

Governance and Delivery Structures: Enabling Impact as an Anchor

Governance and delivery structures bring clarity to a programme, enabling anchor colleagues and stakeholders to their activities, as a result impact. In addition, it clearly connects different parts of the programme, organising them into a cohesive and coordinated programme of activities.

The following questions will guide you through the process of clearly identifying and visualising your anchor governance and delivery structure and the second page provides two notable examples.



How is your anchor programme structured?

The way in which your anchor activities are organised provides a starting point for a governance and delivery structure. For example, if your anchor programme is split into [strategic anchor areas](#), a lead and individual responsible for the delivery can be identified for each of the six areas. The resulting outline will form the basis of your governance and delivery structure.



Where does your anchor programme 'sit' within your organisation?

Governance of your anchor programme will be determined by where the programme is positioned within the organisation and how the results from the programme are reported. Consider where governance of this work will sit best: it could be at the board level with a senior sponsor, such as the Strategic Lead or Health Inequalities Executive Lead, or it could be reporting into a sub group on health inequalities or social value, for example.



What resource do you have for anchor work?

Highlight the dedicated anchor programme posts. Also consider colleagues who are not in dedicated anchor programme posts but are responsible for elements of anchor activity or whose work forms part of the anchor programme.



Who is invested in your anchor programme?

Consider who might not be directly involved but has a stake in the anchor programme, such as the local populations served or colleagues with an interest in the programme. How these individuals stay informed and/or contribute to the programme might be represented on your governance and delivery structure.



When is structure beneficial for your anchor programme?

Many anchor leads intend to start this work by building a movement amongst staff who are passionate about the anchor mission and others are in the process of securing senior leadership support and sponsorship of their anchor work. In both these cases, identifying and visualising a structure is not beneficial. Where a programme is able to answer the above questions, a clear governance and delivery structure can provide the clarity required and enable further impact.

Governance and Delivery Structures: Notable examples



In our Autumn 2021 Learning Sets, we heard from two participants, Kevin Garrod from Mid and South Essex Foundation Trust and Donna McLaughlin from the Northern Care Alliance NHS Foundation Trust, who shared examples of how their governance and delivery structures further their anchor missions.

1 Mid and South Essex NHS Foundation Trust

Serving populations around Southend, Basildon and Chelmsford Hospitals

Anchor programme structure

Aligned to evidence from [The Health Foundation](#) on ways in which anchor institutions can have meaningful impact locally. This is broken down into five pillars of work: collaboration (working more closely with local partners), widening access to to quality work, net zero, social value (purchase more locally) and insights and evaluation.

Programme governance

Sits within strategy unit, which is part of strategy and transformation. As such, the governance runs through the head of the strategy unit, the chief improvement and strategy officer, who is the main board executive, and the sponsoring non-executive director. Due to this governance, the programme is well socialised across the organisation, with input and delivery across People and Organisational Development, Equality, Diversity and Inclusion, HR and Recruitment, Estates and Facilities Management and, of course, external partners.

Delivery resourcing

The programme has 1.5 dedicated posts, a programme manager and partnerships and implementation project manager. The programme governance is designed to support a creative and imaginative team and is backed by the ethos of a 'doing' enterprise. This means encouraging initiatives that are championed by local stakeholders, employees and communities, and are driven by data and insights. For example, the workforce dashboard provides evidence and stimulates discussions around recruitment.

2 Northern Care Alliance NHS Foundation Trust

Serving populations in Salford, Oldham, Bury and Rochdale

Anchor programme structure

Designed around the social value mission of “the deliberate and purposeful use of our people to support the economic development of place to improve population health and wellbeing”. This aligns to five pillars of work: environment, place (place based initiatives to overcome structural inequalities), people (increase local people being employed), purchasing and anchor (influence local and national economic debate and share learning).

Programme governance

Based on the principle that work is 'enabled by the group structure but delivered in place'. The board are provided with bi-annual updates on anchor work, which is supported by is a lead for Social Value within each care organisation or corporate department. These leads are brought together quarterly. Every month, there is an insights and data sub-group who review programme data. At a local level, ownership is established using system boards, who are responsible for driving specific localised pieces of work.

Delivery resourcing

The programme has 1 dedicated post, a director of social value creation. Biannual Communities of Practice are the preferred delivery method and bring together anyone who has a shared interest or concern, with the aim of identifying the outcomes that the programme is trying to achieve. This is backed by an integrated performance dashboard which covers the whole organisation and is updated quarterly. These processes feed into the strategy of each of the five pillars of work.