InfraNet

The Network of Public Infrastructure Professionals

“Recovery, Renewal and Review: Laying the Foundations”

Event Précis

WebEx, Friday, July 24 @ 9.30 am
Introduction
This report summarises the *InfraNet* – a seminar for infrastructure professionals convened by the Investment Projects and Programmes Office within the Department of Public Expenditure and Reform and held via Webex on Friday, 24th July, 2020.

**InfraNet Background and Rationale**
Following on from the highly successful international conference, Infrastructure in an Era of Uncertainty, and the Government’s commitment to continued investment under Project Ireland 2040, the InfraNet was brought together to:
- Provide a forum for experts to critically examine public investment governance, reforms, and innovation.
- Engage with expert colleagues in other public sector and delivery bodies to share best practice, issues, and solutions.

**Participation**
The InfraNet was attended by over 90 participants from more than 45 organisations.

**Outcome and Results**
The ultimate objectives of InfraNet were to share experiences, build networks and take action on improving project delivery. The event was a platform for sharing experiences at different levels, from central Government and line Departments to local delivery agencies. Along with the holding of an annual conference focused on the most relevant sectoral issues, the InfraNet will be reconvened at intervals throughout the year.

Context
On Friday 24th July, the Investment Projects and Programmes Office (IPPO) in the Department of Public Expenditure and Reform (DPER) welcomed colleagues to a strategic information webinar of the new public sector infrastructure network called InfraNet.

The focus of the webinar was to review the state-of-play in Ireland’s public construction sector, and review how the sector is managing to return-to-work as Ireland recovers from Covid-19. The session highlighted the continued progress on several fronts since January’s conference, and set the scene for the review of the National Development Plan (NDP) as set out in ‘Our Shared Future’, the new Programme for Government.

Session 1 saw Fionn Jenkinson of the IPPO presenting on the impact of the new Programme for Government, the July Stimulus Package, the ongoing review into the capacity of the public sector to implement the current NDP, and other related updates.

Session 2 set out the response of government to public sector construction site shutdown from line departments, contracting authorities and industry who are delivering public infrastructure with contributions from David O’Brien of the Office of Government Procurement. Maria Graham, Assistant Secretary, Department of Housing, Planning & Local Government, Hugh Creegan, Director of Transport Investment, National Transport Authority and Kevin James, Managing Director, Cogent Associates.

**InfraNet Welcome and Scene Setting**
The webinar was opened by Ronnie Downes, Assistant Secretary, Department of Public Expenditure and Reform; who welcomed the participants and set out the background and intent for InfraNet. He
noted the unprecedented impact of Covid-19 on the sector and the commitment by Government to continued capital investment.

**Project Ireland 2040: July 2020 policy updates and Next Steps**

**Fionn Jenkinson, Investment Projects & Programmes Office, Department of Public Expenditure & Reform**

Fionn provided a high level overview of the impact of Covid-19 on Project Ireland 2040 and the construction sector, as well as detailing the Government’s response and next steps.

Of necessity, the construction sector, in common with many others, ground to a halt at the height of the pandemic. The industry has since returned to a positive sentiment with 95 percent of actual sites back open and PUP claimants more than halved since May 5th. The Programme for Government and the July stimulus package both underlined the Government’s commitment to capital expenditure. Economic recovery will be further bolstered by the National Economic Plan, which is to be published alongside Budget 2021.

Against this backdrop, the review of the National Development Plan (NDP) will be led by the IPPO. A complementary Capability Review considering the capacity and governance arrangements for the effective delivery of the NDP is currently underway with plans to publish in September. The Investment Tracker and related interactive online map which monitor the progress of Project Ireland 2040 are to be updated in Q4 and improved by the use of a Hive site to allow direct updates from contributing departments.

**Supporting Public Construction during Covid-19**

**David O’Brien, Office of Government Procurement**

During the lockdown, supply chains were interrupted and all live sites were closed. The OGP were firmly focused on providing assurance that contracts would proceed. It was a matter for contractors to determine if their work places were safe. There were difficulties in some cases in meeting the public health requirements. Up to 50 percent of the additional costs that are unavoidably incurred in complying with protocol can be borne by the contracting authority.

David noted that we will have to find a way of living with Covid-19 and that the additional cost of health and safety measures are being built into contracts, even as the disease recedes.

**Panel Discussion – The view on the ground**

The panel comprised of Maria Graham (Department of Housing, Planning & Local Government), Hugh Creegan (National Transport Authority) and Kevin James (Cogent Associates), and was moderated by Ciara Morgan (Investment Project & Programmes Office, Department of Public Expenditure & Reform).

**Maria Graham (Recovery, Renewal and Review)**

The Government, through the Department of Housing, Planning and Local Government moved immediately to mitigate Covid-19 impacts. Vulnerable people had to be removed from ‘co-living’ settings due to Covid-19 and the Department sought to utilise short term letting housing which were coming on to the housing market.

Water supply came under serious pressure during lockdown due to drought and increased usage. However, due to lower traffic volumes, Irish Water were able to safely advance necessary works.
Maria echoed what earlier speakers had said, namely that public sector investment is critical to economic recovery and that investment has to be in the right places and in the right projects, not just investment for the sake of it. Maria also noted that there is a high degree of inter-linkages between projects across the panoply of sectors so there is a necessity to coordinate effectively.

**Hugh Creegan (Covid 19 and NDP Transport projects)**
Hugh viewed that remote design/planning has worked effectively. Due to the mainly outdoor nature of delivery, transport projects are easier to ‘Covid manage’ than others. However, it was noted that future transport demand forecasting is very difficult and Covid has made it much more so. Considerations include the levels of working, learning and shopping from home and the potential impacts on settlement patterns. Essentially, the outcome range has widened which contributes to the challenge of decision-making.

**Kevin James**
The Covid crisis is completely different from the recent financial crisis. In order for the sector to survive, it is essential that the public procurement process is made palatable to bidders. The public sector is essential to helping the construction sector survive. Success will come down to whether companies’ balance sheets are strong enough.

**Questions and Answers**
A number of questions were put to speakers which are set out below:

**Q:** Is the review of the National Development Plan likely to be similar to the last review?
**A:** There are now better structures in place with the Delivery Board, more staff in the Investment Projects and Programmes Office, and the existence of the tracker. The process will be to pull together the necessary evidence base to allow the review of the National Development Plan.

**Q:** Will external assessors add to the timeline for approval of projects or take away from internal expertise?
**A:** It is unlikely that the process will take away from internal expertise. The process may add to the timeline in a small way, but there is plenty of time to build the new process into existing timelines.

**Q:** Will the review consider projects that can be accelerated?
**A:** Yes, there is a possibility to do that but it is up to departments to decide what their priorities and capacities are. There is already a high level of capital expenditure planned and accelerating one thing then are you decelerating something else?

**Q:** When is it expected that bi-laterals will commence for the NDP review?
**A:** There is a large amount of work that has to be undertaken first. The bi-laterals process will be over an extended time period and will be commenced following the summer break.

**Q:** Will the findings of the capacity review lead to increases in capital investment?
**A:** We will have to wait for findings. Capital budgets are increasing. Focus is on how to do things better not investment amounts.

**Q:** The Public Spending Code has been amended to reflect a greater emphasis on the environment, has a methodology of assessing environmental impacts been developed?
**A:** DPER will commence a review in late 2020 to evaluate the scope for further environmental reforms to the Public Spending Code. The review will examine whether the Public Spending
allows adequate scope to account for additional cost from future proofing for climate change and the scope for the introduction of valuations for eco-system services, biodiversity and other potential co-benefits.

Q. Will responsibility for revised capital ceilings in 2021 arising from the July stimulus etc. rest with Vote sections as part of the estimates process or is the IPPO planning a separate process?
A. There will be a continued commitment to capital expenditure in 2021 and that will be handled as part of estimates process.

Q. What are your views on early indications of opportunities or innovation at this difficult time?
A. Covid-19 measures such as cycle ways and widened footpaths that progressed much more easily. Design side of projects - remote working much more effective than people would have expected.
We face a number of questions: How do we encourage the workforce to return to work? Dublin based salaries for staff that are now scattered across the country. Will this impact the companies? How will that evolve over time? How to develop young staff?

Q. What is one key thing that must be done this year to support construction?
A. Capacity Review. Upskilling of people involved.
Keeping the momentum in the programmes, upskilling of people involved and consistency of advice. Feedback loop between people providing guidance and people on the ground. Continuing the message that capital funding is being maintained. Confidence in funding/pipeline is key.
Providing confidence to market with pipeline/funding. Collaboration key.

Q. What role can this network play in supporting performance and policy in this area?
A. Promotion of innovation, a role in the NDP review.

Q. How will Covid-19 risks be assessed in future contracts?
A. Deep cleaning provisions to be made. PPE an important feature especially where social distancing cannot be maintained. Covid-19 supervisor in place. Social distancing will be the big challenge and provisions will be made for it in tender. This will be addressed in line with policy.

Reflections and Conference Close
The conference was closed by Ronnie Downes, Assistant Secretary, Department of Public Expenditure and Reform, who thanked the panel for their contributions, thanked the audience for the attendance and attention and advised that several further sessions of the InfraNet would be delivered prior to year-end.
Appendix 1: Clár | Agenda

09.30  Welcome and Scene Setting
Ronnie Downes, Assistant Secretary, Department of Public Expenditure & Reform

09.40  Project Ireland 2040: July 2020 policy updates and Next Steps
Fionn Jenkinson, Investment Projects & Programmes Office, Department of Public Expenditure & Reform

Questions and Answers

10.00  BREAK

10.05  Supporting Public Construction during Covid-19
David O’Brien, Office of Government Procurement

10.20  Panel Discussion – The view on the ground
Maria Graham, Assistant Secretary, Department of Housing, Planning & Local Government
Hugh Creegan, Director of Transport Investment, National Transport Authority
Kevin James, Managing Director, Cogent Associates
Session Moderated by Ciara Morgan, Investment Project & Programmes Office, Department of Public Expenditure & Reform

10.50  Reflection and close
Ronnie Downes, Assistant Secretary, Department of Public Expenditure & Reform

Master of Ceremonies: Áine Griffin, Head of Communications, Project Ireland 2040

Appendix 2: Slides
Slides are included as a separate document.
Appendix 3: Cainteoirí | Speakers

Ronnie Downes

**Assistant Secretary, Department of Public Expenditure & Reform**

Ronnie is Assistant Secretary at the Department of Public Expenditure and Reform (DPER) in charge of overall Expenditure Policy. Ronnie’s responsibilities include managing the annual Estimates, overseeing national infrastructure investment strategy, promoting budgetary reforms (including budget transparency and gender-responsive budgeting) as well as public financial reporting and accounting. Ronnie was previously Deputy Head of the Budgeting & Public Expenditures Division at the OECD, where he led country-specific reviews and developed global standards in the area of public financial management and investment. He holds an M.Sc. (Economics) from Trinity College Dublin, as well as graduate diplomas in law, accounting and corporate governance.

Fionn Jenkinson

**Investment Projects & Programmes, Department of Public Expenditure & Reform**

Fionn Jenkinson is a senior economist in the Investment Projects and Programmes Office in the Department of Public Expenditure and Reform. His role involves monitoring the implementation of Project Ireland 2040, in particular, monitoring the capacity of the Irish construction sector. He was involved in the drafting of Project Ireland 2040 as well as the Mid-Term Review of the 2016-2021 Capital Plan. He has authored a number of papers and reports, including *Strategic Public Infrastructure: Capacity and Demand Analysis* (2017), *Build: Construction Sector Performance and Prospects 2019* and *Building Innovation Report 2020*. He previously worked in the Institute of International and European Affairs, and Ipsos MRBI.
David O’Brien

Chairman of the Government Construction Contracts Committee, OGP

David O’Brien is the chair of the Government Contracts Committee for Construction and senior adviser on public works and construction services procurement. He is a member of the Construction Sector Group established under the National Development Plan to promote regular and open dialogue between the public sector and key segments of the construction industry. Prior to his current role, he worked with the National Building Agency where he was a lead architect on social housing and urban regeneration projects.

Maria Graham

Assistant Secretary, Housing, Planning & Local Government

Maria Graham is an Assistant Secretary within the Department of Housing, Planning & Local Government. Since November 2018, she has had responsibility for the Planning Division, dealing with the appropriate strategic policy and legislative planning framework for both terrestrial and marine spatial planning, including the implementation of the National Planning Framework as part of Project Ireland 2040. Immediately prior to this position, Maria headed up the Water Division of the Department, working on sectoral reforms, including the establishment, governance and funding of Irish Water. In previous roles within the Department, Maria has had responsibility for planning policy, water capital investment, housing finance and policy and public private partnerships. Prior to joining the Department of Housing, Planning & Local Government, Maria worked in a number of other Government Departments including the Departments of Finance, Foreign Affairs and Social Protection.
Hugh Creegan

**Director of Transport Investment, National Transport Authority**

Hugh Creegan is Director of Transport Investment at the National Transport Authority and is the Deputy CEO. He is closely involved in public transport infrastructure investment projects such as BusConnects, MetroLink, Dart expansion and Luas. He is a civil engineer with wide experience on major projects in the public and private sectors, including the Dublin Port Tunnel, M50 widening and free-flow toll collection.

Kevin James

**Managing Director, Cogent Associates**

Kevin is Managing Director of Cogent Associates, a position he has held since 2007. He graduated in 1996 with a BSc (hons) in quantity surveying and joined Gardiner & Theobald in London. He relocated to Dublin in 2003 to join G&T’s Dublin office and in 2015/16 he led the transfer of ownership and rebranding to form Cogent Associates specialising in Project & Cost Management and Consultancy Services. Notable Cogent projects include: Adamstown SDZ, Cork School of Music, Herberton Regeneration, Google EMEA HQ, Central Bank of Ireland HQ, UCD O’ Brien Centre for Science, DCCs first Bundle of High Density Modular Housing - delivering 263 social housing units over 4 separate sites, DLRCCs Cherrywood SDZ - facilitating up to 8000 new homes and a new town centre. He has worked with the LDA on framework commissions delivering 1500-2000 units, and, has worked with various Housing Associations delivering social housing nationwide. Cogent are also leading an Integrated Project Management (IPMT) team for Project Opera, Limerick. This will be a keynote project to aid recovery.

Kevin is an active member of the SCSI and a past chairman of the Quantity Surveying Professional Group. He is SCSI representative at Construction Industry Council and elected member of the Statutory Appeals Board.
Ciara Morgan

Investment Projects & Programmes Department of Public Expenditure & Reform

Ciara has worked in the Irish Civil Service since August 2000 in a number of areas including expenditure management, taxation, and the development of the Irish Government Economic and Evaluation Service. In recent years, her focus has been on the continuing development of the value for money guidelines for the Irish public service, the Public Spending Code. She joined the Investment Projects and Programmes Office in DPER in 2018 to work on the update of the Public Spending Code and wider public investment management reform.

Áine Griffin

Head of Communications, Project Ireland 2040

Áine is responsible for developing and implementing the Government’s Communications Strategy for Project Ireland 2040. This involves leading colleagues and peers from departments and delivery agencies in a coordinated, cross-Governmental approach. A career public servant, after a decade of policy development in a variety of Government departments and offices, Áine served as Press Officer in the Department of Public Expenditure and Reform following its establishment, Head of Communications in the Data Protection Commission and returned to the Department following two years as the first Outreach and Engagement Manager at the Central Bank of Ireland.
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ippo@per.gov.ie
Project Ireland 2040:

July 2020 Policy Update
Macro Impacts of Covid-19

Figure 1: Construction Purchasing...

Table 1: Pandemic Unemployment Payment

<table>
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<th></th>
<th>5th May</th>
<th>7th July</th>
<th>21st July</th>
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<tr>
<td>Total</td>
<td>598,000</td>
<td>412,900</td>
<td>313,800</td>
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<tr>
<td>Construction</td>
<td>79,300</td>
<td>33,600</td>
<td>27,300</td>
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<tr>
<td>Share of total</td>
<td>13%</td>
<td>8%</td>
<td>9%</td>
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Source: Ulster Bank

Source: DEASP
Macro Impacts of Covid-19

Figure 2: Total Investment in Building and... 

Messages from Industry:

1. Significant reduction in private sector orders as of June, some projects have been deferred for at least six months.

2. Project viability and development finance more challenging

3. Capacity exists to provide all planned projects

Source: April’s Stability Programme Update from Department of Finance
Government Response

1. Ex-gratia Payment
2. Roadmap for Reopening Society and Business
3. Return to Work Safely Protocol
4. Engagement with industry through Construction Sector Group
5. Direct increases in public capital expenditure in Health and DBEI
6. July Stimulus Package

<table>
<thead>
<tr>
<th>Capital Expenditure Allocations (using former Departmental titles and functions)</th>
<th>Original Allocations €m</th>
<th>Revised Allocations €m</th>
<th>Variance</th>
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<tbody>
<tr>
<td>Agriculture, Food and the Marine</td>
<td>274</td>
<td>294</td>
<td>20</td>
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<tr>
<td>Business, Enterprise &amp; Innovation</td>
<td>632</td>
<td>1,115</td>
<td>483</td>
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<td>Children and Youth Affairs</td>
<td>31</td>
<td>38</td>
<td>7</td>
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<tr>
<td>Communications, Climate Action &amp; Environment</td>
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<tr>
<td>Culture, Heritage &amp; the Gaeltacht</td>
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<tr>
<td>Defence</td>
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<td>Finance</td>
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<td>Foreign Affairs</td>
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<tr>
<td>Health</td>
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<td>1,074</td>
<td>220</td>
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<td>Public Expenditure and Reform</td>
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<td>Rural &amp; Community Development</td>
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<td>0</td>
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<td>Transport, Tourism &amp; Sport</td>
<td>1,943</td>
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<tr>
<td>Total Vote</td>
<td>8,166</td>
<td>8,908</td>
<td>742</td>
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Building Innovation Launched

1) **Tech and Digital Adoption**
   - Enterprise Ireland Tech Centre
   - Build Digital Project
   - Digitisation of Planning System

2) **Regulatory Reform**
   - Procurement Review
   - Commercial Skills Academy
   - Construction Industry Register Ireland

3) **Develop Pipeline**
Programme for Government

• Clear acknowledgement of role for maintaining public capital investment
• Clear changes of policy e.g. Transport
• Further implications for capital exp. ->
• July Stimulus
• National Economic Plan - “We will use the review to set out an updated NDP for the period to 2031”
Review of National Development Plan

1. An assessment of interventions to address climate action
2. Analysis of investment alignment with the National Planning Framework (process and output)
3. An assessment of interventions to address housing and land development challenge
4. Assessment of public sector capacity
5. Framework for external assessment of major projects
6. Stakeholder Consultation
7. Strategic dialogue with departments
NDP Delivery Capability Review

- Supported by the EU Commission SRSS programme.
- Work being undertaken by EY.
- Aim is to assess capability of the public service to deliver the NDP.
- Being overseen by an Advisory Board.
- Due to complete in September 2020.
Monitoring Implementation


- The latest iteration of the Investment Tracker was published on 7th January 2020.

- Progress published in Annual Report and Regional Reports

- Tracker and map due to be updated in Q4 2020.
Covid-19
Mitigating the risk to the NDP

Office of Government Procurement
July 2020
Imperative for intervention – certainty in uncertain times

• Unprecedented measures introduced
• Work ceased across all ‘live’ public works sites except essential works
• Uncertain duration
• Wider supply chain interruptions
• Service challenges
• Potential for claims and disputes
• Heightened risk of insolvency
• Construction clients’ duties under SHWW (Construction) Regulations
Challenges

• Uncharted territory – limited entitlement under the public works contracts;
• Controlling time and costs to minimum necessary to address delays and costs incurred;
• Uncertain duration of restrictions and the varying impacts on different projects;
• Avoiding disputes.
Distinct interventions – works, design and tendering

1. Prior to shutdown –
   urging proactive, collaborative approach, design work to continue

2. During the shutdown –
   — providing certainty around the extent of ongoing costs to be borne by contractor,
   — facilitating a prompt restart,
   — providing assurances that contracts would proceed.

3. At reopening –
   — addressing the additional costs associated with compliance with Return to Work Safely Protocol,
   — guidance on tendering
Prior to shutdown

Guidance published on 19 March:
• Referred to urgency provisions in procurement directives to undertake emergency works associated with Covid-19 response;
• Advocated a proactive and collaborative approach to deal upfront with challenges associated with works and works-related service contracts
• Recommended a direction to suspend where the works could not be progressed safely due to absences of key management and safety personnel.
Shutdown period 28 March – 18 May

Guidance published on 14 April & 8 May:
- Recommended an extension of time to match closure period (7 weeks);
- Introduced ex gratia payments - Contribution by the contracting authority to certain non-pay, fixed costs associated with maintaining site infrastructure after initial shutdown period was extended beyond 12 April (5 weeks);
- Maintaining pipeline of contract opportunities for publication once restrictions were relaxed;
- Extending tender deadlines by at least 6 weeks;
- Not to conclude contract awards until greater certainty available;
Pre-Reopening

Guidance published on 14 May:

- Contractor determines when it is safe to commence working
- Contracting authority to be satisfied that the contractor has met the requirements of the Protocol and is in a position to meet its contractual obligations;
- Record of state of readiness should claims ensue.
Reopening

Guidance published on 24 June:
• Parties to engage on a ‘without prejudice’ basis to determine the best means of meeting the Protocol requirements whilst minimising additional time and costs;
• Up to 50% of the additional costs that are unavoidably incurred in complying with Protocol could be borne by contracting authority - subject to budget;
• Shortened payment periods for contractors with cashflow issues;
• Process for engagement and template formal agreement provided.
Covid-19 and NDP Transport Projects
Current Covid-19 Impacts on NDP Transport Projects

- **Projects in Design / Planning**
  - Remote design work has continued very effectively
  - Some time loss due to inability to carry out surveys and undertake ground investigations during construction closure
  - Planning consent applications for BusConnects, MetroLink and DART Expansion has moved out to early next year.
  - Tendering for projects going to construction, such as Dunkettle Interchange and National Train Control Centre, continued with some limited time adjustments

- **Projects at Construction**
  - Transport projects mainly involve outdoor working which makes them easier to “Covid-manage” than indoor work
  - Sites quickly adjusted approaches in line with guidance
  - Overall, there are some productivity impacts but these are limited
Future transport demand forecasting is always challenging.

But the Covid pandemic has made assessing future transport demand even more difficult with issues such as:

- Level of future home-working
- Impacts on retail activity – level of online shopping
- Remote learning trends, particularly at third level
- Settlement pattern changes due to home-working

To deal with these uncertainties, “alternative futures” will be tested to cover the spectrum of possible scenarios and validate the proposed transport solution.

But because the envelope of possible futures has widened, decision making will become more difficult as the outcome range also widens.
Thank You!
COVID-19 
KEY MESSAGING 

22nd July 2020
Managing Director of Cogent Associates

- Past Chairman of SCSI QS Professional Group
- Member of Construction Industry Council
PROJECT EXPERIENCE

- Project Opera, Limerick
- UCD - O’ Brien Centre for Science
- DCCs first Bundle of High Density Modular Housing
- LDA - PM Framework
- DLR - Cherrywood SDZ
- Housing Associations - Various
- Google - Various
- Central Bank of Ireland HQ
- Cork School of Music PPP
- Adamstown SDZ
- Herberton Regeneration
KEY MESSAGING

• Impact of Covid 19 on the Construction Sector:
  1. Pre “Covid 19” – the recent past
  2. “Covid 19” – the present
  3. Post “Covid 19” – the future

Considerations:
• Procurement
• Programme
• Cost
• Design
• Risk
• Future Considerations
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Maria Graham, Assistant Secretary, Department of Housing, Planning and Local Government
DHPLG – Project Ireland 2040 role

- We have a lead role in two of the strategic outcomes

<table>
<thead>
<tr>
<th>Strategic Outcome</th>
<th>Overall provision 2018 to 2027</th>
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<tbody>
<tr>
<td>1 Compact Growth</td>
<td>€14.5 billion</td>
</tr>
<tr>
<td>9 Sustainable management of water and other environmental resources</td>
<td>€8.8 billion</td>
</tr>
</tbody>
</table>

- National Planning Framework - Spatial alignment of investment
NPF concerns

- **Project Ireland 2040** – alignment of NPF and NDP. Critical to influence **locaATIONAL CHOICE** of enterprise, investment and talent i.e. firms and individuals

- **Programme for Government** - ensure...future provisions of services and infrastructure fully aligned with NPF

- **What does this involve?**
  - **Regional Balance:** >50% growth outside EMRA
  - **Growth Drivers:** Dublin, the four cities and five ‘accessible regional centres of scale’
  - **Compact Growth:** Greater focus on existing ‘built footprint’ of settlements for new housing
Covid 19 impacts

Recent experience
- Essential services & safe restart;
- Portfolio management - Flexibility and blend of interventions;
- Potential change in demand and behaviour;
- Engagement with delivery agencies and stakeholders.
- Costs and cash-flow

Some key issues for recovery
- Public sector investment critical impact on economic recovery
- Capability – ensuring programme momentum & confidence in the pipeline
- Mainstreaming lessons learnt, innovation, adaptability and role of stakeholders/delivery partners;
- Investment should not be “spatially blind” – choosing right projects for right locations
- Cumulative impact and synergies – working together