objectives

Established in 2001, the PPP Forum represents private sector companies involved in the UK infrastructure industry in policy development and public debate.

The PPP Forum's objectives are to:

- Engage with the Government and its Departments and related public sector organisations in developing and supporting private sector involvement in UK infrastructure.
- Demonstrate the success that new infrastructure is achieving in enabling the public sector to deliver 21st Century services.
- Take part in public debate and present an informed and business-based perspective on infrastructure investment and related issues.
The PPP Forum is now in its tenth year and is supported by over 80 private sector organisations representing the UK infrastructure industry. Members range from multinational FTSE 350 companies to the leading financial and professional PPP specialists. All members have an established UK presence and many are expanding their infrastructure investment interests overseas.
Green Investment Bank (GIB)

Infrastructure UK (IUK), the government body set up in 2009 to review the UK’s strategic infrastructure, has identified a gap emerging in the provision of equity capital to large complex infrastructure projects. The GIB was set up in May 2010 by the Government to address this gap and help private sector capital to flow into this market. The GIB will operate on a non-profit making basis with a self-sustaining business model.

A further £1 billion will be raised from the private sector to create a fund of approximately £2 billion which is sufficient to enable up to £10 billion of investment. The GIB is mandated to invest in and own a portfolio of equity in UK projects that will be divested or sold over time.

The Government has set legally binding targets to reduce greenhouse gas emissions by 34 per cent by 2020 and by at least 80 per cent by 2050 (from 1990 levels). The Government’s lead scenario was published in 2008 and sets out the pathway towards achieving these targets. The targets will be met through a combination of measures including improved energy efficiency, changes to energy sources, and energy conservation.

In the Budget on 25 March 2010, the Chancellor of the Exchequer, Rt Hon Alistair Darling MP, announced encouraging news for the challenges in the areas it defines as ‘economic infrastructure’: energy, transport, water, waste and communications.

The paper states that in the last five years, £150 billion has been invested in the UK’s infrastructure, and that due to population growth and investment, demands in these sectors will continue to rise over the next years. The Government has set legally binding targets to reduce greenhouse gas emissions by 34 per cent by 2020 and by at least 80 per cent by 2050 (from 1990 levels). The Government’s lead scenario was published in 2008 and sets out the pathway towards achieving these targets. The targets will be met through a combination of measures including improved energy efficiency, changes to energy sources, and energy conservation.

National Infrastructure Framework (NIF)

In the Budget 2010, the Government committed to developing a NIF for the next Spending Review. The NIF will set out a ‘vision of the qualities and role that the UK’s infrastructure will play in the future’. The NIF will provide a ‘master plan’ for the development of the UK’s infrastructure, setting out the key principles, principles, and priorities for the future. The NIF will be published in Spring 2011 and will influence members of Parliament’s work in the coming years.

UK PFI Prospects

PFI prospects in the UK remain healthy. The combined capital value of the pipeline is over £18 billion and milestones include:

• 115 new schools to open in 2009-10 under Building Schools for the Future and 165 more in 2010-11
• £1.7 billion to be invested in 4,500 social homes across the country
• £2.4 billion to be invested in waste management solutions aimed at reducing the UK’s dependence on landfill and lowering our carbon emissions
• £2 billion of highway maintenance projects
• £5.6 billion providing 1,500 new prison places
of offshore wind projects as well as for ten new sites for nuclear power plants. Despite these commitments, there remain severe obstacles to generating the interest and momentum to create the right incentives to ensure these projects are tendered back. With EU targets looming, waste schemes are expected to continue and there are also five prison projects in tender.

Conservative PFI was originally a Conservative Party initiative and criticism of Labour’s PFI programme has largely focused on the financial controls and the accountability of PFI projects. The Conservative party is committed to improving the accountability of PFI projects. The Liberal Democrats have argued that the Conservative Party must set a good example if they are elected and implement policies to increase accountability in PFI projects.

In summary, all three political parties believe in some level of private sector participation in public service provision, but it will need to become more accountable in terms of outcomes and delivery.

Labour
In the last decade, the Labour party has been a major driver in promoting the use of PFI in the UK. It has spent more than £10 billion on PFI projects, resulting in the replacement of many old hospitals, schools, and housing for servicemen. What does the future hold for PFI under a Labour government? The Labour party has mandated to invest in low-carbon infrastructure. But even before this announcement, there had been approvals for a number of offshore wind projects as well as for ten new sites for nuclear power plants. Despite these commitments, there remain severe obstacles to generating the interest and momentum to create the right incentives to ensure these projects are tendered back. With EU targets looming, waste schemes are expected to continue and there are also five prison projects in tender.

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Before the advent of PFI, traditional procurement had not enjoyed a good reputation for efficiency. In the 2009 House of Lords Inquiry into PFI, the Department of Health reported that prior to PFI, the supply of projects to deliver public services was not being driven by best practice in construction and management. However, in 2000, the Department of Health noted that the Private Finance Initiative offered a new model of public service delivery. The 2001 Public Accounts Committee report indicated a statistically significant correlation between PFI school projects and improved educational outcomes.

With so many projects becoming operational, there is an increasing amount of data and evidence about PFI projects and its benefits. PFI was able to show early on that projects could be delivered more efficiently and effectively. The challenges faced by PFI projects are significant, and as a result, there is real risk transfer in PFI projects. These failures have shown that the private sector carries risks that have not been adequately managed.

More generally, public procurement has benefitted from the discipline of PFI and the public sector has become more commercially aware. As a result, expectations of the PFI model have increased, and changes to the model continue to be made, making it an ever more sophisticated procurement tool for the public sector.

Below: Norfolk and Norwich Hospital
Right: Isca College Exeter
The PPP Forum operates policy groups which focus on the main policy areas. These groups broadly mirror the main government spending departments and enable sector specific discussions. Each group has an established relationship with the relevant public sector decision makers and brings together innovators, funders, corporates and government agencies to provide the latest updates and insight into current industry trends.

There are now groups focusing on developments in:
- Treasury
- Education
- Asset Management
- Waste
- Social Housing
- Scotland
- Screening and Tax treatment of PFI projects

policy groups
The last 12 months has seen HM Treasury (HMT) launch some of its biggest initiatives in recent years in relation to the PPP industry. At the height of the credit crunch in 2009, with several projects at advanced stages of procurement reaching an impasse, HMT established the Treasury Infrastructure Finance Unit (TIFU) to look at ways of reducing variability and fostering trust that would drive down the cost of finance to the private sector. TIFU’s work is underpinned by the principle that any actions taken would be temporary and reversible with a wider strategic aim of assisting in bringing about acceptable market financing terms.

By the end of 2009, TIFU’s funds had only been tapped once to enable the close of the Greater Manchester Waste Scheme (GMWS). Its presence gave sufficient confidence to the market that enabled other projects, including the £1.4 billion M25 project, to reach financial close with funds raised from commercial lenders.

As part of the Pre-Budget Report delivered on December 9 2009, the Chancellor of the Exchequer, Rt Hon Alistair Darling MP, announced the establishment of Infrastructure UK (IUK). IUK will be dedicated to ensuring that investment is planned, prioritised, financed and delivered. IUK brings together the expertise of HMT Private Finance Unit and Partnerships UK within the Treasury to form a large body of policy making and delivery skills for Infrastructure. This is to ensure that the formulation of the National Infrastructure Framework (NIF) and its establishment of the Green Investment Bank (GIB).
Despite what has been a difficult year for the public and private sectors alike, Building Schools for the Future (BSF), the Government’s programme to reconstruct or renew every secondary school in England, continues to flourish and expand. Under the programme, over 50 projects are now benefitting from this unprecedented investment which is starting to make itself felt in terms of improved attainment levels, attitudes and aspirations, as well as being welcomed by parents, teachers and pupils.

In 2009/2010 there was a rapid acceleration in both the number of projects coming to market and the number of new schools being delivered despite adverse economic conditions. Partnerships for Schools (PfS), the Government’s Preferred Supplier for BSF, forecasts that 50 projects will be signed in 2010/11, with 25 of those being Joint Education, a new category. Latest figures from PfS show that PfS has now signed 98 projects in the 900 secondary schools that comprise the programme, bringing the total number of Councils engaged in BSF to 102, covering well over 1,000 secondary schools.

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The credit crunch has required particular focus and resolve to ensure that deals continue to reach financial close enabling construction to begin and schools to open on time. The BSF banking, construction and advisory markets have continued to be strong with continued support from all major players.

Alongside BSF, the Academies programme is on schedule, with 193 projects delivered or in the pipeline. 2009 also saw the launch of a £200m co-location fund, helping make real the Government’s commitment to see more joined up delivery on the ground.

The PPP Forum Education Group continues to contribute to the development of BSF principally through its engagement with PfS’s efforts to reduce the cost and time of procuring new projects through its Procurement Review 2 working group. It has been very helpful for PPP Forum to support PfS’s efforts to reduce the cost and time of procuring new projects through its Procurement Review 2 working group.

Over the coming year the Education Group will focus on the potential changes in Government policy, including a shift in the funding model away from SEN and what this might mean for the delivery of new schools. It will also focus on educational transformation and sustainable school design.

Tim Byles, Chief Executive of Partnerships for Schools
The Education Group is chaired by David Swarbrick (Balfour Beatty)
Over 800 PFI projects are now operational with a capital value of £64 billion. The PPP Forum Asset Management Group has been formed to consider the range of issues that are beginning to emerge from operational PFIs.

The operating environment for PFIs projects is expected to become increasingly challenging in the current tight public spending environment. However, it is in their operational phase that PFIs offer great opportunities for the public sector to help with the changing demands of public service delivery in a cost effective manner.

The group held its first meeting in December 2009. The meeting was attended by over 40 members of the PPP Forum with an interest in the operational aspects of PFIs. The group focused on operational issues from Local Authority and Independent sector PFIs, including those that have been in operation for over 10 years such as Perry Beeches School in Walsall and The Eigen Project in the Scottish Borders. The meeting was also used to discuss the forthcoming Climate Change Regulations (the CRC) and the need to be able to capture energy data on PFIs. The group was due to hold a meeting in early March to discuss the implications for PFIs of the CRC, and to agree an action plan to engage with the Department of Climate Change to address these issues.

For 2010, the Asset Management Group has developed a programme of quarterly meetings on topics of interest in the operational aspects of PFIs. The programme includes both physical and virtual meetings. The topics include the lack of clarity on the sustainability credit and carbon reduction opportunities, the lack of a standard to measure carbon emissions on PFIs, and the lack of clarity on the treatment of energy efficiency in PFIs. The programme will be used to get the perspective of PFIs on these issues.

Charles Abel Smith (Arup), Asset Management Group Chairman
makers" with a mandate to support and facilitate deal closure. Getting to close, however, does not equate to infrastructure on the ground with planning, of course, remaining a complex and protracted process. The Planning Advisory Service (PAS) to help ensure that a supportive local planning framework is developed.

The policy environment driving the requirement for residual waste infrastructure has been relatively stable and the redefinition of municipal waste may provide further impetus for development. Notably, the new Renewable Heat Incentive (RHI) from April 2011, which is part of the Government’s Renewable Energy Strategy.

A great deal has been achieved in the sector to date yet a great deal remains to be done, and the coming year will present numerous challenges. These challenges will only be overcome by working collaboratively with all stakeholders. The public sector is absolutely vital to successful outcomes. We hope to continue engagement with the PPP Forum in this regard.

Amar Qureshi, Head of Contracts and Guidance, Defra

GREATER MANCHESTER WASTE SCHEME – KEY FACTS

The areas covered by the Authority comprise the Districts of Bolton, Bury, Manchester, Oldham, Rochdale, Salford, Stockport, Tameside and Trafford.

The GMWDA serves approximately 973,000 households (AGMA 2009) and a resident population of over 2.27 million.

The Contract, which was signed in April 2009, is providing a revolutionary integrated solution for the 1.2 million tonnes of municipal waste which the Authority handles each year.

The world-class facilities will help to divert more than 75% of Greater Manchester’s municipal waste from landfill.

There are currently 26 PFI/PPP projects in the market with a further 7 in Wales, Scotland and Northern Ireland. Although getting this number of projects to market is a milestone in itself and a notable success for all involved in the pre-OJEU planning and preparation, it remains clear that the financial and commercial risk associated with the delivery of infrastructure projects is significant.
2009 has seen a small number of projects, originally instigated by the previous Labour administration, cross the finishing line in Scotland, most notably the M80 Stepps to Haggs Castle link, Midlothian Community Hospital and Fife Hospital. The refinancing of the Braehead Shopping Centre, the largest retail project in the UK, was completed in May and the project is now being run on a commercial basis.

The appointment of Barry White as Chief Executive of the Scottish Futures Trust (“SFT”) in Spring of this year, coupled with the publication by SFT of its business plan in May and the annual report in June, has helped to reassure the market. The SFT is a key driver in the commercialisation of community infrastructure and private sector funding through the PPP/ PFfI procurement process. The SFT’s strategy is to commercialise infrastructure projects and, thereby, to unlock more money from the private sector in order to finance the public sector’s need to invest in infrastructure. This will help deliver investment in Scotland’s healthcare, education, transport and housing programmes.

The Scottish Government’s £1.25 billion secondary school building programme was announced in June 2009 with the first 14 new secondary schools being identified in September 2009. At the mid-point of the programme, new waste management facilities (many to be procured by PPP), a new secondary schools programme and tax increment financing for projects. The SFT is also looking to launch a National Housing Trust, a joint venture with the Scottish Mortgage Investment Trust, which could provide a substantial increase in the social housing stock available to households with high demand, using existing unsold private sector housing stock or housing to be developed on existing undeveloped sites.

In the transport sector, prequalification is underway for the Borders Rail NPD Project and the Scottish Government has given the go ahead for the Aberdeen Bypass to be procured again by the NPD Programme. Two international consortia are in the frame for the Forth Replacement Crossing with bids due in during 2010. The Scottish Government’s £1.25 billion secondary school building programme was announced in June 2009 with the first 14 new secondary schools being identified in September 2009. At the mid-point of the programme, new waste management facilities (many to be procured by PPP), a new secondary schools programme and tax increment financing for projects. The SFT is also looking to launch a National Housing Trust, a joint venture with the Scottish Mortgage Investment Trust, which could provide a substantial increase in the social housing stock available to households with high demand, using existing unsold private sector housing stock or housing to be developed on existing undeveloped sites.

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This year has been a challenging one for Housing PFI. The perfect storm of the liquidity crisis and the collapse of the housing market has meant that a number of projects due to close this year have been stalled or re-scoped. Still, there is good news. 5 projects are at preferred bidder and should close this year with 4 projects in the final stages of dialogue.

Round 6 has started to gather momentum. Cornwall, Portsmouth and Leeds have all issued prior information notices and expect to OJEU in the 3rd and 4th quarters of this year. The remaining 7 are not far behind. These projects will be using the new housing project agreement which came out in December 2009. The Homes & Communities Agency (HCA) will be following up with non-HRA drafting and guidance on residual value very shortly; both are currently out for consultation.

Also new this year is the increasing significance of the grey market in extra care, care homes and other forms of sheltered housing for the elderly and vulnerable. The Department of Health has announced 10 projects for care homes which will be delivered through PFfI, JCT and exempt capital funding. The HMT has also given priority to the delivery of extra care homes, particularly in areas of high demand. The DCLG and HCA have underlined the importance of the grey market by ensuring that these markets are taken into account when funding decisions are made. The SFT’s Grey Market team, led by David Gamble, will be working with the grey market providers to ensure that they are able to participate in the SFT’s procurement process. The SFT’s Grey Market team, led by David Gamble, will be working with the grey market providers to ensure that they are able to participate in the SFT’s procurement process. The SFT’s Grey Market team, led by David Gamble, will be working with the grey market providers to ensure that they are able to participate in the SFT’s procurement process.

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Instruments as the first step in its project to replace IAS 39 Financial Instruments: Recognition and Measurement. At this stage, IFRS 9 covers the recognition and measurement of financial assets and liabilities and the impairment of financial assets. It is due to be issued for mandatory application in 2013, with early adoption permitted. The IASB plans to cover derivatives and insurance contracts in future phases of the project. The Tax sub group continued its work of raising awareness among Members of significant up-coming tax changes and meeting with HM Revenue and Customs when necessary to explain the impact of tax proposals on PPP. At the start of 2009 we were faced with draft Government proposals relating to the tax impact of IFRS conversion, the Carbon Reduction Commitment and the newly proposed Green Investment bank.

Jacqui Holden (Deloitte), Accounting Group Chairman

Margaret Stephens (KPMG), Tax Group Chairman

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Margaret Stephens (KPMG), Tax Group Chairman
Since 2002, the PPP Forum has provided information about the PFI industry to all interested parties. Established at a time when debate about PFI was coloured by erroneous and misleading commentary, the PPP Forum was set up to respond with fact-based information.

In the early days of PFI the debate about its pros and cons was largely theoretical and the PPP Forum played its part in explaining the concept and, in particular, correcting the widely held view that it was a type of privatisation.

As hundreds of these projects move into their operational phase and PFI’s record of delivering ‘on time and on budget’ ... the ‘coalface’ provides a useful counterbalance to those on the outside debating the merits of this type of procurement.

**House of Lords Economic Affairs Inquiry**

The House of Lords Economic Affairs Committee launched an inquiry into private finance projects and off-balance sheet debt in July 2009. The aim was to gather evidence to help in the formation of its final report. The inquiry was led by Lord Davies of Oldham and heard from a wide range of witnesses, including academics, practitioners and policy makers. In total, the Committee received 13 responses and almost 40 people were called to the hearings.

The report was published in March 2010 and recognised some of the key benefits of PFI procurement:

- ‘Private sector capital at risk has brought much-needed rigour and efficiency to building and maintaining public infrastructure and delivered more than would have been possible without them;’
- ‘Lessons have been learnt from early PFI schemes and the public sector is much more savvy at achieving a better risk/reward balance;’ and
- ‘The use of private finance has become established to the point that thought should be given to expanding its use further into the provision of professional and other services provided directly by the public sector.’
Our website can broadly be broken down into three sections:

• DATA and POLICY DEVELOPMENT:
The website contains information about the UK PFI programme as a whole and project specific information. There are also updates on policy developments. The PPP Forum is also proud of engaging with the public, and therefore offers a photo gallery that shows the dramatic improvement work in the real world and propagates best practice.

• CASE STUDIES:
The PPP Forum undertakes interviews with public sector managers of operational PFI projects to lend a user perspective.

• PHOTO GALLERY:
There are now PFI projects operating up and down the country. These photos illustrate the dramatic transformation these projects are having in rejuvenating the public infrastructure in the UK.
case studies

The PPP Forum provides a platform for the public sector to demonstrate their successful PFI projects. Our case studies give the day-to-day users of PFI projects the opportunity to learn about the success stories and experiences of other projects. The PPP Forum has compiled case studies from different sectors and locations, showcasing the positive impact of PFI on infrastructure and transport. Our interviews have featured the successful partnerships between the private and public sectors, which have resulted in the delivery of high-quality projects.

Clacton County High School

What PFI means to our school is achieving a level of build and environment that is good quality – far above what we would have achieved without PFI – at all levels.

John Clay, Headteacher

James Cook University Hospital

Middlesbrough would not have one of the leading hospitals in Europe here without PFI.

Simon Pleydell – Chief Executive, South Tees Hospital Trust

Kippax Ash Tree Primary School

It’s light years ahead of what we had.

Martin Hall – Headteacher

Rotherham Council

I think the best thing about PFI is to be able to provide exciting 21st century world-class buildings for our community and the schools are no exception. It’s good to think that the private sector is interested in delivering these projects, and it’s proof that we can have successful public/private partnerships.

Graham Sinclair – Director of Resources and Access, Children and Young People’s Services

Rotherham Schools Project

A woman who attended a programme which we hosted went back to look at one of the schools where she had been a pupil and was amazed at what had been achieved. She won over when I’ve seen what can be done with the right approach. The facilities that have been created are fantastic.

Tony Richardson, General Manager, Building Learning Communities

“what were your first impressions of the school?”

Hamer County High School

The PFI model is an example providing a mix of local and nationalised funding and it’s working. I am impressed with the scale and ambition of the project.

John G. Haddock

Kippax Ash Tree Primary School

It’s light years ahead of what we had.

Jeanne Marsh – Headteacher

James Cook University Hospital

It’s working with real strength and the facilities are fantastic.

Amanda Reid – Chief Executive, North Tees and Hartlepool NHS Foundation Trust

Graham Sinclair – Director of Resources and Access, Children and Young People’s Services

‘What were your first impressions of the school?’
There are now over 600 operating public sector projects. Our photo gallery demonstrates the achievements of some of these. The “before” and “after” pictures illustrate how the public sector is delivering the health and education services that are available today.

Calderdale Hospital
The new Calderdale Royal Hospital (CRH) is an amalgamation of three hospitals; Royal Halifax Infirmary, Halifax General Hospital, and Harewood Hospital. The new site, CRH, will promote a hospital which is easy to navigate. The former sites were often disorganized and confusing.

The new CRH is designed to meet the public needs in a better manner. The health and education with the tools and technology that are available today.

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This £200 million project involved the construction of ten new schools consisting of six primary and four secondary schools. The new schools include a state of the art learning centre. This will provide state of the art facilities for over 7,000 children in the Renfrewshire area.

The school’s official opening was attended by the Scottish Government’s minister for early years, Adam Ingram, who said: “Woodlands primary school will make a big difference to the community, benefitting pupils and teachers and creating an exciting new environment in which to teach and learn. This well equipped and modern facility will play an important role in the community, and pupils and teachers are already benefiting. The community can look forward to a bright future.”

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annual dinner

This year the PPP Forum hosted its eighth annual dinner at Drapers’ Hall in the City, with the Right Honourable Stephen Timms MP giving the keynote speech. The event has consistently welcomed top corporations and senior decision-makers with keynote speeches from the Right Honourable Lord Darlington, Dafydd Elis-Thomas AM and Alison Saunders, Director of Public Prosecutions. The event has reached full capacity each year.

Chamonix

In January 2010, the PPP Forum celebrated its tenth skiing event in Chamonix which attracted over 150 senior executives. The event provided valuable insights from leading experts in the infrastructure industry. This event is an ideal networking opportunity for business leaders to discuss and debate on the latest topics of the day.

women in infrastructure

Since 2002, the PPP Forum’s networking events have been transforming the current infrastructure gatherings bringing together corporations, investors, government agencies and other decision makers. Professional speakers and workshops have been aimed at encouraging a relaxed but sophisticated setting. Each three main events are the Annual Dinner, Chamonix and the Women in Infrastructure Afternoon.

networking

The PPP Forum has offered the women in the infrastructure industry an event with a difference in the past couple of years. The inaugural event was hosted at Tate Modern this year. All the events have been followed by afternoon tea for informal networking.
The PPP Forum is a team of four skilled professionals with access to a wide network of professionals with whom we are able to coordinate a broad range of work.