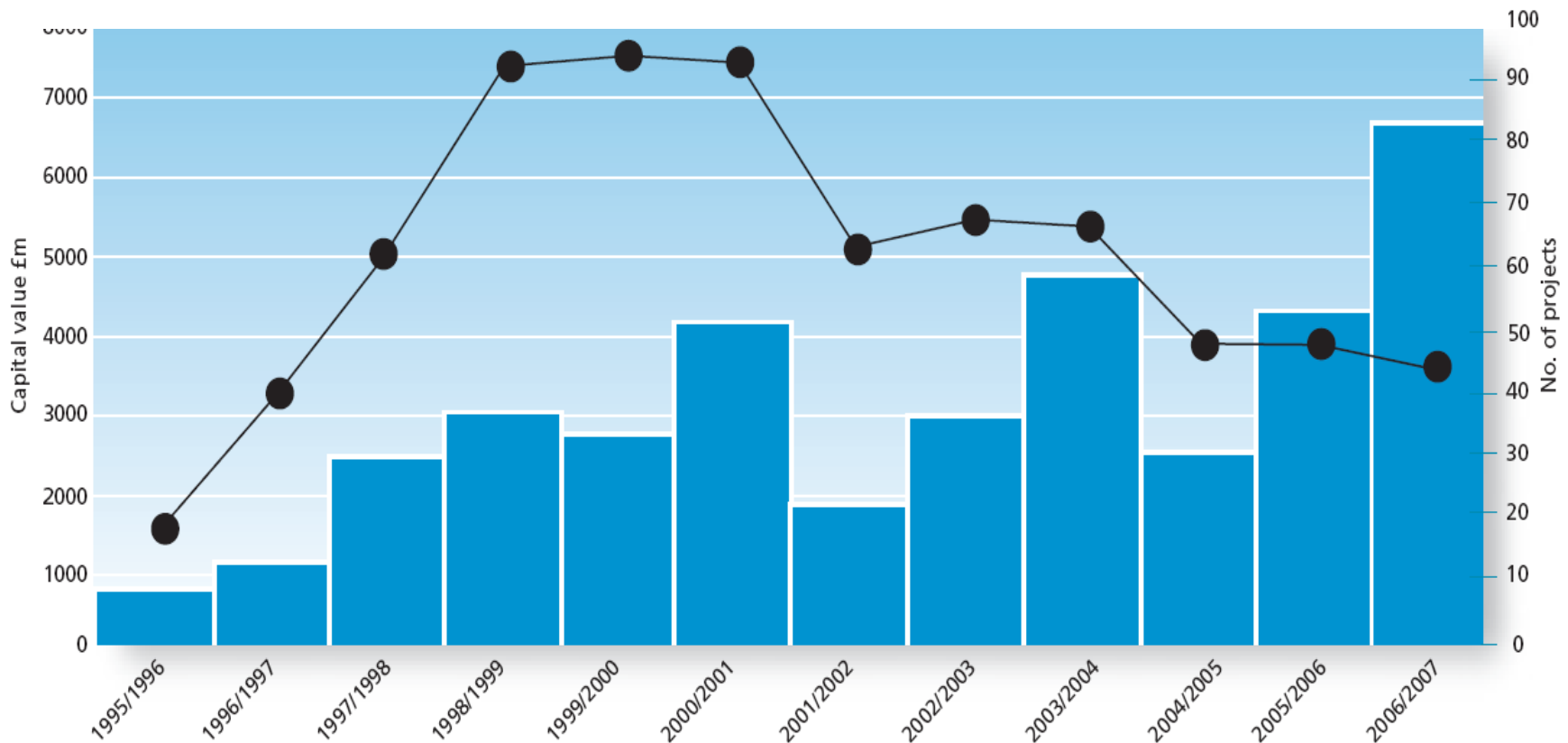


Partnerships UK

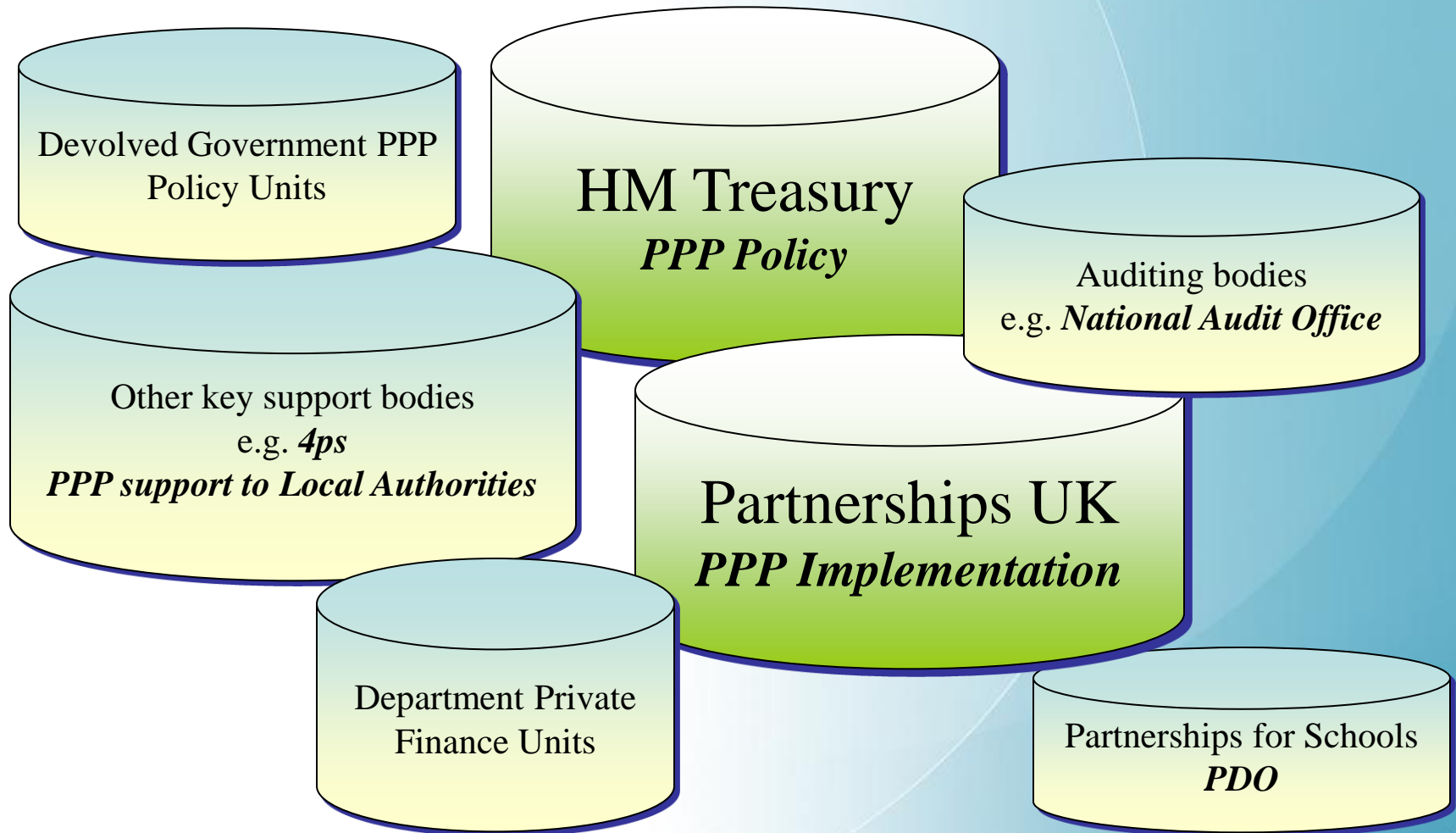
Javier Encinas
March 2009

UK PFI programme development

897 projects, £78bn capital value, of which 691 now operational



UK Public Sector PPP Institutions



Partnerships UK (PUK)

Established by Treasury to support PPP policy and help public bodies deliver successful PPPs.

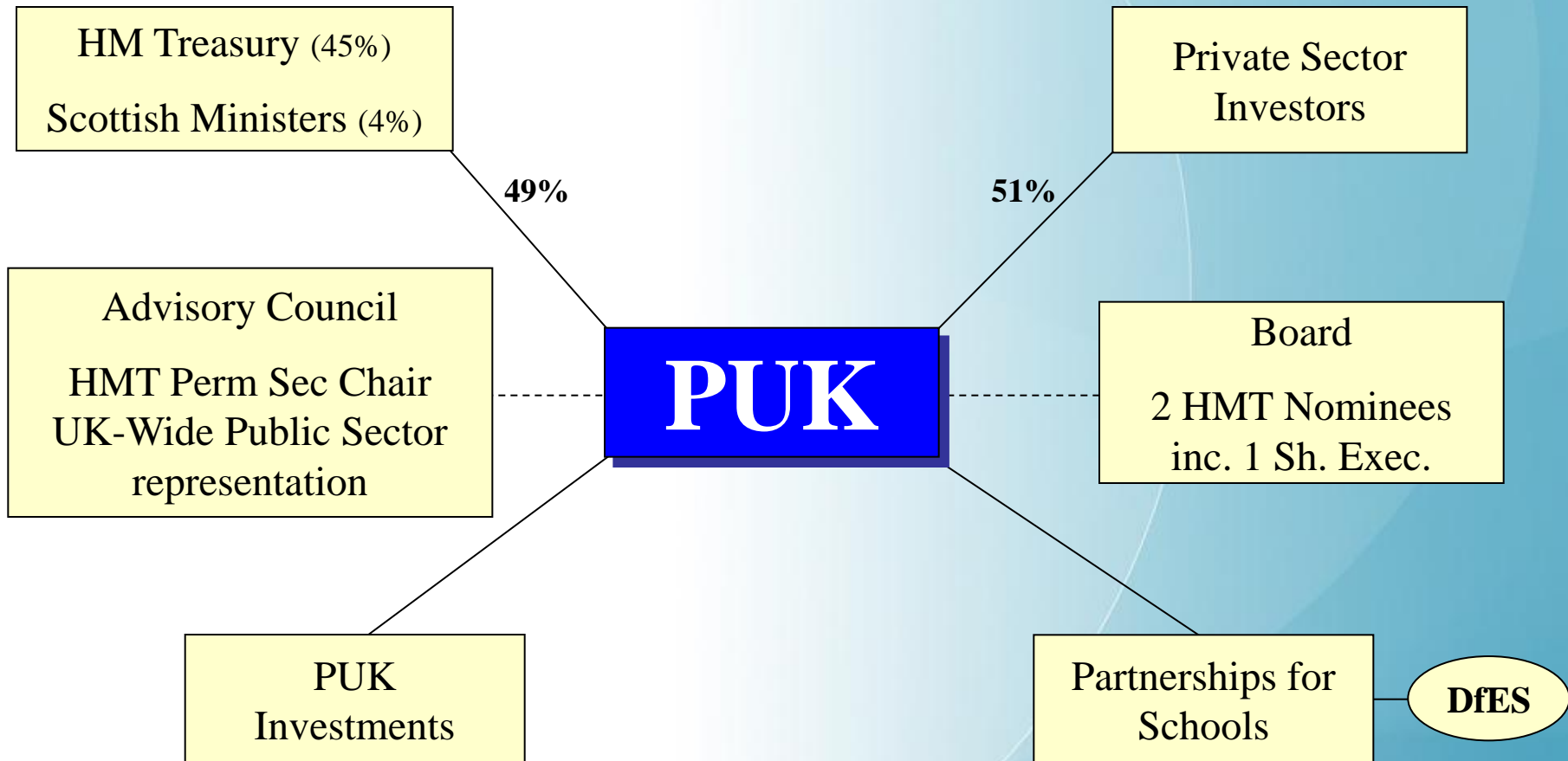
JV between public and private sectors.

Able to invest at risk to a successful outcome.

A driver of joined-up Government and HMT's "Corporate memory" on PPPs.

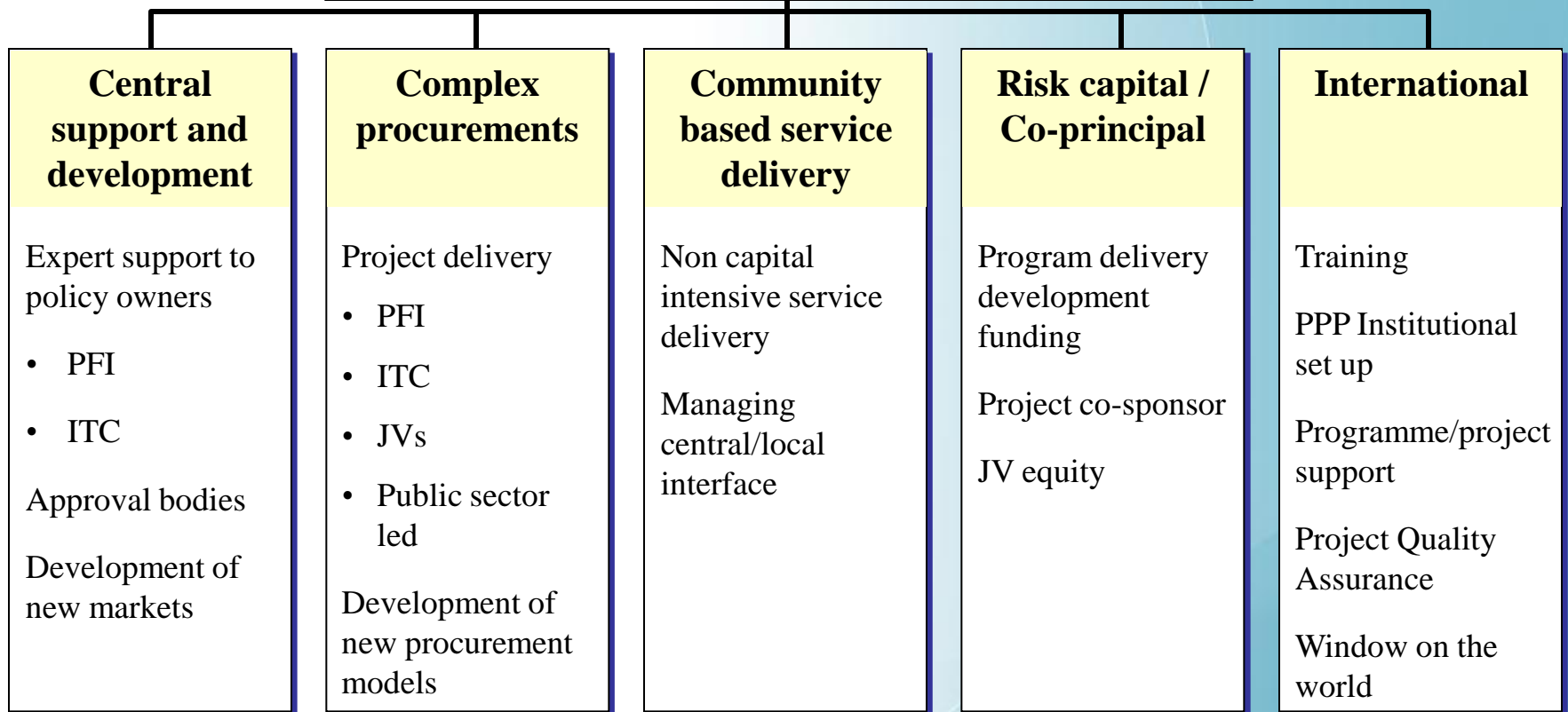
Central resource of best practice and guidance, implementation, transaction skills and market knowledge in PPPs.

PUK Ownership Structure



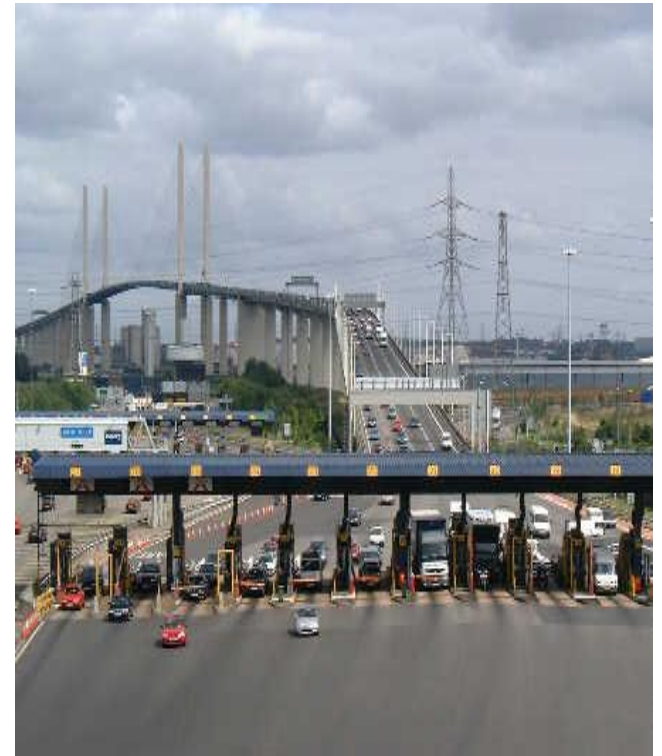
PUK Activities

Supporting public sector reform in the provision of public services



Operating Characteristics

- Not transaction advisors
- Designed to address technical capacity constraints in the public, not private sector.
- Senior strategic / project board level
- Joining up stakeholders
- Innovative, difficult, pathfinding work
- Help desk support
- Close to, but not part of, the supply side market
- Source of neutral technical challenge – direct speaking
- Reach across UK central, devolved and local authorities



**Queen Elizabeth Bridge,
Second Dartford Crossing**

Resources

Approx 70+ specialists: mid to late career level

Specialists in

- Procurement
- Project management
- Law
- Finance: project finance, equity
- Public accounting
- Commercialisation of public assets
- Sectors: transport, health, education, housing, property, defence, waste, water, ITC, high technology

Drawn from private, public and third sectors



West Middlesex Hospital

Revenue model

- Framework agreements across government
- Public sector clients only
- Not compulsion
- Not profit maximising – seek to balance revenue and costs
- Own balance sheet - can fund programme and project development/preparation
- Surplus can be deployed further to develop PPPs e.g. Project Database



British Embassy, Berlin

Common challenges

- Locus and senior support
- Balancing regulation, innovation and project support
- Working with procuring authorities
- Attracting and retaining the right staff
- Combining commercial and public sector knowhow
- Funding



Forest Holidays



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