

Programme management of regulatory risk and remediation Pensions and financial crime

The client provides business process services to the UK Life and Pensions industry, transforming, administering, and managing millions of policies for major clients.

Challenge

We were engaged by the client to provide senior oversight and control across multiple regulatory remediation workstreams in the pensions and financial crime space, including Section 166 activity, Skilled Person reviews, and Defined Benefit remediation frameworks.

The focus was on stabilising delivery, strengthening governance, and providing credible senior leadership across a complex, regulator-facing change agenda.

Outcomes and benefits

1. Stabilised a complex regulatory remediation portfolio and restored confidence in delivery and governance.
2. Ensured regulatory and Skilled Person activity management in a structured, controlled and auditable way.
3. Improved clarity of ownership, decision-making and prioritisation across competing remediation demands.
4. Established a clear operating model, governance framework and handover to support ongoing delivery in the future.

Delivered by TCC Group.

Our solution

We placed a senior Programme Director who took end-to-end accountability for programme governance, delivery oversight, management information and senior stakeholder engagement, including regulatory and audit stakeholders.

- Established clear programme structures that cover scope, milestones, dependencies, budgets and risks, ensuring delivery aligned to agreed business objectives, quality standards and regulatory expectations.
- Led the capture and validation of requirements to ensure solutions were appropriate, defensible and supported robust business cases.
- Directed and supported multiple Project Managers, providing both strategic oversight and hands-on guidance where needed to unblock issues and maintain delivery momentum.
- Put in place consistent MI and reporting to give senior stakeholders clear visibility of progress, risks and decision points.
- Actively managed programme risks, issues and dependencies, intervening early to address delays, cost pressures or quality concerns.
- Built strong working relationships across the business, acted as a trusted adviser to sponsors and senior leaders, and ensured effective engagement across first and second line teams.

