

# Programme Recovery and Turnaround

We are called in when a programme has stalled, blown its budget, changed course, or lost the confidence of the senior stakeholders. Recovery starts with the truth: a rapid, evidence-based read of the real position, free of the optimism that hid the problem. We then re-baseline scope, plan, and cost onto a footing that will hold, reset the governance the programme needed and did not have, and rebuild delivery momentum without the drama that usually accompanies a programme in trouble. Our practitioners have returned more than ninety challenged programmes to delivery. The board gets a credible, defensible path forward, and a partner accountable for walking it with them to completion.

## The Precision Approach

### Face the facts first

A rapid situation assessment, typically two to four weeks, establishes the true position on scope, cost, schedule, contract, and confidence before anything is promised.

### Reset, do not paper over

Scope, plan, cost, and contracts are re-baselined against tested assumptions, with contingency sized to the risk that actually exists.

### Rebuild confidence deliberately

The board, the sponsor, and the delivery teams are brought back with evidence of progress, honestly reported, at a cadence they can verify.

### Diagnose the cause, treat the cause

We separate symptoms from root causes, because a re-plan that ignores why the programme failed will fail the same way.

### Stabilise, then accelerate

Governance, decision rights, and reporting are reset first; momentum is rebuilt on foundations that hold.

### Use the instruments

Our AI risk and schedule analytics stress-test the recovery baseline before the board is asked to fund it.

## Key deliverables

Structured by discipline. Shaped to your programme.

### See the truth

- ◆ Rapid situation assessment report with true position statement
- ◆ Root cause analysis (delivery, governance, commercial, and people dimensions)
- ◆ Delivery Confidence Assessment (RAG with evidence base)
- ◆ Recovery options paper with cost, time, and benefit trade-offs for each path
- ◆ Stop/fix/continue scope triage with decision recommendations

### Reset the baseline

- ◆ Re-baselined scope statement and requirements traceability reset
- ◆ Re-baselined integrated schedule with schedule risk analysis (P50/P80)
- ◆ Re-baselined cost model with risk-adjusted contingency and funding profile
- ◆ Benefits re-validation against the original business case
- ◆ Vendor and contract reset recommendations with commercial negotiation levers
- ◆ RAID reset with honest re-scoring and ownership reassignment

### Reset the governance

- ◆ Governance reset pack: terms of reference, decision rights, escalation paths
- ◆ Reporting reset: single source of truth dashboard and board pack redesign
- ◆ Assurance and gate re-entry plan aligned to Gateway practice
- ◆ Critical dependency and decision calendar for the recovery window

### Rebuild momentum

- ◆ First 100 days recovery plan with weekly evidence-based checkpoints
- ◆ Stakeholder confidence and communications plan for board and sponsor
- ◆ Delivery team re-mobilisation plan including capability and morale actions
- ◆ Early warning indicator set with tolerance triggers

### Prove it and exit

- ◆ Exit criteria and handback plan defining what recovered means
- ◆ Post-stabilisation lessons report for the portfolio and the EPMO

## The Precision Difference

### More than ninety programmes brought back

Our practitioners have returned more than ninety challenged programmes to delivery.

### The truth before the promise

A rapid situation assessment, typically two to four weeks, establishes the real position on scope, cost, schedule, and confidence before anything is committed.

### Accountable to the exit criteria

Recovery ends when the exit criteria are met, with a handback plan defining what recovered means.

Senior only. Fiercely independent. 94.3 per cent on-budget across AU\$2.3 billion governed since 1996.

If a programme you are accountable for has stalled, blown its baseline, or lost the confidence of the board, the earlier we talk, the more options you still have.

**If it matters, we should talk.**

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