OPPPS 26

THE OPERATIONAL PPP SUMMIT 2026

23-24 November
Manchester Deansgate Hotel

www.op3s.com

OPPPS Agenda for Print 2026V3.indd 1 17/11/2026 23:24

DAY ONE CONFERENCE - Monday 23 November 2026

8:45 - 9:45 Global Council for Operational PPPs (GCOP) Members Breakfast Briefing

This session is for public sector and GCOP members. If you would like to find out more about GCOP's work and this session, please get in touch.

OPENING PLENARY

What's really going on in operational projects? Stakeholders give their open and honest views of the challenges and opportunities facing operational PPPs.

10:00 - 10:15 Opening remarks: Amanda Nicholls, CEO - Global Council for Operational PPPs (GCOP)

10:15 - 11:00 Panel discussion: The public sector perspective on challenges and opportunities facing operational PPPs



Lewis Worthington, Head of PFI – **Ministry of Housing, Communities and Local Government**



Jordan Thorp, Deputy Director, PFI portfolio – **Department for Health and Social Care**



Steve Lawley, Project Director – **NISTA**



Dr Rachel Hampson, PFI Delivery Lead – **Leeds and York Partnership NHS Foundation Trust**



Janie Chesterton, Head of PFI – **Brent Council**

11:00 - 11:45 Panel discussion: What's really going on? The private sector perspective on challenges and opportunities facing operational PPPs



Kevin Hawkins, Operations Director – **Kajima Partnerships**



Richard Knight, CEO – **Equitix Management Services**



Adrian Mole, CEO – **Robertson Facilities Management**



Lesley McGregor, Managing Director – **Eric Wright Partnerships**



Sarah Westwood, Operations Director – **Skanska**

11:45 - 12:30 Fireside chat: - Things That Will Seem Obvious in Five Years' Time - A fireside chat on expiry, governance, asset stewardship and the risks we can already see



Tom Owen KC, **Keating Chambers**



Alison Fagan, Partner – **Simmons & Simmons**

12:30 - 13:15 Lunch

OPPPS Agenda for Print 2026V3.indd 2 17/11/2026 23:24

WIFI: Network name: Oppps26 **PASSWORD:** Herawaterproofing

BEST PRACTICE WORKSHOPS/SEMINARS

13:15 - 14:30 WORKSHOP A:
The opportunities and challenges of joint handback surveys

Session led by the Institute for Collaborative Working

13:15 - 14:30 WORKSHOP B:
Unlocking impasse on operational projects - A practical workshop to enhance negotiation skills and deliver better outcomes

Session led by DLA Piper

14:30 -15:00 Break

15:00 - 16:15 WORKSHOP C:
Managing conflicts and avoiding disputes in PPP relationships

Session led by Bevan Brittan

15:00 - 16:15 WORKSHOP D:
Economics of handback: asset costs in focus

Session led by Drees & Sommer

18:00 - 01:00 The Operational PPP Awards

The Operational PPP Awards

The third annual Operational PPP Awards will be celebrating the very best in operational projects.

Timings:

18:00 Welcome Drinks Reception
18:45 Awards Part I
19:45 Dinner
21:30 Awards Part II
22:30 After Party and Casino
01:00 Carriages

There will be a charity collection on the night for We Love MCR

OPPPS Agenda for Print 2026V3.indd 3 17/11/2026 23:24

DAY TWO CONFERENCE - Tuesday 24 November 2026

9:00 - 9:45 Pre-conference discussion - our panel pitches solutions to change the shape of the operational landscape



Simon Epstein, Head of PFI – **Birmingham and Solihull Mental Health NHS Foundation Trust**



Graham Thomson, Chief Executive Officer – **Affinitext**



Ben Crossley, Chief Executive Officer – **Opex Consulting**



Kirsty O'Brien, Associate – **Global Council for Operational PPPs**

9:45 - 10:10 Coffee Break

CLOSING PLENARY - USING OPERATIONAL EXPERIENCES TO SHAPE TOMORROW'S PPPS

10:10 - 10:50 Panel discussion: lessons learnt from overseas



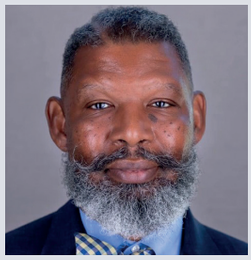
Colin Flock, Senior Vice President and Global Head of Facilities Management – **EllisDon**



Teun Witjes, Director – **John Laing**



Scott Patterson, Vice President, Facilities Operations & Capital Development – **William Osler Health System**



Shawn Matlock, Director – **Prince George's County Public Schools, Maryland**

10:50 - 11:30 Panel discussion: Best Practice Principles in Variations – stakeholder perspectives



Clair Crawford, Commercial and Corporate Services Director – **Resolis**



Paul Rogers, Project Director – **Pario**



Craig Mather, Associate Director – **Lloyds Banking Group**



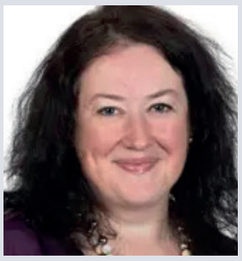
Amanda Gomersall, Associate Director E&F Commercial Services - **Leeds Teaching Hospitals NHS Trust**

11:30 - 11:45 Coffee

OPPPS Agenda for Print 2026V3.indd 4 17/11/2026 23:24

WIFI: Network name: Oppps26 **PASSWORD:** Herawaterproofing

11:45 – 12:20 Panel discussion: From procurement to handover to handback - lessons learnt from MIM, LIFT and HARP to shape future operational projects



Rosemary Jago, Partner – **Bevan Britten**



James Bawn, Strategic Business Development Director – **Community Health Partnerships**



Neil Gillespie, Transformation and Strategic Programmes Director – **United Utilities**



Simon Green, Managing Director, Investments – **Equitix**



Sarah Beaumont-Smith, UK Strategy Director – **FIG**

12:20 - 13:00 Fireside chat: Digesting the Autumn Budget, challenges ahead for current projects and the operational landscape for future projects



Maria Pereira, Partner – **DLA Piper**



Matthew Vickerstaff, Deputy Chief Executive – **NISTA**

13:00 - 13:40 Panel discussion: Finding consensus - How can we design a future model that supports operational excellence, delivers for end-users and works for all stakeholders?



Amanda Nicholls, CEO - **GCOP**



Alistair Rose, Director of Strategic Estates, Infrastructure, and Sustainability – **Lancashire & South Cumbria, ICB**



Marc Evans, Director – **Assured Guaranty**



Joanne Carney, Head of PFI – **Leeds City Council**



Paul Francis, Chairman – **OptimaBI**

13:40 Closing remarks

13:45 - 14:30 Lunch and end of conference

The Operational PPP Awards 2026 is sold out but to book your place at the conference, please go to www.op3s.com or email **zoe.payne@op3s.com**

OPPPS Agenda for Print 2026V3.indd 5 17/11/2026 23:24

Lauren Allen
Aspire Defence

Craig Ashton
Semperian

Aden Bannister
The Newcastle upon Tyne Hospitals NHS Foundation Trust

Natalie Barron
Addleshaw Goddard

Jeanette Batten
Dartford & Gravesham NHS Trust

James Bawn
Community Health Partnerships

Becky Baxter
Resolis

Sarah Beaumont-Smith
Fulcrum Infrastructure Group

Eleanor Berridge
Albany

Emma Beynon
Anthony Collins

Phillip Bishop
Wye Valley NHS Trust

David Blanchard
Pario

Olivia Blessington
Bevan Brittan

Chris Blundell
Equitix

Nicola Bolton
Community Health Partnerships

Nicola Bowen
Birmingham and Solihull Mental Health NHS Foundation Trust

Jon Brazier
Modus Services

Daniel Brierley
Drees and Sommer

Hamid Butt
Department for Transport

Joanna Buttivant
CMS Cameron McKenna Nabarro Olswang

Kenneth Campbell
Bellrock

Colin Carey
Fulcrum Infrastructure Group

Grant Carmichael
Equitix Management Services

Joanne Carney
Leeds City Council

Jonjo Challands
Equitix Management Services

Sarah Channin
Equans

Jane Chapman
EllisDon

Janie Chesterton
Brent Council

Brian Clark
Just Contract Management

Matt Collingwood-Cooper
Freeths

Stephen Colliston
Shepherd and Wedderburn

Vanessa Colyer
Aspire Defence

Michelle Connolly
300 North

Tim Cooper
Independent

Liam Cowell
University Hospital Coventry and Warwickshire NHS Trust

Clair Crawford
Resolis

Rachel Crosier
Freeths

Ben Crossley
Opex Consulting

Grace Cullen
Nomio

Jonathan Dames
CMS Cameron McKenna Nabarro Olswang

Ioan Davies
Bevan Brittan

Matt Davies
Government Commercial Agency

Eddie Davies
Vercity

Carly Davis
Resolis

Craig Dawkins
Affinitext

John Dearing
Group Growth Director

Paul Deverill
Ridge & Partners

Mike Diskin
Leeds City Council

Jay Doshi
NISTA

John Dundas
Kajima Partnerships

Ian Dunning
Infrastructure Managers Limited

Dave Dunning
Leeds City Council

Shona Dunsmore
Robertson Facilities Management

Desa Duric
EllisDon

Christina Dyer
Drees and Sommer

Kelly Eaves
The Leeds Teaching Hospital NHS Trust

Craig Elder
Browne Jacobson

Simon Epstein
Birmingham and Solihull Mental Health NHS Foundation Trust

Marc Evans
Assured Guaranty

Peter Ewart
Tribe Infrastructure

Alison Fagan
Simmons and Simmons

Jem Fennell
Affinitext

Leon Ferguson
Hera

Yordanos Feseha
Department for Transport

Colin Flock
EllisDon

Ned Flynn
EllisDon

Stephen Ford
Albany

Helen Foster
The Newcastle upon Tyne Hospitals NHS Foundation Trust

Paul Francis
OptimaBI

Kara Gallagher
Shepherd and Wedderburn

Susan Gardner
Kajima Partnerships

Frances Garratt
CMS Cameron McKenna Nabarro Olswang

Martin Gemaney
Birmingham and Solihull Mental Health NHS Foundation Trust

Mick Gent
Sheffield City Council

David George
Ambac

Neil Gillespie
United Utilities

Stephen Goddard
Aspire Defence

Amanda Gomersall
Leeds Teaching Hospitals NHS Trust

Alan Gravatt
Arcadis

Simon Green
Equitix

Kate Greener
Artelia Projects UK

Ian Greggor
WSP UK

Mark Grinonneau
Community Health Partnerships

Gavin Haggart
Bellrock

Dave Hallam
Arcadis

Dr Rachel Hampson
Leeds and York Partnership NHS Foundation Trust

Lee Hannan
Local Partnerships

Peter Harding
Equitix

Iain Harris
Invesis UK

Jenny Harrison
Simmons and Simmons

Jackie Harvey
Reid Mitchell HD

Kevin Hawkins
Kajima Partnerships

James Hebberts
Arcadis

Richard Henshaw
Pario

Nigel Herbert
Arcadis

Richard Hoare
Vercity

Stephen Hodgkins
Maximobile

Chris Holland
Oxhey Hall Consulting

Judith Hopper
Bevan Brittan

Matthew Hunter
Capsticks

Nick Iliff
NISTA

Matthew Inglis
DLA Piper

Salma Iqbal
Sheffield City Council

Tanzil Islam
Nomio

Iris Ivkovic
John Laing

Robin Jack
DLA Piper

Katherine Jackson
Mott MacDonald

Rosemary Jago
Bevan Brittan

Sue Jones
Swansea Bay University Health Board

Jim Jordan
Freeths

Rebecca Judson
NISTA

Des Keighan
Swansea Bay University Health Board

Andrew Kemp
Sheffield City Council

Deepa Khandhia
Addleshaw Goddard

OPPPS Agenda for Print 2026V3.indd 6 17/11/2026 23:24

Owen Knight
DLA Piper

Richard Knight
Equitix Management Services

Sarah Knowles
Kajima Partnerships

Theresa Lamarque
300 North

Alan Land
Community Health Partnerships

James Larmour
Freeths

Steve Lawley
NISTA

Marty Lawrence
Robertson Facilities Management

William Laws
Curshaw

Jennifer Lawson
NISTA

Jeanette Leach
Community Health Partnerships

Robbie Leckie
CMS Cameron McKenna Nabarro Olswang

Philip Ledwidge
Dalkia Facilities

Stephen Leng
Redcar and Cleveland Borough Council

Richard Lines
Hera

Mila Lopez Simon
Invesis UK

Stewart Maciver
Addleshaw Goddard

Olly Manjaipane
Local Partnerships

Jamie Marsh
Independent

Rebecca Massey
Eric Wright Partnerships

Craig Mather
Lloyds Banking Group

Shawn Matlock
Prince George's County Public Schools

Paul Matthews
Pario

Lesley McGregor
Eric Wright Partnerships

Sonia Mcrobb
RLB

Andrew Meakin
Community Health Partnerships

Clare Mendelle
Addleshaw Goddard

James Millar
P2G Contract Support

Paul Milloy
Robertson Facilities Management

Jibran Mirza
Artelia Projects UK

Steve Mitchell
Opex Consulting

Ailison Mitchell
Pario

Adrian Mole
Robertson Facilities Management

Vicki Moore
Capsticks

Julie Moorhouse
Kajima Partnerships

Nathan Morgan
The Newcastle upon Tyne Hospitals NHS Foundation Trust

Jarvey Moss
Saible

Stuart Murray
Brodies

Michael Murray
Equitix Management Services

John Naismith
Avison Young Infrastructure Management

Rob Neal
Swansea Bay University Health Board

Kim Newman
Department of Health and Social Care

Kyran Newman
Hera

Amanda Nicholls
GCOP

Kirsty O'Brien
GCOP

Martin O'Halloran
EllisDon

Mark O'Shea
NISTA

John O'Sullivan
Oxhey Hall Consulting

Tom Owen
Keating Chambers

William Palmer
Tameside Metropolitan Borough Council

Jane Parrinder
Community Health Partnerships

Scott Patterson
William Osler Health System

Nick Pearson
Browne Jacobson

David Pemble
Bristol City Council

Maria Pereira
DLA Piper

Jacob Pockney
Simmons and Simmons

Emily Preston
Department of Health and Social Care

Eugene Prinsloo
Community Health Partnerships

Lee Purchase
Bristol City Council

Paul Quarrell
Lift Schools

Hayden Rees
Bevan Brittan

Jordan Reid
Kajima Partnerships

Jo Richardson
Bevan Brittan

Reece Roberts
Eric Wright Partnerships

Louise Robling
Bevan Brittan

Paul Rogers
Pario

Alistair Rose
NHS Lancashire and South Cumbria Care Board

Andrew Rowley
Hera

David Rutherford
Redcar and Cleveland Borough Council

Oliver Rutherford
Nomio

Sean Rutter
Assured Guaranty

James Ryan
Drees & Sommer

Alan Samuels
Amberside Advisors

Lewis Saunders
Drees & Sommer

Jenny Seymour
NISTA

James Shackleton
Addleshaw Goddard

Derek Sharkey
Vercity

Dave Sharpe
Hera

Ian Sherwood
Bellrock

Kate Shore
Tameside Metropolitan Borough Council

Nigel Sievwright
Shepherd and Wedderburn

Katie Slaney
InfraConsult

Paul Smith
CMS Cameron McKenna Nabarro Olswang

Amy Spearitt-Moss
Eric Wright Partnerships

Neil Springett
Wolfspring

Dan Stevenson
Lenard Eric Wright Partnerships

Bill Taylor
Institute for Collaborative Working

Vicky Thomas
Swansea Bay University Health Board

Kerry Thompson
Mott MacDonald

Graham Thomson
Affinitext

Jordan Thorp
Department of Health and Social Care

Chris Thorpe
Drees & Sommer

Bridget Thorpe
Equitix Management Services

Stephanie Townley
Addleshaw Goddard

Paul Tubb
Howden

Rachel Turnbull
Resolis

Jonathan Turner
Sewell Advisory

Sarah Turton
WSP UK

Eugene Vega
Department for Transport

Matthew Vickerstaff
NISTA

Wayne Walbrook
Invesis UK

Nicole Welch
Howden

Sarah Westwood
Skanska

Danny White
Dalkia

Brian Whitelaw
Galliford Try Investments

Amy Whiteley
Drees & Sommer

Tim Wigglesworth
Sewell Group

Sarah Wilson
Addleshaw Goddard

Eilidh Wilson
Invesis UK

Teun Witjes
John Laing

Lewis Worthington
Ministry of Housing, Communities and Local Government

Ian Wright
Mersey & West Lancashire NHS FT

Paul Wyatt Pike
Galliford Try

Arlind Zenel
Fulcrum Infrastructure Group

OPPPS Agenda for Print 2026V3.indd 7 17/11/2026 23:24

Thank you to all our sponsors this year

affinitext

ARCADIS

Bevan Brittan

CompliMind

DLA PIPER

DREES & SOMMER

EllisDon 75

equitix management services

Eric Wright Partnerships

GCOP

HERA WATERPROOFING

HOWDEN

KAJIMA PARTNERSHIPS

LOCAL PARTNERSHIPS

NOMIO

OPEX CONSULTING 27 YEARS

OxheyHall

One Partnership
Creating Healthier Communities Together

resolis.

simmons+simmons