Governance Structure and Project Operation Model

Major Projects Governance Structure

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

PROGRAMME DELIVERY BOARD	
• Approval to progress through Implementation, Completion & Handover gate • Strategic decisions once scheme approved in principle by SIG • Overview of projects risks, issues, budget, resource & schedule	• Strategic Commissioner (Rachel Hill) • Commissioners • Highways Operations Manager (Ian Bamforth) • Transport Planning (Andy Baker) • Finance (Richard Appleby) • CH2M (Mark Broomby) • Infrastructure Asset Manager (Nick Twaite) • Procurement (Steph Walton)

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

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

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

Project Operating Model