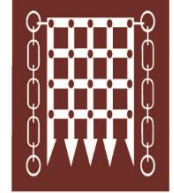


**Westminster Business Forum policy conference:**

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

Timing: Morning, Tuesday, 14<sup>th</sup> 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  
**Mike Diskin**, PFI Expiry Programme Manager, Leeds City Council  
**James Smith**, Deputy Director, HM Prison and Probation Service  
**Matt Inskip**, Operations Director, Justice Facilities Management, Serco  
**Jamie Marsh**, Partner, Rider Levett Bucknall  
Senior representative, investment  
Questions and comments from the floor
- 10.20 **Delivering effective handback - good 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**  
**Clive Betts MP**
- 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  
**Councillor Max Mosley**, Cabinet Member, Finance and Resources, London Borough of Hounslow  
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**  
**Clive Betts MP**  
**Thomas Howard**, Westminster Business Forum