

Appendix 3: Energy Projects Delivery – Resource Matrix

Team/Organisation	Before Works	During Works	After Works
Energy Team	Undertakes viability.	Monitors progress.	Monitors savings and repayments.
School Delivery	Identifies eligible school based on condition data.		
Education Business Effectiveness	Risk Assessment 1: Assessment of financial resilience and governance		
Education Finance	Risk Assessment 2: Assessment of a school's ability to repay. Arranges the loan.		Ensures the loan pot is refilled.
School	Receives the loan and appoints Evolve and a contractor.	Acts as client during the works.	Repays money over the loan term.
Evolve Norse	Appointed by the school as part of loan condition.	Oversees the works and associated surveys (e.g., asbestos).	Ensures works signed off, compliance etc.
Contractor	Appointed by the school to undertake the works.	Undertakes the works.	