TEMPLATE 20 · TRANSFORMATION

RACI & Governance Pack

Make it clear who decides, who does the work and how issues travel, before the first argument about it.

InflexionIQ

Most programme friction isn't about the work. It's about who gets to decide, who needs to be asked, and who heard about it last.

This pack sets out the governance structure (page 2) and a RACI matrix for the key activities and decisions (page 3). Agree both in the first two weeks, and revisit them at each phase gate.

A TYPICAL GOVERNANCE STRUCTURE

Steering committee	Sets direction, owns the business case, releases funding and resolves escalations.
Design authority	Owns design decisions and standards so workstreams build one coherent thing.
Programme board / PMO	Runs the plan, RAID log, reporting and the rhythm of meetings.
Workstreams	Deliver the work, raise issues early and report against milestones.

THE FOUR RACI ROLES

R	**Responsible.** Does the work. There can be several.
A	**Accountable.** Owns the outcome and signs it off. Exactly one per activity.
C	**Consulted.** Gives input before the decision. Two-way.
I	**Informed.** Told after the decision. One-way.

RULES THAT KEEP A RACI HONEST

- Exactly one A per row. Two As means no one is accountable.
- At least one R per row, or the work won't happen.
- Keep Cs few. Every C slows the decision down.
- Read down each column: a role with an R or A everywhere is a bottleneck.
- Name roles, not people, so it survives a reshuffle.

ESCALATION, IN ONE LINE EACH

01 **Workstream lead** resolves issues within tolerance.

02 **Programme board** resolves cross-workstream issues and minor scope changes.

03 **Design authority** resolves design conflicts and exceptions to standards.

04 **Steering committee** decides on cost, time or scope beyond tolerance, and on stopping work.

Set tolerances up front. Agree the cost, time and scope thresholds that trigger escalation (page 2). Without them, everything escalates or nothing does.

> *If a steering committee only receives updates, it isn't steering.*

Forums

Purpose, membership and what each one decides

FORUM	PURPOSE	CHAIR	MEMBERS	FREQUENCY	DECIDES ON	ESCALATES TO
Steering committee						
Design authority						
Programme board						
Workstream meeting						

Escalation tolerances

Issues beyond these go to the steering committee.

Cost over budget by more than _____

Milestone slips by more than _____

Scope change affecting _____

Risk rated _____

Benefit forecast falls by more than _____

Key roles

Sponsor _____

Programme director _____

Design authority chair _____

PMO lead _____

Change lead _____

Finance partner _____

Who does what

R responsible · A accountable (one per row) · C consulted · I informed. Rename the role columns to fit.

ACTIVITY OR DECISION	SPONSOR	STEERCO	PROG. DIRECTOR	DESIGN AUTH.	PMO	WORKSTREAM LEAD	CHANGE LEAD	FINANCE	BUSINESS OWNER
DIRECTION AND FUNDING									
Approve business case									
Release funding by phase									
Set programme priorities									
DESIGN									
Define target operating model									
Approve design changes									
Sign off process designs									
DELIVERY									
Build and test									
Manage plan and RAID log									
Prepare steering papers									
PEOPLE AND BENEFITS									
Communications plan									
Training									
Track benefits									