

RENEWALS RACI - FINAL AGREED VERSION		Investment	Finance	Asset Management (Sponsorship)	Routes	Capital / Works Delivery	Commercial	Comms
	Coding: A = Accountable, R = Responsible, C = Consult, C&S = Consult and Sign Off, I = Inform							
1	Determining the scale of investment by Year / CP	C	A & R	C	C	C		I
2	Business level Financial Governance & Policies	C	A & R	I	I	I	I	I
3	Securing Funding Overall & Determining Budgets		A	R	C	C	I	C
4	Finance System Management		A & R					
5	Ensuring that Projects Remain in Governance (AM sponsored)		I	A	I	R	C	
6	Ensuring that Projects Remain in Governance (INV sponsored)	A	I		I	R	C	
7	Regional Financial Performance Reporting	I	A & R	I	I	I		I
8	Set Business level objectives for cost performance / Unit Rate	C	A	R	C	C	I	
9	Forecasting Asset Life and Identifying Requirements			A & R	C&S	I		
10	Make the call to Renew / Refurb / Maintain			A & R	C&S	C		
11	Managing asset plans to form the work bank (CP6)			A & R	C&S	C		
12	Determining the appropriate amounts to spent on assets		C	A & R	C	I		
13	Formulating the Business Case for a Renewal / Refurb		C	A	C	R		
14	Writing / Preparing the Remits for Projects & Schemes			A & R	C&S	C&S		
15	Managing, Capturing and Communicating Change in the Asset plan			A&R	C&S	C&S	I	
16	Identifies as the Client for the project / scheme			A & R	C			
17	Represents the End User for the project / scheme	C			A & R			
18	Identifying & mapping relevant stakeholders internally & externally	C		C	C	A & R		C
19	Preparing a considered passenger/community impact assessment	C		C	C	A & R		C
20	Notifying community stakeholders and lineside neighbours					A & R		C
21	Championing the project internally & externally	R		A&R	R	R		R


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22	Stakeholder Engagement - Local Community & Council	R		C	A	R		R
23	Stakeholder Engagement - Government Bodies (if req'd)	A&R			I			R
24	Consents Management - ensuring all permissions are in place			A		R		
25	Output Definition - identifying what we want to achieve	C		A & R	C	C		
26	Option Selection - choosing the solution (end state)	C		A & R	C	C		
27	Determining the best timeframe for executing the work			A	C	R		
28	Engaging TOC's to seek and agree access	I			A & R	C		
29	Reviewing & approving changes to the access plans				C&S	A&R		
30	Assessing the balance of risk in terms of operational disruption			R	A	C / R		
31	Plan and Deliver Quality Outcomes			I		A & R		
32	Assure & Measure Quality (report / monitoring / Trend)			I	I	A & R		
33	Detailed Design - Determining how the end state is achieved			C	I	A & R		
34	Engineering Strategy For Project Delivery			C	C	A & R		
35	Technical Standards And Requirements			A		R		
36	Risk Management - Project Delivery			C	I	A & R		
37	Risk Management - Operational Impact			C	A	R		I
38	Construction, Test & Commissioning			I	I	A & R		
39	Delivery Route Selection - Capital or Works Delivery ?			C	I	A & R	C	
40	Supplier Selection & Procurement - Who best to do the work ?			I	I	C	A & R	
41	Managing the Supplier Relationship (strategic)			I	I	C	A & R	
42	Managing the Supplier Relationship (day to day)			I		A & R	C	
43	Pipeline Management - Forming strategic asset / investment packages			A & R	C&S	C	C	

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44	Cost Planning - Project Cost & Outturn		I	C	C	A	R	
45	Cost Planning - Whole Life Costing			A&R	C	I	I	
46	Work Bank Development (supply chain focused)			A	C	R	C	
47	Work Bank Engagement With Supplier			C		R	A	
48	Define Contracting Models & Commerical Arrangments			C	I	A	R	
49	Reviewing and Challenging Supply Chain Cost Plans			I		A	R	
50	Acceptance of final price and time			A		R	R	
51	Delivery to Unit Rate Targets			C	I	A&R	C	
52	Post Contract Management		I	I		A	R	
53	Commerical Governance		I			C	A&R	
54	Discharging Duties and Requirements (CDM, ESR, DCP)			A	I	R		
55	Route Access Management - Ensuring Access is Available			C	A	R		
56	Planning & Programme Controls			C		A & R	I	
57	Project Reporting - Time, Cost, Quality			I	I	A & R		
58	Project Delivery & Execution (End-2-End)			C	I	A & R	I	I
59	Build and Test			C	I	A & R	I	I
60	Seeking and gathering stakeholder feedback (Internal)					A & R		C
61	Seeking and gathering stakeholder feedback (external)					C		A & R
62	Acting on stakeholder feedback (Internal and external)	R		R	R	A & R		R
63	Commissioning			C	I	A & R		I
64	Operational Readiness & Scheme Handback			C	A	R		
65	Taking and embedding learning from the delivery process		C	C	C	A & R	C	C


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66	Project Acceptance - Acceptance of the finished scheme			A	C&S	R		
67	Capital Delivery Periodic Performance Reporting	I	I	I	I	A & R	I	I
68	Project Close Down and Handback files			C&S	I	A & R		
69	Review Project / Programme and Embedding Learning	R	R	R	R	A & R	R	R
70	Showcasing the project team works through external awards	R		R	R	A & R		R

The Southern Exec are committed to this new approach, and ask our teams to embrace these new ways of working.


We believe that these adjustments and clarifications will help us all to be clearer about our roles and how we interact. We ask that our teams align with this view and help us to make this approach work. There will of course be cases where some flexibility is needed, if this is the case, please speak with the relevant exec members.



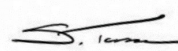
John Halsall
Managing Director, Southern



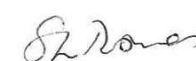
Fiona Tagoe
Kent Route Director




Sue Jones
Capital Delivery Director




P. M. Harwood
Commercial Director




Sharon Willis
Director - Engineering & Asset Mgmt




Sharon Willis
Finance Director



Sharon Willis
Investment Director



Sharon Willis
Stations Director



Sharon Willis
Communications Director