

IRM welcomes senior Malaysian government delegation for risk and resilience roundtable

IRM roundtable brings together 15 senior Malaysian government officials to discuss people risk, AI, cyber, operational risk and organisational resilience.

LONDON, UNITED KINGDOM, September 15, 2026 /EINPresswire.com/ -- The [Institute of Risk Management](#) (IRM) welcomed a delegation of 15 senior Malaysian government officials to London for a roundtable exploring people risk, cyber and artificial intelligence (AI), operational risk and organisational resilience.

The visit formed part of the UK programme for the [26th JPA-BMCC Management Development Programme](#), organised by the British Malaysian Chamber of Commerce (BMCC) in collaboration with Malaysia's Public Service Department (JPA). Also known as the British Companies Attachment Programme (BCAP), the long-running initiative provides senior Malaysian government officers with exposure to private-sector organisations and management practices in Malaysia and the UK.

Established in 1983, the programme is designed to strengthen public-private sector ties while developing participants' capabilities in areas including management, operations, governance and digital skills. The 2026 programme includes business visits and placements with BMCC member organisations in the UK.

The delegation attending the IRM roundtable represented a broad cross-section of the Malaysian Government and public sector, including the Prime Minister's Department and the Ministries of Education, Digital, Economy, Works, Housing and Local Government, and Women, Family and Community Development.



IRM welcomes senior Malaysian government officials for a risk and resilience roundtable in London as part of the 26th JPA-BMCC Management Development Programme.

Opening the roundtable, Stephen Sidebottom, Chair of the Institute of Risk Management, led a discussion on human capital and people risk, examining how leadership, organisational culture, skills, capacity, workload and group dynamics can influence decision-making and organisational outcomes.

A key theme was the importance of creating organisational environments in which people can raise concerns and constructively challenge assumptions. This prompted discussion with delegates about encouraging greater openness and participation within hierarchical public-sector structures and the role leaders play in creating the conditions for effective decision-making.

Stephen Sidebottom said:

“Risk management and resilience ultimately depend on people. As governments and organisations respond to AI, digital transformation and wider economic and societal change, we need to ensure that people have the confidence and capability to recognise emerging risks, challenge assumptions and make good decisions under uncertainty.

“It was a pleasure to welcome colleagues from across the Malaysian Government and public sector and to exchange perspectives on challenges that increasingly cross organisational and national boundaries.”

The roundtable also explored cyber and AI challenges for public-sector organisations, with contributions from Alex Stezycki, Chair of the [IRM Cyber Group](#).

Discussions considered how AI, digitisation and other economic changes are reshaping skills requirements and creating a growing need for reskilling and workforce development. Delegates shared their experiences of digital transformation within government, including the challenge of building confidence in new technologies and helping employees see AI as a tool that can enhance their capabilities.

The importance of human agency was a recurring theme, particularly the need to preserve appropriate human judgement and accountability as AI becomes increasingly embedded in organisational decision-making.

Matt Mallett MBE, Founder and Managing Director of M2 Advisory Ltd and formerly of the Ministry of Defence, led a discussion on operational risk from a defence perspective. Drawing on his military and defence experience, Matt explored how organisations can manage risk in environments characterised by uncertainty and rapidly changing circumstances. The discussion included the principle of mission command; establishing clear objectives, authority and constraints while empowering people to exercise judgement as situations evolve.

The session highlighted the wider importance of enabling those closest to an emerging issue to make informed decisions, supported by effective governance, timely information and a clear

understanding of organisational objectives.

The roundtable concluded with a discussion between IRM and BMCC on opportunities to continue strengthening UK - Malaysia engagement around risk capability and organisational resilience.

Farhan Zamri, Executive Director of the British Malaysian Chamber of Commerce, said: "The JPA-BMCC Management Development Programme is about creating meaningful connections between Malaysia's public sector and organisations in the UK, while giving senior government officers the opportunity to exchange ideas and gain practical perspectives that they can take back to their respective ministries and agencies.

"We are delighted to work with IRM as part of this year's UK programme and to give the delegation an opportunity to engage directly with specialists on issues such as people risk, AI, cyber and operational resilience; areas that are becoming increasingly important for the future of public service."

The exchange reflected IRM's wider interest in supporting the development of risk capability and resilience in Malaysia. IRM looks forward to continuing its engagement with BMCC and organisations across Malaysia, supporting further knowledge exchange and collaboration around the development of effective risk management and resilient organisations.

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