

DEVOLUTION, EVOLUTION, REVOLUTION

Vicars' Hall, St George's House, Windsor Castle

In partnership with



DEVOLUTION, EVOLUTION, REVOLUTION

At a moment of national transition and global uncertainty, there has never been a more important time to convene leaders, challenge assumptions, and explore bold ideas for the future of our region and country.

We gather today under the theme Devolution, Evolution, Revolution - explored through four focused sessions designed to inspire insight, challenge thinking, and shape meaningful action.

What could a Thames Valley Strategic Authority mean for business, and what does successful devolution look like for the region and our business community? What can we learn from other UK regions, and how should business best engage with, and influence, the future landscape of the Thames Valley?

In the context of a decade marked by upheaval, disinvestment, and a fluid geopolitical climate, what factors must we consider to best look after the UK's national interests and priorities?

We will reflect, in a time of shifting relationships with China, Europe, and the United States: are we calling time on free-wheeling trade? What are the opportunities and risks for our region? For example, how might our regional ambition to develop next-generation technology position us within the 'Big Tech' landscape? Is there a 'space in between' that creates opportunity for the UK, particularly through the digital infrastructure (e.g. data centres) needed to drive economic growth and national prosperity?



THE WINDSOR DEBATES

The Windsor Debates importantly provide time for business leaders to discuss, listen carefully and argue cogently; the opportunity for participants to disagree civilly, test each other's intellectual position, find common ground and perhaps even reach consensus.

To facilitate this engagement the Debates operate under the Chatham House Rule so, participants are free to use the information received, but neither the identity nor the affiliation of the speaker(s), nor that of any other participant, may be revealed.

IN PARTNERSHIP WITH



The University of Reading has always been at the forefront of UK higher education. It is among the top 30 UK universities globally, proudly committed to climate change and environmental sustainability, and holds the <u>Sustainable University of the Year 2025 award</u> from The Times and The Sunday Times "Good University Guide."

Consistently ranked among the world's top 200 universities (QS), it is a research-intensive institution with 98% of its research rated as being of international standing (latest Research Excellence Framework). In March 2026, the University will mark 100 years since receiving its Royal Charter. This historic milestone offers a chance to showcase the past, present, and future impact of its work and people.

In partnership with the Thames Valley Chamber, we will showcase four key tenets that continue to shape the University's regional role – uniting the community; highlighting historic, current, and future impact; reinforcing reputation locally, nationally, and internationally; and delivering a lasting legacy for our community. By way of examples: following our last Windsor Debates, members of the Thames Valley Chamber's Health and Life Sciences (HLS) working group came forward to support the University in setting up a new HLS Industry Advisory Board, helping to inform and shape future course programmes. The Board is expected to meet formally for the first time in August 2025. From January 2026, the University will also take custodianship of the International Universities Climate Alliance.

In his keynote during the debate, Robert Van de Noort will reflect on themes from the Alliance's work and, by leveraging world-class research, practical action, and educational innovation, highlight members' commitment to addressing global environmental challenges.





09:00 - 09:30	Arrival and Registration, Vicars' Hall
09:30 - 09:55	Welcome and Introduction
09:55 - 10:55	Session One: Shifting the Dial – How the Thames Valley Can Benefit Most
10:55 - 11:25	Coffee Break
11:25 - 12:45	Session Two: Towards Devolution – The Future Political Landscape
12:45 - 13:45	Lunch
13:45 - 15:00	Session Three: Between Evolution and Revolution
15:00 - 15:20	Coffee Break
15:20 - 16:15	Session Four: Perspectives From the Future
16:15 - 16:40	Summary and Close
17:00 - 17:50	Evensong In St George's Chapel (optional)
17:50 - 18:50	Drinks Reception In the Dean's Cloister
19:00 - 21:15	Evening Dinner With Keynote Speaker TBC
21:15 - 22:00	Private Guided Tour of St George's Chapel (optional)
22.00	Event Close

SHIFTING THE DIAL HOW THE THAMES VALLEY CAN BENEFIT MOST

Looking after the UK's national interests and priorities – across trade, investment, commerce. Do we need to move the dial?

This opening session sets the stage for a frank and forward-looking conversation about the UK's global economic position. Regions like the Thames Valley, an engine of the UK economy, have most to benefit from the strength and assets that we still hold central to a successful economy.



SPEAKERS

Chris Southworth

Secretary General, International Chamber of Commerce



TOWARDS DEVOLUTION THE FUTURE POLITICAL LANDSCAPE

What might a Combined Authority look like for the Thames Valley? What can we learn from those who have gone before us, such as in the North East of England, Cambridgeshire, and Birmingham.

What, When and How should Thames Valley businesses be working to influence, shape and steer the politics of a new regional authority?

SPEAKERS

Councillor Liz Leffman

Leader,
Oxfordshire County Council

John McCabe DL

Chief Executive Officer, North East Chamber of Commerce

BETWEEN EVOLUTION AND REVOLUTION

Navigating global influence across tech, trade, and power.

Is the UK an exposed ship navigating a global 'Bermuda triangle' between the powerhouses of China, the European Union and the United States forming an apex of a global geopolitical triangle.

How are the evolutionary and / or revolutionary approaches of these trading giants shaping the future of trade, the 'big-tech' space, and the UK's future relations with these localities? Are we truly in control of our destiny, merely reacting to forces beyond our influence or an exposed 'ship' navigating stormy waters?



SPEAKERS

Juliette Wilcox CMG

President, Ultra Cyber Ltd

Patrick Keating

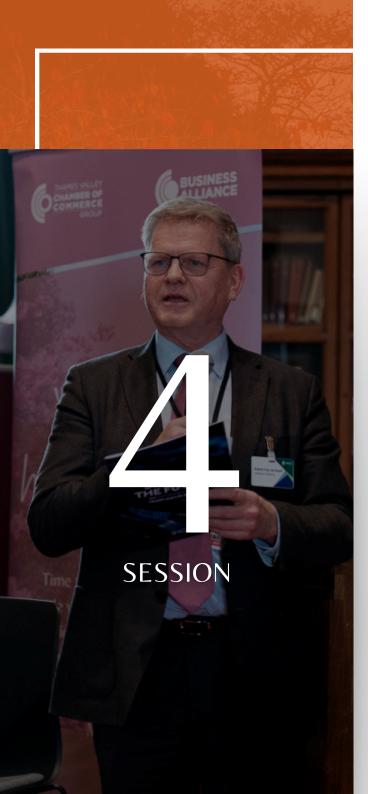
Head of Government Affairs, Honda Motor Europe Ltd

Steven Lynch MBE

Director British Chambers of Commerce

Anna Bond

Head of Western Corridor, SEGRO



PERSPECTIVES FROM THE FUTURE

A perspective from the Ministry of the Future - have we time for evolution, or are the forces of political change, social upheaval, economic uncertainty and the environmental challenges affecting us all, shifting the dial to revolution?

How do we need to rethink the world ahead of us, knowing what this world might look like in 40/50 years?

SPEAKERS

Robert
Van de Noort CBE DL

Vice Chancellor, University of Reading

SPEAKERS



Anna Bond, Head of Western Corridor, SEGRO



Paul Britton,
CEO,
Thames Valley Chamber of Commerce



Bill Gornall-King, Group President, Thames Valley Chamber of Commerce



<u>Patrick Keating,</u> Head of Government Affairs, Honda Motor Europe Ltd



Councillor Liz Leffman, Leader, Oxfordshire County Council



Steven Lynch MBE, Director, British Chambers of Commerce



<u>John McCabe DL</u>, Chief Executive Officer, North East Chamber of Commerce



Chris Southworth,
Secretary General,
International Chamber of Commerce



Robert Van de Noort CBE DL, Vice Chancellor, University of Reading



<u>Juliette Wilcox CMG,</u> President, Ultra Cyber Ltd