

**Westminster Business Forum policy conference:  
Next steps for UK financial services resilience and risk management**

*Timing: Morning, Tuesday, 16<sup>th</sup> December 2025*

**\*\*\*Taking place online\*\*\***



*Agenda subject to change*

- 8.30 Registration
- 9.00 **Chair's opening remarks**  
Chair to be announced
- 9.05 **Strengthening UK financial services - risk, resilience and regulatory direction**  
**Jack Armstrong**, Partner, EY  
Questions and comments from the floor
- 9.30 **Next steps for prudential reform in the UK - supporting resilience and growth**  
*impact of the Financial Services Growth and Competitiveness Strategy / implications of ring-fencing reform for prudential oversight / scope of institutions and activities, and deposit and trading thresholds / maintaining financial stability while supporting growth / SM&CR reform, SMF approvals, Certification, accountability and governance / proportionality and reducing regulatory burden across retail and investment business models / transparency and predictability of prudential policy / revised capital and loss-absorbing requirements / market signalling for investors and rating agencies / supervisory capacity and resource planning*  
**Andrzej Wieckowski**, Partner, TLT  
**Kevin James**, Co-Investigator, Systemic Risk Centre, LSE  
**Xavier Solano**, Assistant Director, and Head, Prudential Regulation, ABI  
**David Wood**, Risk Transformation Lead, Yorkshire Building Society  
Questions and comments from the floor
- 10.30 **Ways forward for stress-testing and systemic oversight**  
Senior commentator  
Questions and comments from the floor
- 10.55 **Chair's closing remarks**  
Chair to be announced
- 11.00 Break
- 11.10 **Chair's opening remarks**  
Chair to be announced
- 11.15 **'Cloud services and operational resilience'**  
**Michael Jefferson**, Head, Financial Services Public Policy, UK, MEA and Switzerland, Amazon Web Services  
Questions and comments from the floor
- 11.45 **Assessing the cyber resilience of the UK's financial services ecosystem**  
**Kelly Butler**, Managing Director and Head, UK Cyber, Marsh
- 12.00 **Priorities for building system-wide resilience - third-party risk management and incident reporting**  
*incoming incident and third-party reporting requirements, thresholds and timelines / avoiding duplication with existing regimes, including EU DORA / implementation of the Critical Third Party regime / transparency of designation criteria, accountability and liability allocation / preparation for designation orders, including potential AI providers / operational stress-testing for digital and cloud service dependencies / firms' internal capacity for resilience and governance / regulatory coordination and oversight across authorities / cross-border service continuity and alignment with international regimes / expectations and communications during service outages*  
**Tim Armit**, former Head, Operational Resilience, Qbe Insurance  
**Ben Leighton**, Director, Risk and Compliance, Thought Machine  
**Daniel Golding**, Partner, Baringa Partners  
**Indy Dhami**, Partner, FS Cyber, KPMG
- 12.30 Questions and comments from the floor
- 12.55 **Chair's and Westminster Business Forum closing remarks**  
Chair to be announced  
**Thomas Howard**, Westminster Business Forum