Appendix VII

Capital Strategy 2018/19 to 2027/28

Introduction and Background

The Capital Budget contains provision for the Council's investments in its assets covering the 10 years to 2027/28. This includes investment to enhance existing assets by extending their useful life or to improve the facilities to meet modern requirements, and investment in new assets either to replace life-expired assets or to provide additional facilities for the provision of services.

Perth and Kinross is experiencing a period of continued expansion and population growth. This is evidenced by the creation of major housing developments around Perth, and throughout the region. This is matched with a significant programme of capital investment in infrastructure in the Council's Capital Budget.

This Capital Investment Strategy outlines the principles and framework that shape the Council's capital investment proposals. The principal aim is to deliver an affordable programme of capital investment consistent with the Council's financial strategy and that contributes to the achievement of the Council's priorities and objectives as set out in the Corporate Plan 2018 – 2022.

The Strategy defines, at the highest level, how the capital programme is to be formulated and designed; it identifies the issues and options that influence capital spending, and sets out how the resources and capital programme will be managed. As well as detailing the approved capital investment programme over the forthcoming ten years, the document also sets out the Councils ambitions over the medium to longer term.

The basic elements of the Strategy therefore include:

- A direct relationship to the Corporate Plan 2018 - 2022;
- A framework for the review and management of existing and future assets (the Property Asset Management Plan);
- An investment programme expressed over the medium term;
- A document that indicates the opportunities for partnership working;
- A framework that prioritises the use of capital resources;
- A consideration of the need to pursue external financing (grants, contributions etc.), which reconcile external funding opportunities with the Council's priorities and organisational objectives, so that it is the achievement of the latter that directs effort to secure the former;
- A direct relationship with the Treasury Management Strategy, and the limitations on activity through the treasury management Prudential Indicators.

This document is intended for the use by all stakeholders to show how the Council makes decisions on capital investment:

- for the Council – to decide on capital investment policy within the overall context of investment need/opportunity and affordability;
- for elected members – to provide an understanding of the need for capital investment and help them scrutinise policy and management;
- for Council officers – to provide an understanding of the Council's capital investment priorities, to assist them in bidding for capital resources, and to confirm their role in the capital project management and monitoring arrangements;
- for taxpayers – to demonstrate how the Council seeks to prudently manage capital resources and look after its assets;
- for partners – to share with them our Vision and help to co-ordinate and seek further opportunities for joint ventures.

The Council's overall budgeted capital expenditure is approx. £655.1m gross and is managed as two programmes:

- the composite capital programme (circa £585.2m for the 10 years 2018/19 to 2027/28), which deals with the funding of capital expenditure on general fund services. Much of this is allocated to projects to support the growth in the City of Perth and surrounding areas. This includes major infrastructure projects; investing in new and replacement schools together with the upgrade and expansion of much of the existing school estate; and investment in cultural, leisure and place-making initiatives to enhance communities and economic development.
- the housing investment programme (circa £69.9m for the 5 years 2018/19 to 2022/23), which deals with the funding of capital expenditure on the Housing Revenue Account.

This Capital Strategy document sets out the strategic background, the Council's long term objectives and how the Council allocates its capital resources to meet these objectives.

Contribution to Service Objectives

THE COUNCIL'S VISION
The Council's Corporate Plan clearly sets out the vision for our area, our communities and our people. "*Our vision is of a confident and ambitious Perth and Kinross with a strong identity and clear outcomes that everyone works together to achieve. Our area will be vibrant and successful; a safe, secure and healthy environment; and a place where people and communities are nurtured and supported*."

THE COUNCIL'S STRATEGIC OBJECTIVES
From the vision, there are five strategic objectives which inform decisions about policy direction and budget spending. The strategic objectives within the Community Plan and the Council's Corporate Plan are:

1. Giving every child the best start in life
2. Developing educated, responsible and informed citizens
3. Promoting a prosperous, inclusive and sustainable economy
4. Supporting people to lead independent, healthy and active lives
5. Creating a safe and sustainable place for future generations

Perth & Kinross Council will play a key role in the delivery of all strategic objectives while individual services will lead on the following Strategic Objectives and Local Outcomes. (this is based on the structure of the Council prior to 1 April 2018).

The Environment Service:

- ➢ Promoting a prosperous, inclusive and sustainable economy
- ➢ Supporting people to lead independent, healthy and active lives
- ➢ Creating a safe and sustainable place for future generations.

A link to the full Environment Service Business Management and Improvement Plan (BMIP) can be found here.

Education & Children's Services:

- ➢ Giving every child the best start in life
- ➢ Developing educated, responsible and informed citizens

A link to the full Education & Children Service's Business Management and Improvement Plan (BMIP) can be found here.

Health & Social Care Partnership:

- ➢ Developing educated, responsible and informed citizens

- Supporting people to lead independent, healthy and active lives

A link to the full Health & Social Care Partnership Business Management and Improvement Plan (BMIP) can be found here.

Housing & Communities:
Underpinning Perth & Kinross Councils strategic objectives within the **Housing & Communities Service** there are the following vision and aims:-

> **Our Aims:** ***Delivering high quality affordable housing in safe and secure neighbourhoods is a key priority for Perth and Kinross***.
> **Our vision:** ***"We want to make Perth and Kinross a place where people will have access to good quality, energy efficient housing which they can afford, that is in a safe and pleasant environment. People will have access to services that will enable them to live independently and participate in their communities".***

The Council has built strong relationships with all its partners and it is through this collaboration that it will achieve its vision and its objectives. Good quality housing and the surrounding local environment make a significant contribution to the wider aims to create safe and sustainable communities that people want to live in. In addition, good quality housing helps tackle poverty and health inequalities and give children the best start in life. The Council's **Housing strategic priorities** and planned outcomes are:-

- Supply of Housing and Sustainable Communities
- Housing and Homelessness
- Independent Living
- House Condition, Fuel Poverty and Climate Change

A link to the full Housing and Communities Business Management and Improvement Plan can be found here.

There are also a number of key strategies and policies which support these objectives. These include:-

- The Local Development Plan found Perth & Kinross Council - Development Plan
- The Tay Cities Deal Home | Tay Cities Deal
- The Perth City Plan
- The Tay Cities Economic Strategy
- The Employability Strategy
- The Events and Tourism Strategy
- The Inner Tay Masterplan

Risk Management

Throughout the life of a project there will be risks that need to be managed, to reduce the likelihood and impact of unwanted outcomes such as time and cost overruns as a result of changes both internal and external to the project. Where suppliers or partners are involved in the project, it is essential that there is a shared understanding of risk and the process being applied.

What is a risk?
A risk is an uncertain event or set of events that, should they occur, will have an effect on the achievement of objectives. It consists of a combination of the probability of a perceived threat or opportunity occurring, and the magnitude of its impact on objectives, where:

- Threat is used to describe an uncertain event that could have a negative impact on objectives.

- Opportunity is used to describe an uncertain event that could have a favourable impact on objectives.

In the context of a project, it is the project's objectives that are at risk. These will include completing the project to a number of targets, typically covering time, cost, quality, scope, benefits and risk.

Risk Management
Risk Management is the process of identifying risks, evaluating their potential consequences and determining the most effective methods of controlling or avoiding them or responding to them. The aim is to reduce the frequency of risk events occurring and minimise the severity of the consequences if they do occur.

Risk Management should be a continuous and developing process which runs throughout the lifecycle of the project. It should address methodically all the risks surrounding the project's activities.

Risk Management Objectives are

- To minimise the probability that certain risks will materialise
- Take contingent actions to deal with the risks if they do occur

Risk Assessment
The key to managing risks is to identify them early and systematically reassess them on a regular basis. The earlier a risk is identified, the easier it is to manage.

Involve others in the risk assessment
The Project Team should all be involved in the risk assessment, as this builds consensus for the risk assessment and lays the groundwork for approval of the risk management controls developed. In addition, discussion of identified risks often results in their elimination. It is a good idea to involve all stakeholders of the project - this will provide a useful insight into other potential risks.

Effective communication of risk management information is critical to the success of the project. The information captured during the workshop/exercise, and on a continuing basis, will be input into a risk register and ownership and continuing maintenance would be by Project Manager.

Any team member can identify a new risk
The Risk Management process should be followed to identify any additional risks. The additional risks raised and agreed should then be input onto the risk register.

Risk Register
The Risk Register lists all the identified risks and the results of their analysis and evaluation. Information on the status of the risk is also included. These details can then be used to track and monitor their successful management as part of the activity to deliver the required, anticipated benefits.

Fitness for purpose checklist:

- Is the Risk Register part of a framework for managing risk?
- Does the status indicate whether action has been taken or is in a contingency plan?
- Are the risks uniquely identified?
- Has each risk been allocated to an owner?
- Is access to the Risk Register controlled?
- Are activities to review the Risk Register in the project plans?

Corporate Risk
The Corporate Risk Management Strategy and Process will provide a structured framework to address risk consistently across the Council.

Process for Considering & Approving Capital Projects

The Council has a structured assessment and approval process for the inclusion of capital projects in the Composite Capital Programme. This includes scoring criteria for ranking capital bids, a standardised business case methodology and documentation and a framework to allow for effective scrutiny to ensure that the most appropriate projects and programmes, linked to Council objectives, are approved and included.

The Council has developed a business case approach to preparing and submitting Capital proposals, based on the 5 case model published by the UK Treasury in their Green Book. Strategic Business Cases are developed by Services, and then subjected to scrutiny and considerations by various groups, including the Service's own Management Team, Corporate Resources Group (CRG), the Executive Officer Team (EOT) and Elected Member Budget Review Groups (BRG). The criteria were approved by the Strategic Policy & Resources Committee on 23 September 2015 (report 15/396). A draft Capital Budget is then prepared for consideration and approval by the Council.

Business cases are considered within the context of the overall available resources to fund the budget in each year, together with ongoing revenue budget implications arising from projects.

This overall process is described through the Capital Programme intranet site and associated project management toolkit both of which contain relevant information, templates and links detailing project development, management and monitoring expectations. Training has been carried out with project personnel and elected members and future training needs will continue to be identified and supported.

Asset Management Planning

Asset Management Planning is a compulsory requirement for the proper management and monitoring of assets and as a tool for robust and sound investment decision making.

An integrated asset management, service management and capital planning system is a critical part of good management and a key principle in ensuring that all investment decisions are considered within an overall systematic appraisal system. This includes the use of business cases, asset management plans and strategies, impact analysis reports and annual status reports.

Asset management consists of key drivers that offer the building blocks for sound decision making. Collection of data on the key drivers forms the database on which well informed decisions and analysis can take place. The information for each of these drivers forms the basis for decision making, monitoring and reporting on the performance of the assets. The drivers are as follows:

Key Driver	Description
Condition	It is essential there is an understanding of the condition of all assets. Sampled surveys or full 100% surveys are therefore required to form a reliable picture. Usually a graded system is used to categorise the condition of assets.
Suitability	This is sometimes called the 'fitness for purpose' test. Many organisations find it difficult to assess whether an asset is delivering returns for the purpose for which it

	was intended. It goes beyond any question of condition and is concerned with how well the asset is suited to its current purpose. An example might be old head office premises that are in good condition but are cramped and full of corridors and small offices that are not suited to 21st century working. This is a suitability issue rather than one of condition.
Sufficiency	This is about demand management and sustainability of the asset. Sufficiency is concerned with asset use both now and in the future. It is critically important because it helps to identify under-utilised assets that can be identified for possible disposal or reconfiguration. It is primarily concerned with asset capacity compared to asset use and again taking the example above of the head office premises, it may have a capacity of say 300 people but is currently occupied with say only 100 meaning an occupancy rate of only 33%. In the case of this particular asset this would be the key sufficiency indicator.
Revenue Costs	The costs of operating the asset are important. The asset management plan needs to include the revenue costs of running the asset in order that maintenance costs and heat and light costs are not only controlled but within ranges the Council wishes to pay. In theory these costs should be in line with the condition rating for the asset but information on the two should assist in deciding the relative merits or otherwise of continued, economic asset use.
Investment Appraisal	Whole-life or lifecycle costing is essential for investment appraisal and ensuring the running costs of the assets are sustainable. These costs are the cost of an asset throughout its lifecycle while fulfilling the performance requirements.
Accessibility	This can be on two levels. The first is linked to the Disability Discrimination Act (DDA) and how much the asset is accessible to people with disabilities. The second is concerned with accessibility generally. For example, there may be a special piece of computer equipment that can only be used by suitably trained Council personnel. In this case it would be useful to ensure that operatives are correctly identified and appropriate cover is in place (avoiding the situation of reduced usage-sufficiency-because of the unavailability of qualified staff).
Value	A list of values of assets not only acts as a reliable inventory check but can ensure that an accurate, appropriate valuation is listed. This might not necessarily be the valuation in the accounts but could be one that the responsible asset manager knows is an accurate market value (if the Council wished to dispose of the asset) or of a replacement value if it is to be replaced new.

A significant amount of work has been undertaken in developing asset management plans for the various asset streams within the Council, who have approved plans for Roads Infrastructure, Community Greenspace and Fleet Vehicles. Work on asset management planning is a continuous and ongoing process.

Sustainability & Long term Service Objectives

A central element of asset management is the ability to assess and maximise the sustainability of the Council's Service delivery.

The key indicators for financial sustainability which have to be considered are the long term life cycle costs of assets and, in the more medium term, what funding plans are in place to provide the service in a sustainable manner.

Life cycle costs (or whole life costs) of an asset are the average costs that would be required to sustain a defined service level over the accepted life of that asset. Life cycle costs include maintenance and asset consumption (depreciation expense). Life cycle expenditure is the actual expenditure on that asset;

including maintenance and capital renewal expenditure. It should be noted that life cycle expenditure will vary depending on the timing of asset renewals.

Comparing theoretical life cycle costs against actual life cycle expenditure can give an indicator of the sustainability of service delivery. A gap between life cycle costs and life cycle expenditure gives an indication as to whether present consumers are paying their share of the assets they are consuming each year.

Identifying such sustainability gaps allows the Council to readdress the levels of service that its customers need, expect and can afford, and allows the Council to develop the necessary long term financial plans to provide this service in a sustainable manner.

Medium to long term financial planning, for both capital and revenue funding, is also seen as a key requirement to fully utilising the potential of asset management practices.

Funding of Capital Projects

The Capital Programme is funded by a combination of long term borrowing, capital grants, capital receipts, third party & developer contributions, and contributions from the Revenue Budget.

The largest elements of the funding is borrowing, with the amount for each year determined by factors impacting the affordability of the new borrowing, and by capital grants which are allocated to the Council annually by the Scottish Government. Third Party and Revenue contributions are usually contributions to specific projects or programmes (ie, ring-fenced), and are not usually available to fund other capital expenditure. Developer Contributions are collected from housing developers under planning consent, and are to be applied according to the approved Contribution policy (usually education, transport infrastructure or social housing), or as agreed individually for larger developments. Capital receipts arise from the sale of capital assets (mostly properties) that are surplus to the Council's requirements, with the proceeds from disposal being re-invested into the Council's ongoing capital programme.

The amount of borrowing that is determined as affordable from the Corporate Loan Charge budget is then applied in developing the core capital programme. "Prudential Borrowing" is also included in the overall programme, to describe additional borrowing over and above the "core" amount, where the Service meets the Loan Charges on such projects. Prudential Borrowing can be used for spend-to-save projects, where investment in more efficient assets result in ongoing revenue budget savings, which are used to meet the Loan Charges of undertaking the investment. Prudential Borrowing can also be used where ongoing revenue costs are substituted for Loan Charges, for example purchase of Council vehicles, where the historic revenue budget provision for annual leasing costs from previous years is used to meet the Loan Charges from purchasing the vehicles (as opposed to leasing).

The Commercial Property Investment Programme (CPIP) is a ring-fenced capital expenditure programme, which is entirely funded from Commercial Property disposal proceeds. Accumulated receipts over the years are applied to fund new Commercial Property developments, which in turn will result in future receipts. Thus the programme is self-financing on an ongoing basis. Whilst the programme has prior approval for Prudential Borrowing in order to fund expenditure in lieu of future receipts, to date such borrowing has not been required.

Each year estimates of all the elements of capital funding are forecast for each of the years under consideration. The total amount available will then determine the size of the total capital programme for each year. The estimates are reviewed continuously, which is particularly important where estimates are determined for several years in advance. Regular capital monitoring reports are submitted to the Council's Strategic Policy & Resources committee throughout the financial year.

Capital projects have implications on the Council's ongoing revenue costs. This could include reduced operating costs as a result of improved efficiencies, or increased costs due to increased maintenance or energy requirements. In the case of building additional Council facilities, the total operating costs may be additional costs for the Council, including employee costs, rates, energy, maintenance etc. Therefore, the impact on the Council's operating costs will require to be considered when setting the Capital budget, and Capital expenditure business cases cannot be developed in isolation to the Council's overall Revenue position.

Prudential Code

The Local Government in Scotland Act 2003 requires authorities to have regard to, and comply with, the Prudential Code (the Code) which has been developed by CIPFA, and was introduced from 1 April 2004 (and updated in 2017). The Code allows authorities to borrow and spend any amount of money for capital expenditure, as long as the repayments and servicing of the borrowing (ie Loan Charges) can be met in future years, i.e. the plans for capital expenditure are prudent, affordable and sustainable. It allows local authorities to consider alternative funding of capital expenditure. This system of self-regulation replaced Central Government's previous control over an authority's capital plans.

The Code considers both Capital and treasury management, which are intrinsically linked. The primary aim of the Code is to give local authorities more freedom and flexibility to determine their own levels of capital investment and long term borrowing, and therefore, be more accountable to the local population with such investment and expenditure no longer controlled by Central Government. The Code also strengthens the links between local strategic and asset management planning and option appraisal to the budget and decision-making processes. This ensures that the Council's plans offer value for money, meet service objectives, and proper stewardship of the Council's assets. The over-riding principle within the Code is that any spending decisions must be affordable, prudent, and sustainable in the long-term. Affordability is most commonly measured as the effect on Council Tax (General Fund) and Housing Rents (HRA). Another key objective of the Code is to ensure that treasury management is undertaken in accordance with good professional practice. Appropriate risk management strategies should be taken into account to ensure the plans are achievable and practical, and that they remain affordable in light of unforeseen or changing circumstances.

The Code gives greater freedom and flexibility to move resources between the Capital and Revenue budgets, and is a move away from the historic practice of having separate allocations for each. This means both budgets should be set simultaneously and with regard to each other. It is for Council's themselves to decide how best to provide service delivery to its local population, and in the most cost-effective manner. This will, therefore, determine the allocation and level of Revenue and Capital resources required to achieve this. This ensures that resources are utilised in the manner to best provide quality local public services, and makes the Council more accountable to local taxpayers.

There are a number of Prudential and Treasury Indicators introduced by the Code which the Council is required to maintain. These indicators should be linked with a three-year budgeting cycle, and estimated for at least the following 3 years on a rolling programme basis. For Perth & Kinross Council, the indicators are set for the whole duration of the Capital Budget being considered. They are designed to ensure that the Council's plans are affordable, sustainable and prudent. The Indicators are normally approved at the start of the financial year by the full Council, and any subsequent revisions required to any of the indicators are also approved by the Council. All Indicators must be consistent with each other, and viewed together rather than in isolation, and require to be monitored and reported upon throughout the year. After the financial year-end, actual Prudential and Treasury Indicators must be produced using information taken directly from the Council's published balance sheet. Due to local decision-making, policies and circumstances, the Indicators will vary between each local authority, and they are not designed to be used for benchmarking purposes. The minimum indicators required are detailed in the Council's Treasury Management Practices (*TMP 2 Best Value and Performance Measurement)*.

Treasury Management

The Treasury Management function is managed within the Finance Division of Corporate and Democratic Services. The purpose of Treasury Management is to manage the Council's day-to-day cashflows, as well as provide the funding (particularly borrowing) for the long term capital expenditure plans of the Council. For the purpose of managing the different functions and funding streams, a Loans Fund is operated by the Council, and maintained by the Treasury Management Team.

For the purpose of this Capital Strategy, the only Treasury Managements considerations are the longer term funding for the Council in relation to the Capital Budget. The Council's Treasury Management Practices detail all the considerations in respect of raising long term funding (*TMP4 - Approved Instruments, Methods & Techniques, Schedule 4.4 Approved Methods of Raising Finance*).

Capital Programme - Key Personnel/Governance Structure

Group / Individual	Role	Responsibility
Full Council	The approval of the Council's Composite Capital Budget	To approve the overall Capital Programme and approve the Council's Composite Capital Budget.
Housing and Health Committee	The approval of the Council's Housing Investment Programme	To scrutinise proposed additions to the Council's Housing Investment Programme and approve the Council's Housing Investment Programme.
Strategic Policy and Resources Committee	The approval of amendments to the approved Council's capital budget.	To scrutinise and where appropriate approve amendments to the Council's Composite Capital Budget and Housing Investment Programme arising from in-year expenditure monitoring.
CORPORATE GOVERNANCE		
Group / Individual	**Role**	**Responsibility**
Strategic Investment Group	To have strategic oversight of the Council's Capital Programme. To provide direction, support, challenge and scrutiny of the Council's Capital Programme.	To challenge, scrutinise and support at a strategic level Capital Programme projects which are moving towards being out-with agreed scope and tolerances.
Executive Officer Team	To direct, support and provide strategic direction across the Council through collaboration, collective responsibility and professional leadership in order to deliver excellence.	To formulate recommendations to Council on additions to the Capital Programmes. To formulate recommendations to Council on proposed amendments to the Capital Programme.
Head of Finance (Sec. 95 Officer)	To formally determine and propose funding strategies to Council for the delivery of the Capital Programme. To formally propose to Council	To monitor, scrutinise and challenge additions and amendments to the Capital Programme. To recommend to Council additions to the Capital

Group / Individual	Role	Responsibility
	additions to the Capital Programme. To formally propose to Council/SP&R amendments to the Capital Programme. To formally report to Council on expenditure and income on the Capital Programme. To ensure proper accounting for capital expenditure.	Programme based upon EOT direction. To recommend to Council amendments to the Capital Programme based upon EOT direction.
Corporate Resource Group	To ensure any proposed additions to the Capital Programme meet with strategic and budgetary requirements. To support the Strategic Investment Group in the scrutiny of the Capital Programme.	To challenge, scrutinise and support all capital projects and thereby facilitate the ongoing delivery of the Capital Programme. To approve in principle business cases for Capital projects and submit recommendations to the Executive Officer Team.
PROJECT MANAGEMENT ROLES		
Group / Individual	**Role**	**Responsibility**
Executive Director	Executive sponsor	To ensure that the Service Capital Programme achieves its objectives and delivers its expected benefits. To have responsibility for agreeing the Capital Programme project's business case. To have responsibility for committing the organisation's resources to a Capital Programme project.
Service Management Teams	Project sponsor To ensure the Service Capital Programme is delivered on time and on budget	To commission Capital Programme projects and produce the associated project mandates to include: identification of Senior Responsible Officer and definition and documentation of project-level tolerances. To develop strategies to address and manage out of tolerance changes to Capital Programme projects. To challenge, scrutinise and support all capital projects to facilitate the ongoing delivery of the Service's Capital Programme.
Project Senior Responsible Owner (SRO)	To deliver the project within the approved budget and time constraints in accordance with the project's mandate and business case.	To establish the project team including the Project Manager and Project Board membership. To ensure the project's business case is adhered to and maintained with inclusion of any approved updates. To lead the Project Board and ultimately to have responsibility for ensuring the project delivers its forecasted objectives in line with its business case.
Project Board	To ensure effective overall direction	To have accountability for the success

Group / Individual	Role	Responsibility
(Chair: SRO)	and management of the project within the constraints set out by the Project Sponsor	of the project. To approve all major plans and resources required by the project – within the constraints set out by the Project Sponsor.
Project Manager	The authority to run the project on behalf of the Project Board, within the constraints laid down by the Project Board	To manage all aspects of the project including, cost management, communications, quality and change management
PROGRAMME/PROJECT SUPPORT, SCRUTINY AND CHALLENGE ROLES		
Group / Individual	**Role**	**Responsibility**
Capital Programme Office	To co-ordinate, monitor and report on the delivery of the Council's Capital Programme.	To develop and implement effective project and programme management for the Capital Programme. To develop and implement effective challenge, scrutiny, support and reporting methodologies for the Capital Programme.
Corporate/ Service Finance	To co-ordinate and report on the corporate financial monitoring of the Council's Composite Capital Budget and the Council's Housing Investment Programme budget.	To challenge, scrutinise and support the financial assumptions of any additional or amendment to the Capital Programme. To undertake regular monitoring of the Capital Programme budget.
		To formally report on the status of the Capital Programme budget. To formally propose amendments and additions to the Capital Programme budget.
Corporate Procurement	To provide support, scrutiny and challenge on the procurement strategies for Capital Programme projects.	To ensure that appropriate procurement governance and processes are in place to allow for the delivery of Capital Programme projects. To ensure effective training is in place to ensure implementation of procurement governance and processes in the delivery of Capital Programme projects. To engage with the market to allow effective challenge of the commerciality of Capital Programme projects' procurement strategies.