

**Westminster Business Forum policy conference:
Next steps for subsidy control in the UK - effectiveness, transparency and options for further development**

Timing: Morning, Friday, 20th November 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 **Operation of the UK subsidy control regime - effectiveness, implementation and priorities following the Subsidy Advice Unit's report**
Claire Froitzheim, Director, Subsidy Advice Unit, Competition and Markets Authority
Questions and comments from the floor
- 9.30 **Supporting public authorities in applying the regime - guidance, capacity and compliance**
Senior commentator
- 9.40 **Assessing impacts of administrative burdens and options for reform**
findings from the Subsidy Advice Unit's report and priorities for further development | impact of the regime on competition, investment and public policy delivery | experience of public authorities, applicants, recipients, competitors and investors | guidance, capacity and support for public authorities | compliance, evidence and monitoring costs | timeliness, certainty and implications for commercial and investment decisions | operation and take-up of streamlined routes | transparency, subsidy data and monitoring outcomes
Oliver Slater, Senior Associate, Sharpe Pritchard
Senior representative, business
Senior representative, finance
Senior representative, public authority
- 10.05 Questions and comments from the floor
- 10.30 **Strategic approaches to the use of data and digital tools to improve efficiency**
Senior representative, technology
Questions and comments from the floor
- 10.55 **Chair's closing remarks**
Senior Parliamentarian
- 11.00 Break
- 11.10 **Chair's opening remarks**
Senior Parliamentarian
- 11.15 **UK-EU subsidy control and the TCA five-year review - regulatory divergence, industrial strategy and investment**
Senior representative, international
Questions and comments from the floor
- 11.40 **Referrals, litigation and appeals - emerging case law and implications for subsidy decision-making**
operation of SAU referral and reporting processes | effects of the higher mandatory referral threshold in non-sensitive sectors | recent CAT and Court of Appeal judgments, what constitutes a subsidy and the commercial market operator principle | implications for scheme design, commercial funding arrangements and compliance | effectiveness of the challenge mechanism and frequency of CAT appeals | access to information, commercial confidentiality, costs and time limits | practical support for affected parties
Alexander Rose, Partner, Ward Hadaway
Senior academic
Senior representative, public authority
Senior representative, industry
Questions and comments from the floor
- 12.30 **Next steps for subsidy control policy, implementation and further development**
Keith Costello, Deputy Director, Subsidy Control and Smart Data, Department for Business, Innovation, Science and Trade
Questions and comments from the floor
- 12.55 **Chair's closing remarks**
Senior Parliamentarian
Thomas Howard, Westminster Business Forum