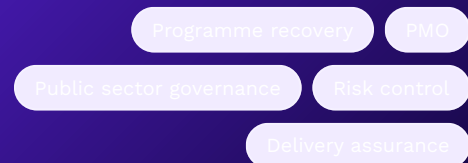


Programme governance and recovery in a complex public-sector transformation

Clearer

Risk, dependency and decision control



The business situation

A complex public-sector transformation required stronger programme control, clearer governance and improved confidence across senior stakeholders. The environment involved multiple delivery parties, policy-driven requirements, operational sensitivity and high levels of accountability.

Why it was complex

- Multiple stakeholders had different priorities, constraints and levels of influence.
- Delivery activity had to operate within public-sector scrutiny and governance expectations.
- Dependencies, risks and decisions needed to be made more visible and actionable.
- The programme needed momentum without weakening control or assurance.

What changed

The work clarified governance forums, strengthened risk and dependency control, improved reporting discipline and created clearer routes for executive decision-making. The focus was to build a delivery control environment that helped the programme move forward, rather than adding process for its own sake.

Commercial and operational impact

The programme gained improved visibility, stronger delivery control, better risk management and clearer decision-making across a complex stakeholder environment.

Delivery moves

- Diagnosed weaknesses in governance, reporting, ownership and escalation.
- Clarified programme forums, decision rights and delivery cadence.
- Strengthened RAID, dependency and milestone control.
- Improved senior stakeholder reporting so issues became actionable.
- Balanced assurance expectations with practical delivery pace.

Evidence of value

- Improved programme visibility and delivery discipline.
- Clearer executive decision-making and escalation paths.
- Better control of risk and dependency across multiple delivery parties.
- Governance shifted from reporting activity to enabling delivery intervention.

WHAT THIS PROVES

Good governance is not bureaucracy. Used properly, it creates confidence, transparency and momentum. Ekselens brings the public-sector rigour and practical delivery judgement needed for complex transformation environments.

Relevant Ekselens services

PMO Setup and Project Management Transformation

Governance, Assurance and Reporting

Programme Recovery

Stakeholder Management

Benefits Realisation

KEY TAKEAWAY

Outcome-led transformation: stabilise the core, simplify delivery, strengthen governance and make benefits visible.

NEXT STEP

Book a discovery conversation

A focused conversation will help us understand your context, identify the right starting point and define practical next steps.

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Technology-driven transformation. Practical delivery. Measurable value.