

CASE STUDY

# Creating Governance & *Oversight* for a Strategic Programme of Work

How a fit-for-purpose governance framework improved visibility, accountability and decision-making across an eight-project strategic programme.

8

Interconnected projects within the programme

1

Steering Group established as primary governance body

3

Governance layers aligned: delivery, steering, strategic

CHALLENGE

## No *governance layer* below executive

A strategic organisational priority comprising eight interconnected projects was established to deliver greater value to primary care practices. While the programme had executive visibility, there was no clearly defined governance layer below the Strategic Leadership Team to provide oversight, strategic guidance, escalation pathways or timely decision-making.

As the programme matured, the absence of a dedicated governance structure created risks around accountability, visibility and delivery momentum.

APPROACH

## A *fit-for-purpose* framework

Designed and implemented a governance framework to support programme delivery and decision-making.

- Established the Value to Practices Steering Group as the primary governance body
- Defined roles, responsibilities and escalation pathways
- Implemented regular programme reporting and performance oversight
- Created clear links between project delivery teams, the Steering Group and Strategic Leadership Team
- Provided structured governance artefacts to support transparency and informed decision-making

OUTCOME

## Structure, clarity and *confidence*

- Faster and more effective decision-making
- Improved visibility of progress, risks and dependencies
- Increased accountability across projects
- Greater confidence in programme delivery
- Stronger alignment between operational delivery and strategic priorities
- Regular and meaningful visibility for the Strategic Leadership Team

*The programme governance model provided the structure, clarity and oversight required to successfully manage a complex portfolio of work while maintaining organisational confidence and momentum.*