Governance Structure and Project Operation Model

Major Projects Governance Structure

STRATEGIC INFRASTRUCTURE GROUP	
x Approval to progress through gates (Proposal, Mandate, Initiation & Development, Post Project Review) x Strategic decisions	John Hobbs x Rachel Hill x Nigel Hudson x Martin Rowe

PROGRAMME DELIVERY BOARD	
x Approval to progress through Implementation, Completion & Handover gate x Strategic decisions once scheme approved in principle by SIG x Overview of projects risks, issues, budget, resource & schedule	x Strategic Commissioner (Rachel Hill) x Commissioners x Highways Operations Manager (Ian Bamforth) x

x Tactical decisions x Pre-assessment of proposals to pass through gates x Review scope & project changes x Review of quality, programme and budget x Review project risks x Communications strategy x Escalation of key issues to Delivery Board x Typically meet monthly	x Strategic Commissioner (Rachel Hill) x Commissioner x Project Manager x Contracts expertise x Transport/Economy expertise x Finance representative x Contract / supplier representative (for example under Highways projects this may be CH2M) x More ad-hoc attendance may be required from the likes of Legal, Place Partnership, Procurement.

DELIVERY TEAMS	
x Membership may change according to phase (Development or Implementation) x Operational decisions x Design decisions x Routine communications x Typically meet weekly x May have sub-groups	x Project Manager x Client Site Supervisor x Designer x Principal Designer x Technical Officers x WCC Communications x May have partner reps

ROLES AND RESPONSIBILITIES	
Commissioner	x Appoints Project Manager x Establishes Project Boards x Establishes Delivery Teams x Attends Project Board meetings x Responsible for procurement and finance strategies x Develops Programme x Liaison with Members x Escalation of budget and programme issues to Project Board/Delivery Board x Responsible for production of project gateway reports
Project Manager	x Organises and attends Delivery Team and Project Board meetings x Prepares Highlight Report for Programme and Project Boards x Prepares and maintains project programme x Prepares financial information x Procures Target Price from contractor x Secures statutory approvals x Ensures RSA process followed x Maintains Risk Register x Liaises with Designer and Principal Designer x Assist on the production of project gateway reports

Project Operating Model