## CONTENTS

**Introduction** .................................................. 3

Best Project Team ................................................. 4
Best Central/Regional Government PPP Promoter ............ 6
Best Legal Adviser ............................................... 8
Best Debt Funder .................................................. 10
Best Financial Adviser .......................................... 12
Best Infrastructure Fund Manager ............................ 13
Best Technical Adviser ......................................... 15
Best Developer ..................................................... 17
Best Individual Contribution ................................... 19
Best Road Project .................................................. 21
Best Rail Project ................................................... 23
Best Accommodation Project ................................... 25
Best Waste/Energy/Water Project ............................. 27
Best Pathfinder Project ......................................... 28
Best Operational Project ....................................... 29
Best Designed Project .......................................... 31
Projects Grand Prix .............................................. 33
This year’s Partnerships Awards have once again raised the bar for the industry, rewarding those who have gone above and beyond in their quest to deliver innovation and quality to infrastructure projects around the globe.

A record number of entries of the highest calibre resulted in a keenly fought contest across all categories, and I would like to take this opportunity to thank our panel of over 80 judges who worked diligently to provide us with tonight’s winners. A special thank you also to our head judges for their time and effort.

Over the last 12 months, the US market has finally shown signs of a strong pipeline, as states from coast to coast begin to recognise the advantages of partnering with the private sector. Along with the new projects, those that led the way have shown innovation and an ability to take the best practice from other countries and apply it to their own situations. This is reflected throughout tonight’s Awards, with several American projects shortlisted and many of the winning teams also having demonstrated their abilities in this new market.

More established PPP countries such as Canada and those in Europe have continued to raise the standard of excellence, as both the public and private sectors get to grips with the economic realities of the post-crash era.

Here in the UK, the continued focus on localism has driven an ability to think up new ways of financing much-needed infrastructure without central government support. Meanwhile, the early stages of PF2 have also given investors the opportunity to think outside the box and refine their processes to remain in the vanguard of PPP.

Thank you to our sponsors for their continued support, and without whom this evening would not be possible.

And to all tonight’s winners, congratulations and enjoy your hard-won success.

Paul Jarvis
Managing Editor - Partnerships Bulletin
Gold Award  West London Waste Authority

The team behind the £1.4bn West London Waste PPP deal has worked tirelessly to get the complex project through procurement, managing to reach financial close. One of the keys to the scheme’s success was the team’s ability to reduce planning risk by providing existing consented sites to developers, instead of requiring the private partner to take on the risk of finding a suitable site and gaining permission to build on it. The team also ensured that the initial tender notice was flexible enough to encompass a range of private funding for the scheme – something that is crucial in the fast-changing financial markets of today.

The judges praised the team’s good working relationship with private partner Sita, with the company’s chief executive describing the procurement process as “exemplary”. They also welcomed the speed with which the scheme reached financial close compared to most waste projects, and were impressed with the team’s ability to keep such a complex procurement on track.
Balfour Beatty

Proud sponsors of the ‘best project team’ award

Partnerships Awards 2014

www.balfourbeatty.com
Over the past two years, the Philippines has significantly expanded its PPP programme, creating a robust pipeline of around 50 projects to date that is attracting interest from organisations around the world. It is now recognised as a leader of PPP know-how in south-east Asia, and the PPP Center is at the heart of that initiative. It champions the PPP programme by rendering technical expertise and advice, policy recommendations, capacity building measures, and various resources to fast-track the development of quality infrastructure projects and the delivery of various government services. It is also striving to improve the standard of PPPs in the region and ensure that the process is among the most efficient in the world. The Center has most recently developed new guidelines related to the authorization of funds to cover materialized PPP contingent liabilities.

The Center was described by the judges as a good example of an innovative and enthusiastic embracing of the PPP model. They also praised the country’s ability to pull in a wide range of finances. The judges saw the Center as a good example of PPP promotion that others in the region could look to for advice and guidance.

Scotland’s continued promotion of the non-profit distributing model as an alternative to the UK’s PFI programme was judged to be worthy of praise. The SFT’s ability to deliver on a relatively long pipeline of schemes has been proven over the past year, as deals have started to reach financial close and construction is now underway in a number of areas. Judges welcomed this as a demonstration of strong pipeline delivery in a financial climate that remains difficult for PPP projects.
Meridiam
A leading investor in public infrastructure, Meridiam is a global investor and asset manager specialising in public and community infrastructure with a long-term view. Meridiam develops projects in OECD countries by working closely with public authorities at every stage of their projects, from design through long-term management (25 years). Meridiam promotes a hands-on approach with a strong focus on technical, environmental and social aspects as well as an active engagement with project stakeholders.

Investments serving the public interest
Our business model is built exclusively on the equity financing of projects sponsored by public authorities for the benefit of the community. Meridiam develops, finances, builds and manages various types of projects including; Transport infrastructure, social infrastructure, Public buildings and utility networks and services.

Fulcrum Group
With a portfolio that currently represents a total development value of approximately £460 million, Fulcrum is a leading Public Private Partner active across numerous public and community infrastructure projects including Health, Transport and Highways.

Fulcrum Group recognises that in order to deliver the best possible value across all projects then constant innovation is key. As such, the company constantly looks at new models in order to not only deliver better value but to ensure that partnerships are sustainable.

The company also recognises that the development of strong long-term partnerships with all project stakeholders is key to delivering the best possible value for money.

Fulcrum Group is owned by Meridiam.
In 2013, Pinsent Masons was at the forefront of the PPP industry across the globe, acting on and advising in not only some of the largest deals of the year, but also some of the most novel and interesting. Among the ‘firsts’ that the firm was involved with over the course of the year was the launch of the first unwrapped listed bond issue in the UK project finance space since before the financial crisis. The team is also working on the first hospital project to be delivered through the UK’s new PF2 model. It also worked on a number of projects outside the UK, such as the Zagreb Airport PPP - the first PPP in Croatia since the country became part of the European Union.

The judges were impressed with the company’s radical approach to the whole way in which legal services are delivered in this sphere, such as its appointment as a sole adviser to global infrastructure giant Balfour Beatty for a broad range of legal services. They also welcomed the firm’s role in pushing forward the latest financing and delivery methods for projects wherever they were working.

**Silver Award  Mayer Brown**

Over the course of 2013, Mayer Brown worked on some of the most complex and high profile projects in the emerging US market, including the East End Crossing over the Ohio River and the Illiana Corridor highway. Judges recognised the strong credentials of the projects that Mayer Brown has worked on and the firm’s role in ensuring these schemes are deliverable - as highlighted by its successful closing of the Luis Muñoz Marín International Airport in Puerto Rico.
COULD YOU BE A WINNER?

P3 Bulletin is delighted to announce the inaugural P3 Awards is now open for entries. You have until June 9 to enter for the chance to be recognized as the best in the industry.

All categories are open to projects, companies and individuals who work in the P3 market across the Americas. There is no cost to enter and each submission will be put forward to a 50-strong judging panel of the leading public and private sector players.

The entries will be whittled down to a shortlist and the winners will be announced by a celebrity compère at a black tie Awards ceremony at the Conrad New York on October 23 2014.

4 GOOD REASONS TO ENTER THE P3 AWARDS:

1. To have your expertise recognized by our panel of 50 judges, representing the whole of the P3 sector
2. To be acknowledged publicly as an award-winning organization, raising your profile among staff and clients
3. To receive recognition from your industry for your commitment to P3
4. To play a pivotal role at the only Awards ceremony recognising the best in the P3 industry across the Americas

ENTRY DEADLINE: JUNE 9 2014

For all entry queries, table bookings and sponsorship enquiries please contact:

MATTHEW MERTZ
+44 (0)20 8675 7770 matthew.mertz@P3bulletin.com

To download the entry forms please visit www.P3awards.partnershipsevents.com
Gold Award
Sumitomo Mitsui Banking Corporation

Acting as arranger, SMBC closed 28 infrastructure projects in 2013 despite the continued lack of liquidity in the project finance market. The bank was proactive in its approach to providing funding to projects, building banking clubs on a number of deals, as well as developing alternative ways to get deals done. SMBC has been at the forefront of financing infrastructure deals across the globe, with projects financed covering the UK and Europe, the Middle East, Australia and North America. It provided finance for a range of challenging projects, such as the West London Waste deal, with its long bid time and multiple counterparties. SMBC was also mandated lead arranger with three other banks on the Thameslink rolling stock project – one of the most complex deals of 2013.

SMBC’s broad experience across a wide variety of markets, together with its strong list of completed projects, meant it was again the judges’ choice in this category. SMBC’s team was praised for its ability to continue to deliver complex projects through a fast-changing financial environment.
The world is changing, and so is the way our clients invest their money. AECOM provides the most up-to-date advice.

Please contact Kevin.Bradley@ae.com
Shortlist
- BDO
- Deloitte
- DWPF
- Ernst & Young
- KPMG
- RBC Capital Markets

Gold Award  RBC Capital Markets

Over the course of 2013, RBC Capital Markets worked on some truly innovative financial packages that may act as trailblazers for future project structures. In particular, it worked on the first unwrapped project bond in 15 years, which was also notable for its ability to bring institutional investors into the project. RBC has worked with a diverse range of market participants to bring in a whole host of financing options, from institutional investors and traditional bank debt, to the European Investment Bank. Its structuring of the Milton Keynes Waste project also ensured that new waste treatment technology could be used in the UK for the first time.

The judges praised RBC’s ability to be flexible in its approach to financing projects, which allowed it to work on a number of interesting schemes and come up with novel solutions to difficult financing arrangements. They were impressed that a relatively small team was capable of delivering new transaction models and be successful in closing difficult deals in a challenging market.
Over the past 12 months, InfraRed Capital Partners has continued to attract investors to its range of listed funds, which remain stable investments that are outperforming the general market. Its PPP and PFI asset-focused fund, HICL, saw market capitalisation grow by 30% during 2013. HICL now has over 5,500 shareholders with an increasing interest coming from pension funds making their first investment into infrastructure. Over the course of 2013, InfraRed made 21 new PPP investments across its primary and secondary funds, which covered a wide variety of social and transport infrastructure across five different countries. Among schemes that InfraRed’s funds have invested in over 2013 is the first airport PPP in Canada, the Iqaluit International Airport Improvement Project in Nunavut, and the acquisition of Carillion’s interest in the £8bn Allenby Connaught military housing scheme in the UK.

The judges felt InfraRed was a worthy winner of this category when considering the huge scale and breadth of the investments that had been undertaken and that are now under management by the company. InfraRed was also praised for its well-resourced and professional management team.
Building stronger infrastructure partnerships

Proud sponsors of the Partnerships Awards 2014

Contact Chris Wilson, 0207 420 1770
chris.wilson@leighfisher.com

Leigh Fisher
www.leighfisher.com


**Shortlist**
- AECOM
- Arup
- Mott MacDonald
- Sweett Group
- WSP

**Gold Award** Arup

Arup is recognised as a global leader in combining strong technical advice together with detailed financial and commercial understanding of transactions. Over the course of 2013, the firm worked on 16 projects that reached financial close, in 11 different countries. Overall, the firm was active on projects in over 40 countries, and across all sectors of the infrastructure market. Among the schemes the firm worked on was the Luis Muñoz Marin International Airport in Puerto Rico - a genuine pathfinder in the country and the first airport PPP under the US Federal Aviation Authority’s P3 pilot programme. Arup is proactive in ensuring best practice and knowledge are shared by the firm across jurisdictions, for example using its extensive experience of the UK market to support emerging PPP industries in countries such as Poland.

The judges welcomed this strong cross-border ethos from Arup as an example of how to expand the knowledge and expertise within the partnerships industry across new borders. They were impressed with the firm’s strong international presence and good track record, both in new markets and long established ones.

**Silver Award** Mott MacDonald

The judges considered Mott MacDonald to be one of the leading players in the international PPP industry, and the foremost firm in its home market of the UK. In particular, the judges were impressed with the firm’s ability to secure a strong presence in the Turkish market, something which marks the company out for future success in emerging markets around the world.
working with young people to help them access employment opportunities in the construction industry

www.constructionyouth.org.uk

Reg. Charity No. 1094323
Gold Award  Balfour Beatty Investments

Diversification has been a key requirement of any organisation involved in the construction sector over recent years, and Balfour Beatty has been at the forefront of that effort. Among new areas of success for the company has been the UK’s Offshore Transmission Owner (OFTO) contracts, student accommodation and higher education more broadly in the US market, as well as an emerging presence in the Canadian market. The Investments business within Balfour Beatty generated more than half of group profits in 2013 and the value of the investments made makes up nearly half of the market capitalisation of the group. In particular, its innovation on the Greater Gabbard OFTO caught the judges’ attention. The deal was the first capital markets financing in the sector and the first use in the UK of the European Investment Bank’s project bond credit enhancement facility.

The judges were impressed with the hands-on approach taken by Balfour to dealing with challenging financial conditions, and in its successful recycling of equity to ensure it is ready for new opportunities. They also welcomed the diverse range of projects now within Balfour’s portfolio, both in its home market of the UK and increasingly overseas.

Silver Award  Siemens Financial Services

The judges wanted to recognise Siemens Financial Services for its efforts in driving through some of the industry's largest projects over the past 12 months. In addition to its work leading the Bendigo Hospital PPP in Australia, the firm was praised for its efforts to ensure the Thameslink rolling stock project in the UK reached financial close. The firm’s strong covenant was cited as an important factor in helping carry projects such as Thameslink over the line.
YOUR TRUSTED ADVISOR IN PFI/PPP
PROUD SPONSOR OF THE BEST DEVELOPER AWARD

PROVIDING EXPERT ADVICE ON OVER £4 BILLION OF PROJECTS

Technical Advisor
Independent Certifier
Employers Agent
Value Testing FM
FM consultancy
Lifecycle and Paymech
SPV Management

robert.marr@uk.arteliagroup.com  www.uk.arteliagroup.com
Gold Award

Nicholas Jennett
Director, New Products & Special Transactions
European Investment Bank

In his current role at the European Investment Bank, Nicholas Jennett has spearheaded the delivery of the Project Bonds initiative, designed to counteract some of the problems facing the investment community following the global financial crisis of recent years. The scheme has been instrumental in providing support to projects finding it difficult to obtain the requisite finance. Prior to this, Jennett was the head of the European PPP Expertise Centre (EPEC), which he also helped to establish, at the EIB. This organisation continues to provide support and guidance for countries establishing PPP initiatives, and acts as a repository of best practice so that all states can benefit from the experiences of others in Europe.

The judges applauded Jennett’s efforts over the past year to deliver the Project Bonds initiative, pointing out that it had allowed several organisations across the Continent to move forward with projects with confidence. They also wished to highlight his drive and commitment in establishing EPEC, which has made an impressive contribution in supporting and promoting PPP best practice throughout the European Union.
IT’S GOLD ALL THE WAY FOR TB+A

CELEBRATING OUTSTANDING ACHIEVEMENTS IN THE PUBLIC SECTOR

As a leading Building Services Consultancy we have been at the forefront of good design for over 50 years. Achieving Gold Investors in People Accreditation means everything to us as it adds to our already impressive credentials of achieving best practice in all that we do.

We are proud to continue our sponsorship of The Partnership Awards and congratulate all entrants and winners on their exceptional work in innovation and excellence.

Belfast + Cardiff + Edinburgh + Glasgow + Leeds + London + Manchester + Reading
**Gold Award**  Ohio River Bridges Project - East End Crossing

Part of the $2.6bn Ohio River Bridges programme, the East End Crossing is an important project in the development of PPP infrastructure in the US. Financed by two series of tax exempt private activity bonds, the scheme is the first US PPP transport deal not to use the Transportation Infrastructure Finance and Innovation Act (TIFIA) in its capital structure. Despite being a pioneer in the market, the project reached financial close in record time for the US, taking just 10 months from issuing the request for qualifications to commercial close. It is the first US PPP highway scheme to achieve “flat” investment grade ratings from S&P and Fitch.

The judges recognised the important role this scheme has in acting as a standard bearer for the US and North American transport PPP market. Its success demonstrates the potential in the sector and the judges considered it to be an exemplar for others to follow. They were also impressed with the work undertaken by the public sector to explain and justify the costs to the taxpayers, and welcomed the fact that the scheme came in 20% cheaper than initially expected.

**Silver Award**  SAA-A1/A6 Diemen Almere Havendreef Project

The judges were impressed with the level of innovation employed to achieve a high level of risk transfer in the project. They welcomed the success of the highly complex scheme and the ability of the public sector to keep the project moving forward through some difficult obstacles. The project team’s performance in keeping a large number of banks on board despite difficult financing conditions was also lauded.
QinetiQ Commerce Decisions

“QinetiQ Commerce Decisions and their AWARD software exceeded any expectations I had, and they delivered a first class service. Their work was invaluable.”

- NEC Group

Strategic procurements involve multiple stakeholders and significant budgets. They may represent a small proportion of procurement transactions, but often account for the majority of annual spend and procurement risk.

Proven Best Practice Toolset
- Increases efficiency, reduces cost
- Maximises value for money
- Provides a robust audit trail
- Manages documents
- Assures control
- Reduces risk
- Supported by expert advisors

AWARD®
Enabling collaboration and managing complexity in strategic sourcing projects

Contact us for more information and a demo at:
Tel: 08456 52 02 52
www.cd.QinetiQ.com
Gold Award  Ottawa Light Rail Project
Confederation Line

The Confederation Line is the first phase of a planned light rail network for Ottawa. The project reached financial close just two months after a preferred bidder was chosen, and the first construction milestone was achieved two weeks ahead of schedule. The scheme involved a number of innovations in its procurement, including the use of a flexible outcomes-based approach that allowed bidders to identify elements of the process that they felt constrained design or approach. This is believed to have helped drive down costs on the project. The scheme also transferred all the tunnelling risk to the private sector - a move that was initially challenging for lenders.

Its impressive funding structure and the positive feedback from both the public and private sectors involved were both praised by the judges. They were particularly impressed that the scheme reached financial close so quickly from preferred bidder stage, despite the novel financing approach taken to structure the deal. They also considered the scheme to be an important first step for the city of Ottawa as it looks to deliver a whole network of light rail lines.
We have world-class people in every area of technical consultancy. If we don’t have the right expertise in the UK, we know one of our 17,000 strong network across 30 countries will. We learn from each other as we deliver the highest quality solution for our clients.

FOR A SMART APPROACH TO THE BUILT ENVIRONMENT
WSP: THE BRAINS TO PICK

Find out why we’re the brains to pick
www.wspgroup.co.uk
#brainstopick
Shortlist

- Alder Hey Children’s Health Park, UK
- Bendigo Hospital Project, Australia
- Birmingham Dental Hospital and School of Dentistry, UK
- Brunswick Social Housing PFI, UK
- Cité Musicale PPP, France
- City of Glasgow College New Campus, UK
- Little London, Beeston Hill and Holbeck HRA PFI, UK
- The New Royal Liverpool Hospital, UK
- NHS Lanarkshire Primary Care Investment Programme Phase 2, UK
- Salford Pendleton Social Housing PFI, UK
- Tarleton State University Heritage Hall Living/Learning Community, USA
- University of Hertfordshire Student Accommodation PFI, UK

Gold Award  Alder Hey Children’s Health Park

This project will see the creation of an iconic hospital that will deliver care in high quality surroundings designed around the needs of patients. The introduction of regular ‘risk summits’ between the preferred bidder up to financial close helped ensure the project moved smoothly and ensured that any potential problems were dealt with quickly and efficiently. Despite the changes to the NHS and the introduction of PF2, the project still reached financial close within nine months of the preferred bidder being chosen, as originally planned. An innovative funding solution was introduced to the scheme, which brought institutional investment on board.

The judges considered the project to be impressive in all respects, welcoming not only the novel design elements employed, but also the creative approach to financing the deal. The use of robotics in the scheme was welcomed as it looks to put the project at the cutting edge of health design and technology.

Silver Award  Cité Musicale PPP Paris

The judges highlighted the impressive amount of risk taken on board by the private sector in this project. Despite difficult site conditions, the judges welcomed the partnership’s ability to get the scheme financed and delivered. They praised the use of institutional investors in the financing package, recognising this as a potential example for other schemes to follow in France and across Europe and other more mature markets.
Who are we?
MAMG is the largest independent Infrastructure Asset Manager of PPP/PFI projects in the UK.

Over 50 projects
131 facilities

We work across 8 different sectors

Capital investment under management in excess of £3.5bn

OFFICES
- London
- Leeds
- Glasgow
- Sydney
- Melbourne

Website: www.mamg.co.uk
Phone: +44 (0)20 7015 5320
Email: admin@mamg.co.uk
Shortlist

- Buckinghamshire Energy from Waste PPP, UK
- CPC Pipeline Expansion Project, Russia
- Evan Thomas Water and Wastewater Treatment Facilities Upgrade, Canada
- Greater Gabbard OFTO, UK
- London Array OFTO, UK
- Merseyside Waste Resource and Recovery Contract, UK
- Milton Keynes Waste PPP, UK
- Poznań Energy-from-Waste Project, Poland
- Wakefield Waste Management Project, UK
- West London Waste Management PPP, UK

Gold Award

West London Residual Waste Services PPP

One of the fastest procurements for a project this size ever run in the UK, this £1.4bn scheme demonstrates a true sense of partnership working between the local authorities involved and the private sector provider. It took less than six months for the scheme to reach financial close once a preferred bidder had been chosen, in part down to the amount of work undertaken by the West London Waste Authority to obtain planning permission in advance of financial close and other measures to similarly smooth the process. It is expected to deliver savings of 25% once the site is fully operational, with 96% of waste diverted from landfill. The contract is flexible allowing the authority to remove recyclates, meaning it can react to changing targets and priorities. The authority also has exclusivity to source other diversion facilities if that proves to be better value for money.

The judges welcomed the proactive approach of the waste authority to recognise some of the biggest potential challenges to the smooth running of the scheme and deal with them early in the process. They also praised the scheme’s adoption of PF2 characteristics and its good allocation of risk.

Silver Award

Greater Gabbard Offshore Transmission Owner (OFTO)

The judges wished to recognise this project for its trailblazing approach to finance that could become a much-travelled route in future schemes of this type. It was the first OFTO to be financed through the capital markets, and the first UK scheme to use a European Investment Bank Project Bond. These pioneering funding mechanisms were considered of great merit by the judges.
BEST PATHFINDER PROJECT

Shortlist
- Antonio Parkway Widening and Landscaping Improvement Project, USA
- Cité Musicale PPP, France
- Greater Gabbard OFTO, UK
- IPP Peaking Power Generation Project, South Africa
- Iqaluit International Airport Improvement Project, Canada
- Ontario Driver Examination Services, Canada
- Poznań Energy-from-Waste Project, Poland
- R1 Expressway Refinancing, Slovakia
- Sydney International Convention, Exhibition and Entertainment Precinct PPP, Australia
- University of the Highlands & Islands Inverness College New Campus, UK
- Zagreb Airport Concession, Croatia

Gold Award  Poznań Energy-from-Waste Project

The largest ever PPP project in Poland, this scheme also marks the first investment in energy-from-waste by the Marguerite Fund, and only its second in Poland. The project is used by the European PPP Expertise Centre (EPEC) as a showcase example of combining non-recourse project finance with grant funding from the EU Cohesion Fund. However, the scheme has also secured private finance for 100% of its funding requirement, meaning the grant is being used to ensure affordability for the public sector and taxpayers. Local currency and a club deal comprising several local banks is another unusual feature of this deal in Poland. Despite the contracting authority having no previous experience in procuring PPP projects, its diligence in the procurement phase has ensured a strong deal for the public sector.

The judges were impressed with the use of blending different sources of finance into this deal, and welcomed it as a true pioneer not only in Poland but eastern Europe. They described it as an example of a trailblazer in the region with a lot to commend it as an example for others to follow.
Gold Award  Clacton Schools PFI Project

Comprising the refurbishment of two existing schools and the construction of a new one, this project has seen the schools remodelled as joint service centres, requiring the addition of new facilities including cyber cafes, nurseries, sporting facilities, family support facilities and a public library. Such a vast increase in the number of different people coming onto the sites and using the facilities has required careful management from Pinnacle, which took over the facilities management provision in 2007. Since then, there has been a 62% reduction in helpdesk calls regarding authority-related damage, freeing up helpdesk staff to diagnose the problems being faced on ‘true’ reactive calls. Performance deductions have reduced by 97% within four years, with close to no unavailability deductions, primarily through tighter subcontractor control and ongoing training of both directly employed staff and supply chain partners.

The judges commended the significant improvements in performance achieved over the course of this contract and found the scheme to be offering an excellent example of true partnership working. It was considered a fine example of how facilities management services should be delivered.
THE WORLD OF
PUBLIC PRIVATE PARTNERSHIPS
SHARING. UNDERSTANDING. TRANSPARENCY

Global PPP resource library

“Sharing information between public bodies is needed to spread good practice and innovation.”

UK National Audit Office, March 2011

“Transparency sticks – it’s irreversible once you start. Transparency will become the defining characteristic of future public policy.”

Francis Maude speech to the World Bank – Transparency and Open Data, January 2012

PPP POLICY & GUIDELINES . PPP LEGISLATION . PPP REPORTS . PPP PROJECTS

Subscribe free at www.ppponline.com

Powered by Affini
text™
MAKING DOCUMENTS INTELLIGENT
Gold Award  St Catherine’s Health Centre

This visionary design has been affectionately nicknamed ‘The Smile’ thanks to the way it wraps around an existing church – and what better name could there be for a project aimed at providing health services to the public? As well as being an iconic structure in its own right, the new health centre has acted as a catalyst for a regeneration of the area, boldly combining a daring, aesthetically pleasing new building with existing historical features. The DNA-inspired rainscreen cladding on the outside of the building also serves as a visual marker for patients. A holistic approach to the design was taken, aimed at reducing stress in the patient journey. The project is also functional, achieving a 20% net reduction in the carbon footprint of the site.

The judges liked the way the scheme has successfully merged the heritage of the old church with a very modern design. They felt the passion shown for this project and its potential for the area was second to none.
Designing for success.

Kajima Partnerships is the UK subsidiary of Kajima Corporation, one of the world’s oldest and largest development companies. We are dedicated to delivering outstanding buildings and services to public and private sector bodies alike.

We are passionate about what we do – managing the full development process, from the design and planning of the building to its construction and effective operation. By working creatively with our clients and partners to produce high quality results, we have earned a reputation for consistent client servicing.

Kajima works in partnership with the public sector to deliver and manage exceptional buildings in the fields of education, healthcare, offices, civic buildings and infrastructure. Each project delivers first-class facilities that are valuable assets for local people. A dedicated in-house team is responsible for engaging the local community in each development.

We are committed to our buildings for the long-term, and will manage each for an average of 25 years, ensuring that our partnerships work.

Congratulations from Kajima Partnerships to all of the finalists for Best Designed Project: 2014

www.kajima.co.uk
Shortlist

- Alder Hey Children’s Health Park, UK
- Clacton Schools PFI Project, UK
- Ohio River Bridges Project - East End Crossing, USA
- Ottawa Light Rail Project Confederation Line, Canada
- Poznań Energy-from-Waste Project, Poland
- St Catherine’s Health Centre, UK
- West London Waste Management PPP, UK

Gold Award

Ohio River Bridges Project - East End Crossing

One of the largest transportation undertakings anywhere in the country, this project is at the cutting edge of partnership working in the emerging PPP market in the US. Just one part of the wider Ohio River Bridges Project, the East End Crossing offers a glimpse of the future both in geography and deal structuring. It is the first US PPP transport deal not to use the Transportation Infrastructure Finance and Innovation Act (TIFIA) in its capital structure, demonstrating to other states how even the most complex deals can be structured without reliance on federal funding. Instead, the scheme has used a private activity bond issue - the first for a US PPP highway availability-payment project. Despite the scale and complexity of the deal, it reached commercial close just 10 months after the request for qualifications was issued.

The judges were highly impressed by the scheme’s ability to stick to a tight schedule despite the innovations within the financing structure of the deal. They also praised the outstanding leadership by the public sector leading the scheme, highlighting the 23% saving on the original project estimate as a good example of the public sector using the PPP process to squeeze value for money out of projects. There was deemed to be a good level of risk transfer in the project, while the whole procurement process was considered to be highly innovative, setting down a marker for all large-scale projects in the future.
Mott MacDonald
Category sponsor for Projects Grand Prix

We advised on over 260 PPP or PF deals last year and assisted in financial close on 57. This is a global share of over 20%. We bring over 20 years of infrastructure finance experience to make deals bankable. We work with the public and private sectors, debt and equity providers, on greenfield and brownfield projects to manage risks and maximise return on investment, worldwide.

Sectors
Defence Education Health Law and order Leisure and sport Power Renewable energy Social housing Transport Utilities Waste Water and wastewater

Key services
- Asset certification and testing
- Construction and operations monitoring
- Facilities management
- Investment due diligence
- Market analysis
- Mergers and acquisitions
- Operational audits
- Procurement advice
- Technical due diligence
- Transaction advice

For more information please contact
Russell Dallas
T +44 (0)20 7651 0511
E russell.dallas@mottmac.com