Index

Abbreviations used in the index include:

- PBC – performance-based contracting
- PFI – Private Finance Initiative
- PPP – Public-Private Partnership

accommodation programme, GCHQ 221–4
accountability 9–10
  alignments 126–8, 133, 142–3
design 125–8, 132–3
effectiveness 119–36, 339
determinants 120–34
government, weakened by PPPs 89
  and partnership contracts 118–36
accounting
  for risk allocation 57–9
treatment, PPPs 298–300
adoption services, PBCs 152, 156–7
agriculture, public-private mixing 32, 33
air traffic control 224–5
Alberta Special Waste Management system 178–9
ambitions and PPP co-production 103–4
ambulance services, Denmark 261–2
America, North, infrastructure P3s 162–86, 342
Amsterdam South Axis project 100–101, 105–6
Andersen Report 198, 324
asset specificity, PPPs 183–4
Augsburg model for integrated post-hospitalization care 279–80
Austin and Mercy Hospital 293–4
Australasia, PPPs 305–27, 342–4
Australia
  PPP performance assessment 323–6
  PPPs for social infrastructure 290–302
private provision of public infrastructure 33–4
autonomy and contractor accountability 123–4, 130–31
Barrett, P. 323
Bates, M. 208
beneficiaries of PPPs 85–6
benefit payment cards, PFI contract 52–4
Berg, S. 13
bidding process, PFI 213
BOOT see Build-Own-Operate contracts
BOO see Build-Own-Operate-Transfer model
BOVAR 178–9
Bowman, L. 8
Boyle, S. 216
Bridgend Prison 218–19
Britain see United Kingdom
British Petroleum (BP) 31
British Telecom, MOD contract 55–6
Broadbent, J. 13, 62, 290–91, 295, 298
Build-Own-Operate (BOO) contracts
  accounting treatment 298–9
  hospitals 292–3
Build-Own-Operate-Transfer (BOOT) model 64, 65
Bunter Kreis 280
Burns, D. 249
business: partners of youth 275
Caiden, N. 28
Campbell, G.S. 5
Canada, infrastructure PPPs 165, 170–74, 178–82
Capital Assets Pricing Model (CAPM) 296–7
casemix funding 294–5
Casey Hospital 293
child welfare services

351
The challenge of public–private partnerships

PBC applications 148–50, 157
public-private cooperation, Germany
274–5
church involvement in treasury services
29
CityLink project, Melbourne 319–21
Clark, T. 226
collaborative advantages 36, 96–7
Collin, S. 5
collaborative advantage, public-private interface
27–8
Commons, M. 155
community costs, private sector finance
83
compliance
Australia 308
Stockholm social sector 232–4, 340
strategies, Stockholm 234–6, 238–45
Competition Programme, Stockholm
234–5
quality analysis 241–3
complexity and PPP cost 183
Computainer Vogelheim 275–6
cost savings PBC 147
PFI 215–16
PPPs 82–3, 163–4, 324
see also value for money
concessions, PPPs as 98–102
see also Private Finance Initiative
Confederation Bridge to Prince
Edward Island 181–2
consent deeds 72
construction performance, PFI 212
content, public-private partnerships
112
contingency plans, PFI 56–7
contract management skills, lack of
184
contracting out, Denmark 258–9
contractors
autonomy and accountability
effectiveness 123–4, 130–31
creaming 157–8
contracts
accountability 119–36
design and accountability
effectiveness 122–5, 130–32
PPPs 62–78, 98–102, 337–8, 339–40
size, social services, Stockholm 236–7
specifications and accountability
effectiveness 121–2, 228–5
Contributions Agency, PFI failure 201
cost savings
PFI 45–6, 213, 215–16
PPPs, N. America 182–3
private sector project finance 83
public sector comparators 50–51,
210, 296–8
reduction through PPPs 163–4
creditor Naomi Construction 177–8
criminals contractor 157–8
see also prisons
critical junctures 260
Crosweller, A. 323
cure rights 77
Dahme, H.-J. 273
Dartford and Gravesend Hospital 61,
197
Davidson, K. 9, 323
DBFO see Design-Build-Finance-
Operate model
De Bettignies, J.-E. 164
Debande, O. 221
debt avoidance as electoral benefit 82–3
defaults on contract 77–8
see also failure, PFI projects
Defence, Ministry of (UK), PFI
contracts 47, 51, 55–6
DeHoog, R. 11
Delft Railway Zone project 108–9
democratic rights, effects of PPPs 89
Denmark, PPPs 2–3, 257–67
Design-Build-Finance-Operate
(DBFO) model 64, 65
road contracts 99–100
Design-Build-Operate (DBO) model
64, 65–6
Index

Dufty, G. 321
Dulles Greenway toll road 176–7
Dunnigan, M.G. 210

East India Company 27–8
economic partnerships 335
education
and PFI 197
public-private mixing 32–3
efficiency, public and private sectors 87–8
elderly care, public-private cooperation, Germany 276–8
electoral benefits 82–4
emergencies, and excusable non-performance 77
employment services
Kansas 121, 128–35, 142, 143
Oklahoma 150–52, 156
English, L. 292, 298–9, 300
evaluation frameworks 10–13
excusable non-performance 75–7
Executive Outcomes 26–7
failure, PFI projects 56–7
see also defaults on contract
Fazakerley Prison 218–19
finance, contractual documents 71
financial criteria, PFI projects 192
financial relationships, PPPs 5–6
financing project 69, 71
fire fighting services, Denmark 257–8, 259–66
Fitzgerald, P. 88, 301, 322, 325
Fixed Telecommunication Service contract 55–6
flexibility, contracts 73–4
Florida, lead agencies 154
food supply, public-private mixing 32
force majeure events, and excusable non-performance 76
Foster Care and Adoption (FCA), Kansas 121, 128–35, 142–3
Froud, J. 210
gain sharing 74–5
Germany, PPPs in social services 269–86, 348
Gershon, P. 208
globalisation, implications for partnership 265–6
government
accountability and PPPs 89
debt 86–7
interference and excusable non-performance 75–6
role in PPPs 68, 325–6, 345–7
support for PFI 214–15
support for PPPs 81–5
Government Communications Headquarters (GCHQ), PFI project 221–4
government-owned enterprise, public-private interface 29–30
Group 4 Falck 258, 263, 264–5
Group 4 Securicor 258, 263, 264–5
Guthrie, J. 292
Hall, J. 17–18
hallmark events, public-private mixing 34–5
Ham, H. van 4–5, 257, 270
Hansson, L. 5
Harding, D. 62
Harrison, A. 216
Harl, O. 209
Heald, D. 84
health services
Germany 278–80
and PFI 196–7
public-private mixing 32–3
Victoria 292–302
see also hospitals
Heilbronn Regional Quality Control Network of Inpatient Geriatric Care 277–8
Heinze, R.G. 273, 282
Heracleous, L. 122
hierarchical accountability 125–6
Highway 407 Express Toll Route, Toronto 179–80
historical institutionalism 260
Hodge, G.A. 85, 324
Home and Community Based Services (HCBS), Kansas 128–35, 143
hospitals
and PFI 196–7, 199–200, 214
PPP contracts, Australia 292–302
human services contracting 144–59
The challenge of public–private partnerships

IAS Consortium 222–3
Illinois Department of Children and Families 156–7
incentives, PFIs 210
indicators for risk allocation 58–9
industrial relations 91
infrastructure
  Amsterdam, South Axis Project 100–101, 105–6
  Australasia 311–13
  PFIs, UK 216–25
  PPPs 341–4
  Denmark 257–67
  North America 162–86
initial competitive procurement, social services 232
innovation
  and PFIs 212
  as surplus value 97
  welfare service provision, Germany 283–4
job placement services 156
job training services 150–52
joint enterprise see mixed enterprise
Kansas
  Department of Social and Rehabilitation Services 148–50, 157
  social services contracts, accountability strategies 128–35, 142–3
Kay, J. 36
Klijn, E.H. 6, 7, 96, 120
Kooiman, J. 36
Koppenjan, J. 4–5, 257, 270
Latrobe Hospital 292–300
Laughlin, R. 13, 62, 295, 298, 290–91
law changes, and excusable non-performance 76
lead agencies 154
legal accountability 126, 132
legal frameworks for PPPs 63
Linder, S.H. 7
Lockheed/Martin, NGO partnership 155
Lowndes, V. 36
Maine, substance abuse services 155–6, 157–8
management of co-production 107
management strategies
  Kansas social services contracts 142–3
public-private partnerships 111–13
market model, human services contracting 144–5
market trends, social services, Stockholm 236–8
Martin, L.L. 145
Massachusetts Department of Social Services 148
measurement, PFIs 210
Medicaid Managed Care (MMC), Kansas 121, 128–35, 142
Melbourne Citylink project 319–21
mercenary armies 26–7
Meridian Hospital Company 198–9
Mildura hospital 292–3
milestone contracting 149–52
Milward, H.B. 119, 125, 134
Milwaukee YWCA, NGO/For-profit partnership 155
Ministry of Defence (UK) PFI contracts 47, 55–6
Minnesota Department of Human Services 156
mixed enterprise 30–32
Monbiot, G. 9, 324
motivations for PPPs 88
municipal services and PPPs 231–54
National Air Traffic Services Ltd (NATS) 224–5
net present value, Latrobe Hospital 296
network management and accountability effectiveness 123–4
New Accommodation Programme, GCHQ 221–4
new technology introduction, and accountability effectiveness 125, 131–2
NGOs, risk sharing strategies 153–5
non-contractibility approach 246–7
non-performance, excusable 75–7
Norment, R. 165
North America, infrastructure P3s 162–86, 342
Index

North Carolina Division of Social Services 152
nursing care, Germany 276–8

Oklahoma Department of Rehabilitation Services 150–51, 156
Olympic Games, public-private mixing 35
organizational form and surplus value 97–8
organizational relationships, PPPs 4–7, 10–11, 98–103
Osborne, S.P. 6
outsourcing, Australia 308–9
ownership structures, Australia 306–7
partnership model, human services contracting 145
partnerships, PPPs as 98–9, 100–103
Partnerships UK 193–4, 208
Passport Agency, PFI failure 201
path dependency 260
PBC (performance-based contracting) 145–59, 339–40
Pennsylvania Department of Welfare 151–2
performance improvement through PBC 155–7
measurement 122–3, 130
payment regimes 75
PFIs 212, 213
PPPs Australia 291–2, 323–7
PPP policy, Australasia 323–7
welfare services, Germany 283–4
see also value for money
performance-based contracting (PBC) 145–59, 339–40
PFI see Private Finance Initiative policy
PFI, UK 190–92, 207–9
PPPs, Australia, 291–2, 323–7
procurement, Stockholm 234–8
Policy for procurement, freedom of choice and competition, Stockholm 235–6
quality analysis 244–6
political accountability 126, 133
political issues 81–92, 335, 337, 345–7
Melbourne Citylink project 326
Pollitt, M. 9, 124
Pollock, A.M. 210
Pozen, D.E. 165
PPPs see Public-Private Partnerships
prerogative power, government ministers 68
Priest, G.L. 165
prisons, PFI contracts 198, 201, 212, 218–19
Private Finance Initiative (PFI) 44, 46–60, 190–203, 207–27
projects 47, 52–6, 99–100, 195–202, 216–25
and risk 52–9, 214
road contracts 54–5, 99–100
value for money 192–3, 196–9, 216
private sector
benefits from PPPs 85
characteristics 109–11
efficiency 87–8
participants, PPPs 69–70
privateer shipping 24–6
privatization, Australasia 307–8
process management, public-private partnerships 113, 114–15
Procurement
public sector, risk 45–6
strategies, Stockholm 234–45
Procurement '96, Stockholm 235–6
quality analysis 243–4
professional accountability 126, 133
project deeds 70–71
project financing 69, 71
Provan, K.G. 119, 139
public
acceptance of PPPs 90–91
benefits from PPPs 86
see also value for money
public debt 86–7
and PPPs 82–3
public enterprise and public-private mixing 29–30
Public Procurement Act, Sweden 251
public sector
characteristics 109–11
comparators 50–51, 210, 296–8
efficiency 87–8
participants in PPPs 68
procurement, risk 45–6
public-private interface, history 22–37
The challenge of public–private partnerships

Public-Private Partnerships (PPP) conceptual frameworks 10–13
concessions 98–102
see also Private Finance Initiatives

criticisms 86–90
definitions 4–8, 95–6, 270
future 344–7
for infrastructure 257–67
history 22–37
models 63–6
motivations for 88
participants 68–70
as partnership 98–9, 100–103
risk sharing 66–8, 153
for social infrastructure 290–302
in social services see social services
and PPPs

qualitative indicators, risk allocation 58–9
quality, procurement contracts 240
quantitative indicators, risk allocation 58–9

relational contracting 120
risk allocation
and accountability effectiveness 124–5, 131
PFI 52–9, 214
PPPs 66–8
risk avoidance 106–7
risk categories 66–7
risk sharing 4–5, 153–5
through PBC 147
risk transfer
Latrobe Hospital 296–8
PFI projects 193, 210
risks
Melbourne CityLink project 320–21
public sector procurement 45–6
road PFI projects 99–100, 219–21
risk allocation 54–5
Robinson, D. 36
Ross, T.W. 164
Royal Armouries, PFI project 56
safety and PFI 211
Savas, E.S. 7, 37
schools, PFI performance 200, 214
Sclar, E.D. 220
security, PPP contracts 72
Selznick, P. 3
service purchasing ethos, Australia 309
Shaoul, J. 210
Skelcher, C. 36
Skye Bridge PFI project 216–17
social infrastructure PPPs, Australia 290–302
social partnerships 334–5
social services and PPPs
Germany 269–86
Stockholm 231–54
Somasundram, M. 32
Sonnenwald, D.H. 284
South Axis Project, Amsterdam 100–101, 105–6
sovereign immunity 68
Spackman, M. 216
Special Purpose Vehicle (SPV) 198–9
St Vincent’s Hospital 293
state owned enterprise sector, Australia 306
step-in rights 77
Stern, S. 62
Stockholm, social services and PPPs 231–54
Strait Crossing Development Inc 181
subcontracting 71–2
substance abuse services and PBCs, Mame 155–6, 157–8
surplus value 96–8
Sydney, M2 Motorway 322–3
Sydow, J. 285
Tampa Bay seawater desalination project 177–8
Teisman, G.R. 6, 7, 96, 120
Telstra 31
termination of contract 77–8
Thelen, K. 257
trade, public-private interface 27–8
transaction costs reduction through PBC 147
transparency, PFI 211
Treasury organisation and public-private interface 28–9
tripartite deeds 72
trust-based approach 248–9
uncertainty and PPP cost 183
unions and PFI 215
## Index

### United Kingdom
- PFIs
  - 44–60, 99–100, 190–203, 207–27, 324
- PPPs
  - 7–8

### United States
- Human services contracting
  - 144–59
- Infrastructure PPPs
  - 162–69, 176–8
- Social services contracts
  - 117–36
- Urban regeneration projects
  - 98–9

### Value for Money (VFM)
- Latrobe Hospital
  - 296–8
- Melbourne CityLink project
  - 321
- PFI projects
  - 84, 192–3, 196–9, 216

**See also** risk allocation, surplus value

### Victoria, Australia
- County Court
  - 322
- Health service partnerships
  - 292–302

### Walker, B.
- 9, 17, 323, 324

### Walker, B.C.
- 9, 17, 323, 324

### Walsh, K.
- 248

### Wettenhall, R.
- 306, 310, 334

### Welfare corporatism, Germany
- 271–3

### Youth welfare policies, Germany
- 274–5

### Zonen
- 261

### van Ham, H.
- 4–5, 257, 270