

## Retrofit Accelerator (RE:FIT) - Carbon Management Programme

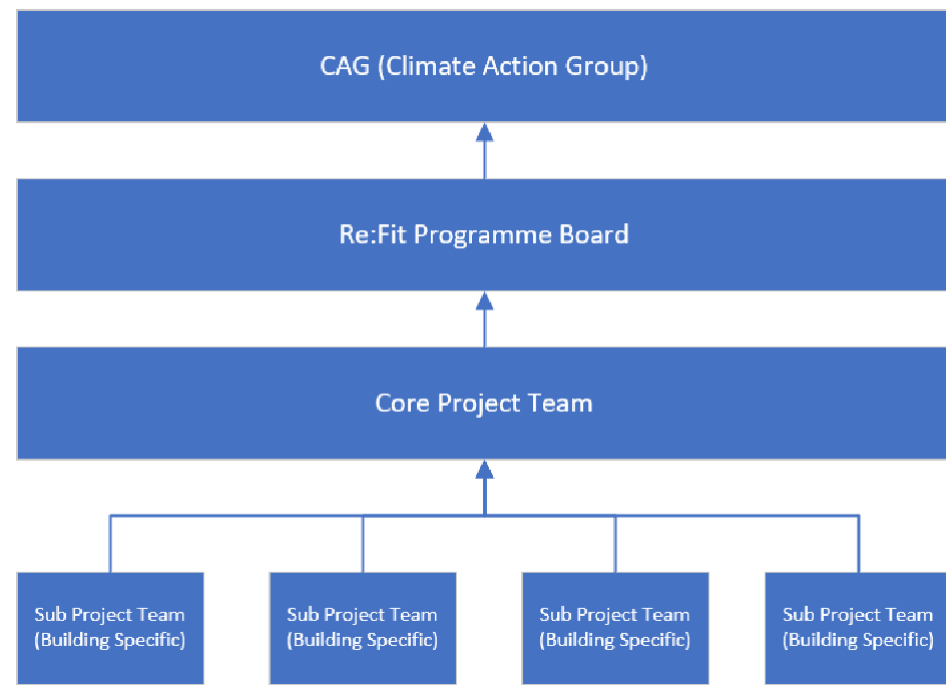
### Programme Governance

#### 1.0 Purpose

1.1 The purpose of this document is to define and establish the programme's structure of accountability and responsibilities. This will ensure that the programme has effective direction, management, control and communication.

#### 2.0 Governance Structure

2.1 Please see an overview of the governance structure below:



#### 3.0 CAG (Climate Action Group)

3.1 The Climate Action Group oversees the Climate Emergency Programme, sets the direction on climate action for the organisation, provides strategic steer on key policy issues, and deep dives into areas of activity to keep the programme on track and delivered in line with strategic aims and objectives.

#### **4.0 Re:Fit Programme Board**

**4.1** The Programme Board is accountable to the Climate Action Group for the success of the project. The Programme Board has authority and responsibility for the delivery of the Retrofit Accelerator project. The Programme Board will manage risk, resolve strategic and directional issues, ensure the integrity of benefits and provide assurance for operational stability and effectiveness throughout the project lifecycle.

**4.2** The Programme Board represent the senior managers responsible for the delivery of the programme outcomes including the investment decisions, defining the direction of the business, ensuring the on-going overall alignment of the project to the strategic direction of the Corporate Property service, the Finance and Resources Directorate and the wider organisation.

**4.3** The roles and responsibilities of the Programme Board include:

- being accountable to the business for the outcomes of the programme.
- provide overall guidance and direction to the project, ensuring it remains viable and within any specified constraints.
- providing the resources and authorising the funds necessary for the successful completion of the projects.
- effective and accountable decision making.
- providing visible and sustained support for the project manager.
- providing continued commitment and endorsement to the project
- ensuring the project delivers within agreed parameters (e.g. cost, organisational impact, expected/actual benefits, etc.)
- ensuring effective communication both within the project team and with external stakeholders.
- ensuring that risks and arising issues are being tracked and managed.
- providing assurance that all benefits have been tracked and delivered satisfactorily.

#### **4.4 Investment Grade Proposal (IGP)**

Once the Core Project Team are satisfied with the IGPs, approval to respond to the service provider will be sought from the Programme Board in order to move forward to the works/optimisation services stage.

**4.5** Key competencies of the Programme Board include:

- decision-making
- delegation
- leadership
- negotiation
- conflict resolution

**4.6** Programme Board meetings will be held on a monthly basis. In order to be quorate, the Board requires attendance of either the Director or Corporate Property or the Section 151 Officer plus a minimum of four other members.

**4.7** Programme Board Membership

Project Responsibility	Name	Role
Senior Responsible Owner and Chair	Claire Barrett	Director of Corporate Property
Executive Director of Finance & Resources	Gerald Almeroth	Section 151 Officer
Senior Climate Policy Lead	Amy Jones	Climate Resilience Programme Director
Project Assurance	John Hamilton	Head of Service Development
Procurement Strategy	TBC	Procurement Business Partner
Programme Management Support	Joanna White	Programme Manager
Subject Matter Expert	Chris Little	Energy Manager
Subject Matter Expert	Chris Richardson	Head of PDHU and Energy
Subject Matter Expert	Phil Owen	Head of Strategic Asset Management
Subject Matter Expert	Gary Hyland	Head of Facilities Management
Subject Matter Expert	Joao Ramos	Head of Property Delivery
Subject Matter Expert	Damian Hemmings	Principle Policy Officer (Environment)

**5.0** Core Project Team

**5.1** The Core Project Team will provide business-level expertise and guidance. The group will represent services at operational levels providing operational subject matter expertise and support in the delivery of the project phases.

**5.2** The Project Manager is the single focus for day-to-day management of the project and has the authority to run the project on behalf of the Programme Board within the constraints prescribed by the Programme Board.

**5.3** The wider Core Project Team will be responsible for ensuring the completion of work packages as allocated by the Project Manager. Team members are responsible for ensuring that each project and its components are delivered to the appropriate quality, within the agreed timescales and costs.

**5.4** The roles and responsibilities of the Core Project Team include:

- supporting the Project Manager in maintaining the issue register and risk register.
- providing information for project documentation.
- providing technical expertise and oversight in relation to the corporate property portfolio.
- enabling engagement of their teams with the project to further project progress.
- contributing to identification of solutions.

**5.5** The Project Manager will be responsible for providing the Programme Board with a highlight report, outlining progress for the whole programme and subsequent phases.

**5.6** High Level Appraisal (HLA)

The Core Project Team will be responsible for reviewing and approving all HLAs. Following approval, the service provider will be instructed to move forward to the IGP stage.

**5.7** Core Project Team meetings will be held on a weekly basis.

**5.8** Core Project Team Membership

Project Responsibility	Name	Role
Project Manager (WCC)	Paul Casey	Energy Officer
Project Manager (Service Provider)	TBC	Project Manager (First Point of Contact)
Subject Matter Expert	Chris Little	Energy Manager
Subject Matter Expert	Fiona Allison	Head of Estates Management
Subject Matter Expert	Mark Vaughan	Senior Project Manager

**5.9** Core Project Team Support

Project Responsibility	Name	Role
Finance Lead	Jabir Mir	Finance Manager (Corporate Property)
Legal Services Lead	Andrew Ogalo*	Contract Solicitor
Procurement Lead	Naomi Bourne*	Commercial Manager

\*to be confirmed

**6.0** Sub Project Team (Building Specific)

**6.1** Sub Project Teams will be formed as and when each building, within scope of a particular phase, is considered for works to be carried out. These teams will be building specific, ensuring that all knowledge and expertise is captured throughout the lifecycle of the individual project.

**6.2** Sub Project Teams will be made up of Core Project Team members, along with site managers, facilities managers and other key stakeholders.