

Workshop Track 3: Resilience for Societies, Infrastructure, and Trusted Data in an Age of Intelligent Threats

Focus: *Strengthening resilience against cyberattacks, AI-related risks, strategic disruption, and cascading operational failures*

This workshop examines how societies can strengthen resilience to cyber, AI, geopolitical, and operational threats in an increasingly connected world, while addressing both the Cyber and wider system Poverty Gap that leaves organisations, communities, and sectors with unequal capability to participate safely and securely in digital systems. It focuses on the relationships between systemic risk, trusted data ecosystems, critical infrastructure, collaborative governance, and the funding and capability-building models needed to reduce vulnerability and build resilience. Through an interactive format that works backwards from shared resilience goals, the session will explore how institutions can move from understanding capability disparities and emerging threats to practical, operational action that protects people, services, and systems from cascading risks across an interconnected geopolitical landscape.

Workshop Design. This highly interactive lecture theatre workshop has the audience collectively act as “the system”. Mentimeter then progressively captures evidence, priorities and consensus as the workshop develops. The speakers acting as both provocateurs and facilitators.

The workshop uses four short keynote provocations and moderated discussion, alongside Real-time Mentimeter polling, to stimulate a whole room debate and structured audience participation to deliver quantifiable outputs. These include amongst others: *i) Top systemic threats ranking; ii) Audience resilience confidence; iii) Cyber and whole system poverty gap priorities; iv) Trusted data ecosystem success factors; v) Primary governance gaps; vi) Priority resilience outcomes for 2035; vii) Investment and policy recommendations.*

Built directly from audience voting and discussion, the workshop aligns with the goal of moving from understanding systemic threats and capability disparities to practical actions that strengthen resilience across society, critical infrastructure and trusted data ecosystems.

Time	Block	What Happens
09:45 - 09:50	Welcome and Framing	Laurence Marzell explains the workshop challenge, objectives Mentimeter polling and expected outputs.
09:50 - 09:55	Establishing the Baseline	Whole room engagement – Polls 1, 2 & 3
09:55 - 10:08	Speaker 1 Context Setting	Laurence Marzell on the Cyber & Whole System Poverty Gap. Polls 4 & 5
10:08 - 10:21	Speaker 2	Jessie Hamill-Stewart on Critical Infrastructure Interdependencies. Polls 6 & 7
10:21 - 10:34	Speaker 3	Celia Soares on Trusted Data Ecosystems and Decision Resilience. Polls 8 & 9
10:34 - 10:47	Speaker 4	Rachael Johnson on Governance, Capability and Risk Ownership. Polls 10 & 11
10:47 - 11:05	Audience Q&A	Speaker Q&A and audience reflections.
11:05 - 11:20	Refreshment Break	Refreshments and networking.
11:20 - 11:38	Session 1	Understanding the Cyber and wider Poverty Gap. Polls 12 & 13
11:38 - 11:56	Session 2	Trusted Data Ecosystems. Polls 14, 15 & 16
11:56 - 12:14	Session 3	Critical Infrastructure & Society Under Stress. Polls 17, 18 & 19
12:14 - 12:23	Session 4	Working Backwards from Resilience Outcomes. Polls 20, 21 & 22
12:23 - 12:30	Closing Synthesis	Poll findings, key insights, priority actions, and workshop close.

Bios.

Laurence Marzell, Whole System Approach / Imperial College.

Laurence Marzell is a Strategic Advisor, Systems Thinker and Research & Innovation leader with over 20 years' experience helping governments, industry, academia and critical infrastructure organisations address complex challenges spanning security, resilience, sustainability, space and digital transformation.

He is the Founder and Director of Whole System Approach Ltd, specialising in translating systems thinking and innovation into practical operational, governance and policy outcomes.

Before founding Whole System Approach, Laurence spent 17 years with Serco in senior consulting, resilience, strategy and innovation roles. He established the CNI SCAN programme with CPNI and led the pioneering St Pancras Interdependencies Project, one of the UK's earliest large-scale "system of systems" initiatives examining infrastructure resilience across 24 public and private sector organisations.

Laurence co-authored, with RUSI, the influential white paper *Combined Effect: A New Approach to Resilience*, advocating greater collaboration between public, private and community stakeholders to strengthen safety, security and resilience. He has led and contributed to numerous UK and European research programmes covering critical infrastructure, community policing, Earth Observation, virtual and augmented reality, sustainability and emergency management.

He is an Honorary Research Fellow at Imperial College London, an Editorial Board Member of the *Crisis Response Journal*, a Founding Member of the Human Continuity Project, and a Senior Advisor to Astra-Terra. A regular conference speaker and published author, he is recognised for bringing diverse stakeholders together to address complex societal and operational challenges.

Jessie Hamill-Stewart, UK-CySpace. [Jessie Hamill-Stewart | LinkedIn](#)

Cyber Security (TIPS-at-Scale) PhD researcher at University of Bristol and University of Bath investigating the cyber resilience of space infrastructure and Programme Manager of UK-wide Connected Capability Network. Jessie has wide-spanning professional experience and expertise including resilience, cyber security, futures thinking, space system security, collaboration strategies, maritime and cyber-attack analysis. The CySpace Connected Capability Network aims to create a more resilient space domain by bringing together partners from across industry, academia and government within and outside the space sector to map relevant capabilities and expertise that can be leveraged to create new products and services that address our most critical vulnerabilities. This CySpace CCN is led by Space West and delivered in partnership with Frazer-Nash Consultancy, Space South Central, North West Space Cluster, Space North-East, Space

Wales, Space East and NI Space as well as our cyber cluster from across the UK. The programme is funded and supported by the Satellite Applications Catapult as part of their Connected Capability programme. [CySpace Connected Capability Network | NCCUK](#)

Celia Soares. [Celia Soares | LinkedIn](#)

A Client Portfolio Manager and investment specialist. Celia holds a position at Janus Henderson Investors, as a Client Portfolio Manager for fixed income strategies since 2023. Prior to that, she worked at Invesco, as a multi-asset portfolio analyst from 2012 and then as a fixed income client portfolio manager from 2017. Before that, she was a senior performance analyst at Aviva Investors Asset Management from 2008. Earlier in her career, she held analyst roles at Hermes Fund Managers and Lipper, a Reuters company. Celia received a BA degree in history from the University of Coimbra and a Graduate Diploma in international relations as well as an MSc degree in international business from the University of London, Birbeck College. She holds the Investment Management Certificate (IMC) and has 19 years of financial industry experience.

Rachael Johnson, ACCA (Association of Chartered Certified Accountants). [Rachael Johnson | LinkedIn](#)

Rachael is ACCA's Global Head of Risk Management and Corporate Governance for Policy & Insights. She develops global thought leadership on risk culture, fraud, cyber resilience and systemic threats, bringing together research and practitioner perspectives to help boards, policymakers and business leaders understand how risks connect and make better decisions. Her work supports ACCA's ambition to redefine the accountant as a trusted, ethical leader equipped to navigate complexity, strengthen resilience and create sustainable value.

Founded in 1904, ACCA is a global professional accountancy body with more than 273,000 members and 546,500 future members across 179 countries. Through its qualifications, continuous learning, research and partnerships, ACCA is building the accountancy profession for a changed world. Its global community brings financial expertise, ethical judgement and a whole-system perspective to some of society's most pressing challenges, helping organisations and economies protect people, strengthen trust and create value for all. [Get an accountancy qualification with ACCA](#)