

Programme Delivery

What Actually Makes It Work

If your programme feels “busy but not progressing”, this is usually why

Most delivery problems don’t look like failure at first.

They look like:

- lots of activity
- lots of meetings
- people working hard

...but somehow, things still aren’t landing.

If that sounds familiar, you’re not alone. In fact, one of the most common root causes of programme failure is **weak or unclear governance**.

So let’s break this down in a practical way.

What’s actually going wrong?

In most organisations, I see three patterns:

1. Ownership is blurred

Everyone is involved, but no one is accountable.

2. Decisions are either too slow or too chaotic

Either everything escalates—or nothing does.

3. There’s no consistent delivery rhythm

Progress is discussed, but not tracked properly.

What good programme delivery actually looks like

Good delivery isn’t about more process. It’s about **just enough structure to create momentum**.

At a minimum, you need:

✓ Clear ownership

Every outcome should have one accountable owner.

✓ Simple governance

Not layers—just clarity on:

- what gets decided where
- who needs to be involved

✓ A delivery cadence

Weekly or fortnightly:

- progress review
 - risks surfaced early
 - decisions made quickly
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A simple way to improve delivery immediately

If you do nothing else, do this:

Create a **single-page programme view**

- Key priorities
- Owners
- Status (red/amber/green)
- Key risks

That alone will improve alignment dramatically.

Useful resource (worth bookmarking)

[Project governance guidance \(PMI\)](#)

A practical overview of governance structures and why they matter.

Final thought

Programme delivery doesn't fail because people aren't capable.
It fails because **complexity isn't structured**.

Your job isn't to remove complexity.
It's to make it **manageable, visible, and executable**.