Governance Structure and Project Operation Model

Major Projects Governance Structure

STRATEGIONFRASTRUCTURGROUP

- x Approval to progress through gates (Proposal, John Hobbs Mandate, Initiation & Development, Post Project Review)
- x Strategic decisions

- x Rachel Hill
- x Nigel Hudson
- x Martin Rowe

PROGRAMMEDELIVER BOARD

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

- x Tactical decisions
- x Pre-assessment of proposals to pass through Commissioner 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

- Strategic Commissioner (Rachel Hill)
- x Project Manager
- x Contracts expertise
- x Transport/Economy expertise
- x Finance representative
- x Contract / supplier representative (for example under Highways projectshis may be CH2M)
- x More ad-hoc attendance may be required from the likes of Legal, Place Partnership, Procurement.

DELIVER 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

- **Project Manager**
- x Client Site Supervisor
- x Designer
- x Principal Designer
- x Technical Officers
- x WCC Communications
- x May have partner reps

ROLES ANDRESPONSIBILITIES	
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 Programd/Delivery Board x Responsible for production of project gateway reports
Project Manager	 x Organises and attends Delivery Team and Project Bomeetings 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

