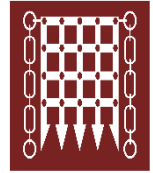


## Westminster Energy, Environment & Transport Forum policy conference:

### Next steps for major transport project delivery in the UK

Timing: Morning, Monday, 29<sup>th</sup> June 2026

\*\*\*Taking place online\*\*\*



WESTMINSTER ENERGY  
ENVIRONMENT &  
TRANSPORT FORUM

Draft agenda subject to change

- 8.30 Registration
- 9.00 **Chair's opening remarks**  
Senior Parliamentarian
- 9.05 **The Major Transport Projects Governance and Assurance Review - key findings and implications for delivery going forward**  
**James Stewart**, Chair, Major Transport Projects Governance and Assurance Review: The HS2 Experience  
Questions and comments from the floor
- 9.30 **Approaches to strengthening governance, oversight, assurance, and investment**  
*designing new and tailored governance structures | clarifying responsibilities | reducing duplication and inefficiency in assurance and review processes | the role of NISTA in assurance, approvals and long-term pipeline oversight | certainty and sustainability in finance | securing multi-year ring-fenced settlements | developing public-private partnership models and equitable risk allocation | addressing capability gaps in project delivery bodies and sponsor teams | better balancing quality with affordability to prevent cost overruns*  
**Marie-Claude Hemming**, Director, Policy, Association for Consultancy and Engineering  
Senior representative, legal  
Senior representative, finance  
Senior representative, transport project  
Questions and comments from the floor
- 10.20 **Planning and consenting reform and next steps for an integrated transport strategy**  
**Samantha Collins-Hill**, Deputy Director, Transport Planning, Department for Transport  
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 **Cost control and efficiency in capital projects**  
**Nicola Bell**, Chief Capital Delivery Officer, Major Projects, National Highways  
Questions and comments from the floor
- 11.30 **The UK's project pipeline and delivery - progress, performance, and addressing barriers to completion**  
*progress and milestones for major transport projects, including HS2 and the Lower Thames Crossing | addressing delays and emerging risks, such as inflation and cost escalation, consenting, and political pressures | the role of digital tools and innovation in achieving efficiency and productivity gains | the role of the Infrastructure Pipeline for enhancing visibility and certainty for industry | building workforce capacity | supporting domestic and sustainable supply chains | approaches to ensuring social value within procurement*  
**Ben Goodwin**, Director, Policy and Public Affairs, Civil Engineering Contractors Association  
Senior representative, delivery partner  
Senior representative, supply chain  
Questions and comments from the floor
- 12.15 **Place-making and social value in major transport projects**  
Senior speaker confirmed from **Transpennine Route Upgrade**
- 12.25 **Embedding environmental compliance and climate resilience in major transport projects**  
*implementation of the Climate Adaptation Strategy for Transport | embedding climate adaptation and resilience into project governance, planning, and delivery | addressing interdependencies across transport modes | delivering Biodiversity Net Gain for NSIPs | the role of the Nature Restoration Fund in mitigating environmental impact and compensation | ensuring compliance and oversight across environmental obligations | strengthening partnership working | alignment of transport infrastructure with economic opportunities*  
Senior representative, environment  
Senior representative, climate adaptation
- 12.35 Questions and comments from the floor
- 13.00 **Chair's and Westminster Energy, Environment & Transport Forum closing remarks**  
Senior Parliamentarian  
**Sean Cudmore**, Westminster Energy, Environment & Transport Forum