Tables

1.1 Public private partnerships in Europe 3
1.2 Public private partnerships in the United States 8
2.1 Classification of infrastructure by type 21
3.1 Range of public/private business models 54
3.2 An illustrative project partnering agreement 68
4.1 Differences between actual and estimated costs in large public works transport projects 73
4.2 Estimates of average ‘optimism bias’ for conventional public procurement in the UK, by type of projects 74
4.3 Construction performance of PFI and conventional projects 81
4.4 Major stages in a PPP contract 85
4.5 A framework for assessing public private partnerships 88
5.1 Options for private participation in hospitals 97
5.2 Range of partnership models 103
5.3 Financing arrangements for the Bridgend and Fazakerley prison projects 119
6.1 Key features of the West Middlesex University Hospital project 164
6.2 Value-for-money test for the West Middlesex University Hospital Project 166
7.1 Risk matrix for public sector/private sector infrastructure investments 180
7.2 Risk allocation in a PPP prison project 184
7.3 Procurer: interest rate sensitivity 189
7.4 Procurer: inflation sensitivity 190
7.5 Sponsors: equity/subordinated debt risk analysis 191
7.6 Senior lenders: robustness analysis of cashflows 193
8.1 Dispute resolution techniques 199
8.2 Business analysis 208
8.3 Assessment of cashflows 210
8.4 Risk analysis 211
8.5 Measures of organizational ‘health’ 213
8.6 Indicators of service performance 216
9.1 Key ‘drivers’ and ‘enablers’ for PPPs 234
9.2 Alternative approaches to private sector involvement in water and sewerage 239