in practice
- Where documentation adds value versus unnecessary friction
- How firms evidence good outcomes without over-reporting
- Identify where firms have successfully simplified their propositions

5. Regulation as a permanent cost of business

Regulation is no longer viewed as a changing threat but as a fixed, heavy cost. For many Northern firms, compliance now absorbs around 10% of total revenue, shaping pricing, staffing, and growth decisions. This session will discuss managing a revenue drag without losing focus, including:

- How firms are absorbing or offsetting the true cost of regulation
- Where regulatory effort feels most disproportionate
- How firms protect adviser and client time from compliance overload
- Approaches to simplifying internal compliance processes

YOUR BUSINESS

6. Protecting margins in a decade of volatility

Productivity is the defining strategic battle and has become the primary lever for survival and growth for mid-sized Northern firms. With flat sentiment, rising costs, and a volatile global backdrop, firms are under pressure to deliver more value without expanding headcount or eroding culture. This session will explore:

- Where productivity is genuinely being lost inside advice firms
- Which activities no longer justify their cost or time
- How firms are targeting 10–20% cost base reductions without damaging client outcomes
- Practical productivity gains that have worked in similar-sized firms

7. Consolidation as a strategy, not an exit

Rising compliance costs and operational burden are accelerating consolidation. If regulatory weight is driving M&A, this session will ask whether mid-sized Northern firms are becoming acquirers rather than sellers, including:

- How regulation is reshaping consolidation dynamics
- When acquisition improves resilience versus adding risk
- The integration challenges driven by compliance and systems
- What makes a firm an attractive acquirer or target

YOUR CLIENTS

8. Preventing wealth from walking out the door

With an average client age of 58.2 - and advisers a decade younger - retaining assets during inheritance and generational transition, particularly to disengaged millennials, is now an intergenerational risk. This session will explore:

- Where firms are most exposed to intergenerational asset leakage
- The practical ways to engage the next generation earlier
- Gender- and age-based segmentation strategies
- What keeps heirs loyal when wealth transfers

9. Human planning, guidance models, and robo-scale

By 2030, advisers expect a split market, with HNW clients receiving holistic advice and the rest pushed toward AI-led or guided solutions. Competing in a bifurcated advice market means mid-sized firms must decide where they sit. This session will therefore explore:

- Hybrid guidance-and-advice models emerging in the market
- Where human advice remains indispensable
- How firms price and deliver different service tiers
- Whether guidance models protect or dilute brand value

10. Pricing, value, and fairness under pressure

What you pay, what you get, and what it all means for your clients. Pricing is under increasing scrutiny from both regulators and clients. When Consumer Duty meets volatile markets, firms must demonstrate value in a world where outcomes are uncertain and costs are rising. This session will explore:

- How the value chain is broken down
- Pricing changes driven by Consumer Duty
- How clients perceive fair value and how you can demonstrate it
- The impact of all of this on clients

Expert: Sparrows Capital

YOU & YOUR PEOPLE

11. Leading with confidence through a decade of volatility

Advisers remain broadly bullish, but confidence has softened. Maintaining belief when optimism is fragile and leading teams and clients through prolonged uncertainty now requires clarity, purpose, and resilience. This session will explore:

- What is driving caution in adviser sentiment
- How to maintain confidence internally
- The emotional load of long-term volatility
- The practices that sustain motivation and belief

12. When compliance crowds out creative thinking

Rising documentation, reporting, and training demands are reducing advisers' capacity for creative planning and meaningful client engagement. This risks hollowing out the very value clients pay for. This session will therefore ask:

- How do compliance load affects adviser judgement and creativity?
- How can firms protect thinking time for advisers?
- Are current training models sustainable?
- How can technical, regulatory, and relational work be rebalanced?

TECHNOLOGY & INNOVATION

13. Using technology to reduce complexity – and cost

Advice firms have more technology available to them than ever before – yet many still find their operations becoming more complex rather than less.

This session will explore how firms can make technology decisions that simplify operations, improve productivity and reduce structural cost across the advice value chain – while creating a foundation for future innovation.

The discussion will focus on:

- Why fragmented systems and disconnected data create operational friction
- How firms can design technology stacks that support a coherent end-to-end advice journey
- What deliberate architectural redesign looks like in practice – including examples from firms building more integrated advice stacks
- How firms can evaluate technology decisions beyond functionality alone

Expert: Seccl

PRODUCTS & PROPOSITION

