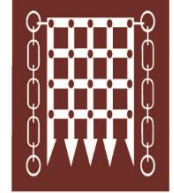


Westminster Business Forum policy conference:

PFI contract expiry and handback - priorities for oversight, contract management and future PPP models

Timing: Morning, Tuesday, 14th July 2026

Taking Place Online



**WESTMINSTER
BUSINESS
FORUM**

Draft agenda subject to change

- 8.30 Registration
- 9.00 **Chair's opening remarks**
Senior Parliamentarian
- 9.05 **Lessons learned from the legacy Private Finance Initiative design - contract management, capability and managing the commercial lifecycle**
Simon Reason, Director, National Audit Office
Questions and comments from the floor
- 9.30 **Practical considerations for PFI handback - managing asset condition, disputes and service continuity**
implementation of the PFI Asset Condition Playbook | asset condition surveys, data collection and consistency of assessment | contract expiry timelines, governance and cross-authority coordination | expectations for asset condition at handback, compliance with contractual standards and rectification requirements | managing lifecycle maintenance obligations and backlog risk in advance of expiry | addressing risks highlighted in the Public Accounts Committee's report on Government's use of private finance for infrastructure | ensuring continuity of service across critical infrastructure | transfer of responsibilities, data and systems at expiry | dispute avoidance and resolution mechanisms
Nick Moss, Managing Associate, Womble Bond Dickinson
Senior representative, public authority
Senior representative, contractor
Senior representative, surveying
Senior representative, investment
Questions and comments from the floor
- 10.20 **Delivering effective handback - best practice in managing PFI contract expiry**
Adele Gritten, CEO, Local Partnerships
Questions and comments from the floor
- 10.45 **Chair's closing remarks**
Senior Parliamentarian
- 10.50 Break
- 11.00 **Chair's opening remarks**
Senior Parliamentarian
- 11.05 **The vision for the next generation of public-private partnerships**
Lord Hutton of Furness, Chair, Association of Infrastructure Investors in Public-Private Partnerships
Questions and comments from the floor
- 11.30 **Future design of public-private partnerships - procurement, risk allocation and delivery capability**
development of the PPP model and implications of the 2025 Budget commitment | pipeline development, market confidence and conditions for investment | interaction with the Procurement Act 2023, including transparency, competitive flexible procedures and contract management requirements | approaches to risk allocation and transferring lifecycle risk effectively | structuring PPP models to reconcile investor confidence with public sector value for money | contract flexibility and performance management over long asset lifecycles | embedding decarbonisation requirements, digital and data capabilities | strengthening procurement and contract management capability across the public sector
Craig Elder, Partner, Browne Jacobson
Patrick Hamill, Commercial Director, Vercity
Graham Thomson, CEO, Affinitext
Zoë Watters, Partner, Strategy, Risk and Transactions Advisory Business, Deloitte
Senior representative, public sector
Questions and comments from the floor
- 12.30 **Policy priorities for public-private partnerships going forward**
Senior representative, policy
Questions and comments from the floor
- 12.55 **Chair's and Westminster Business Forum closing remarks**
Senior Parliamentarian
Thomas Howard, Westminster Business Forum