**Programmes in Crisis
Troubleshooting Services**

Programmes in Crisis Troubleshooting Services
Introduction
All organisations manage business-as-usual activities alongside change and transformation programmes. Business-as-usual ensures operational continuity, while change and transformation initiatives are designed to achieve strategic objectives, improve efficiency, and drive profitability. These activities, whether incremental or large-scale, require coordination across people, processes, technology, services, operations, and third-party suppliers.

In practice, even the most well-governed programmes can experience disruption. Dependencies may not be fully understood, objectives can become misaligned, and delivery risks can escalate. When these situations reach a critical point, they can compromise business stability, damage reputation, and threaten strategic outcomes.

Programmes in Crisis Troubleshooting Services provide the structured intervention needed to recover control, stabilise delivery, and restore programme integrity. Our approach is holistic and analytical, addressing all dimensions of organisational performance: structure, people, technology, process, services, operations, third-party supplier management, governance, legal compliance, procurement, and commercial management.

These services enable organisations to regain clarity, accountability, and delivery confidence, providing the leadership, insight, and expertise required to recover complex and high-impact programmes.

Programmes in Crisis Troubleshooting Services
Programmes in Crisis Troubleshooting is a specialist service that identifies, diagnoses, and resolves the causes of distress within complex projects and programmes. It is designed to re-establish stability, confidence, and performance across the full delivery landscape.

This service provides organisations with independent, cross-domain expertise capable of operating across organisational, technical, and operational boundaries. It delivers practical recovery solutions that address both immediate issues and the underlying structural, procedural, and governance conditions that caused them.

Applicable to any industry or sector, Programmes in Crisis Troubleshooting delivers a structured recovery process that restores delivery discipline, re-aligns strategic intent, and enables the successful completion of critical programmes that have lost momentum or control.

The Challenge
Scenario 1: Private Sector Financial Services – Investment Banking
Consider a global investment bank undertaking a multi-year outsourcing initiative. The objective is to transition a portfolio of technology and operational services to a new strategic supplier, supported by a comprehensive service transition programme and a redefined Target Operating Model. The initiative involves approximately six

thousand third-party contracts: three thousand to be retained in-house and three thousand to be novated to the new supplier.

The programme encompasses TUPE requirements, extensive knowledge transfer, the formation of a new retained organisation, new governance and reporting structures, and the redesign of key service towers, including Wintel, Unix, Data Centre Facilities, and Provisioning. As the transition progresses, previously latent interdependencies begin to surface. Data aggregation becomes inconsistent, service decommissioning creates unintended dependencies, and contractual obligations blur between retained and transitioned entities.

The delivery landscape becomes fragmented, timelines slip, and service stability is jeopardised. Financial exposure increases, while internal governance mechanisms struggle to identify the root causes of the breakdown. The organisation's staff, already engaged in business-as-usual and lacking the cross-domain expertise required to manage such a complex transition, are unable to regain control.

Attempts to manage recovery internally compound the problem. Each corrective action taken in isolation triggers new issues elsewhere, as the interdependencies between suppliers, processes, and technology are not fully understood. Continuing in this state threatens operational continuity and contractual compliance. This is the point at which Programmes in Crisis Troubleshooting becomes essential, providing independent diagnostic insight, structural recovery, and delivery re-alignment across all dimensions of the programme.

Scenario 2: Public Sector – Central Government Public Sector Organisation
Consider a central government organisation undertaking a multi-year transition to a Service Integration and Management (SIAM) model, while simultaneously delivering two major transformation programmes.

Programme One replaces the organisation's core IS/IT system with a new enterprise platform managing over thirty million annual activities (excluding payments). Programme Two focuses on the design and implementation of a new organisational model: creating new business functions, a Target Operating Model, revised governance structures, updated risk frameworks, a multi-supplier operating model, and the insourcing of the finance business function.

Each initiative is significant in its own right, but collectively they create a highly interdependent delivery landscape. The transition introduces new suppliers, new service models, new governance layers, and new skill requirements. Dependencies across programmes, technology, process, and people are not fully defined. Governance lines blur, delivery confidence erodes, and the organisation becomes reactive.

Programme schedules diverge, risk exposure escalates, and costs increase as duplication and rework multiply. The internal teams, while capable in their existing roles, do not possess the required cross-domain troubleshooting and recovery experience to manage such complexity. Attempting to self-correct the situation

would exacerbate the crisis, as interventions taken in isolation would further destabilise other programme components.

Programmes in Crisis Troubleshooting provides the external perspective, authority, and experience required to identify the true causes of failure, establish a recovery structure, stabilise delivery, and rebuild confidence across the enterprise.

How We Can Help

Our Programmes in Crisis Troubleshooting Services combine deep programme recovery expertise with practical, multi-industry delivery experience. We have successfully managed, recovered, and delivered multi-million-pound projects and programmes across both public and private sectors, restoring control and ensuring delivery of strategic outcomes.

We bring to each engagement a cross-domain capability that spans organisation, people, technology, process, services, operations, third-party suppliers, procurement, contracts, commercial management, and governance. Our approach is designed to operate holistically, addressing the full system of interrelated issues rather than isolated symptoms.

Our engagement can occur at any stage:
- Early Intervention: Providing risk-based diagnostics and stabilisation before issues escalate.
- Mid-Delivery Recovery: Taking control of underperforming programmes to re-establish direction, governance, and delivery integrity.
- Full Turnaround: Assuming leadership and ownership of a failing programme to deliver outcomes end-to-end, including restructuring, replanning, and execution.

We operate with precision, independence, and accountability. Our consultants have the experience to lead recovery efforts across all aspects of complex delivery landscapes, including supplier exits and onboarding, contract novation, service transition, financial management (OPEX and CAPEX), risk management (corporate, programme, and operational), and governance restructuring.

We combine analytical rigour with practical delivery management to identify what is failing, why it is failing, and how it can be resolved. We stabilise the situation, realign stakeholders, and restore delivery momentum. Our experience extends across industries and sectors, allowing us to apply proven methodologies and recovery frameworks tailored to the specific needs of each client.

Whether we are engaged to manage a narrowly defined recovery effort or to deliver an enterprise-wide turnaround, our approach ensures that the organisation regains control, restores confidence, and repositions its programme for successful completion.

Our Programmes in Crisis Troubleshooting Services provide clients with the assurance that, regardless of the scale or complexity of the situation, they have

access to the insight, authority, and expertise required to recover programmes in crisis, deliver outcomes, and re-establish stability and performance across their organisation.

Contact Us
Should you wish to discuss any of your requirements and how we can help you, you can contact us as follows:

0333 012 9079
info@bentleymoore.co.uk
www.bentleymoore.co.uk/services
www.linkedin.com/company/bentley-moore-executive

Our Services

Consultancy

C-Level Advisory

Transformation

Professional Services

Staff Augmentation

Troubleshooters

As a Service Solutions

Website Services

Scan Me

Contact Details

Jason

Dave