

PRINCIPIA
PROGRAMME DELIVERY

Become the client your programme needs.

Owner-side delivery for major capital programmes.

T H E P R O B L E M

Programmes rarely fail where people look for the *failure*.

By the time a programme is visibly in trouble, the cost and time overruns are only the symptom. The causes are months older, and they sit somewhere the dashboard does not show. Three of them recur on almost every programme we are called to recover.

01 It begins in the human layer.

Failure starts in governance, behaviour and the owner's own capability long before it reaches the schedule. The technical problems are usually downstream of a client problem.

02 Most owners build rarely.

An organisation is asked to be an expert client of something it has never run, opposite people who do this every day. The asymmetry is the risk, and it is almost never priced in.

03 The warning is in the words before it is in the numbers.

Scope, cost and time get quietly redefined inside the reporting. Each report stays defensible while the set of them drifts away from the programme everyone signed up to.

On *your* side of the table.

There are two sides to every major programme. On one side is delivery - the contractors, designers and supply chain paid to build. On the other is the owner, who carries the risk, writes the cheques and answers for the outcome. The two are not the same, and they should never be confused.

Principia works only on the owner's side. We help you specify what you want, read what you are being told, and hold delivery to account - without ever becoming the delivery resource you are holding to account. That independence is the whole point. It is what lets us tell you what you need to hear rather than what protects a position.

We are not a body shop and we are not a second contractor.

We are the capability the owner is assumed to have and rarely does.

The Owner's Team Methodology.

One repeatable framework, run in five stages. It builds the owner's capability up deliberately, from establishing the truth to keeping it honest over time.

1	2	3	4	5
Diagnose	Decide	Design	Mobilise	Sustain

STAGE	WHAT IT PRODUCES	TYPICAL FORM
Diagnose	A bounded, evidenced picture of where the programme actually stands	Fixed-price diagnostic
Decide	Options framed without advocacy, so the owner can choose	Fixed-price or short retained
Design	The owner-side operating model and controls the programme needs	Fixed-price work package
Mobilise	The client function stood up and working	Day-rate or retained
Sustain	Assurance that the picture stays honest over time	Retained / periodic review

Engagement forms describe the shape of the work, not a price. Every engagement is scoped to the programme in front of us.

T H E H I G H E S T - V A L U E I D E A

The intelligent *client* function.

Every programme has a delivery side. Far fewer have a competent client. The intelligent client function is the owner's capacity to specify what it wants, to read what it is being told, to ask the question behind the answer, and to hold delivery to account without trying to do delivery's job.

It is the difference between an owner who governs a programme and one who merely receives reports about it. Principia builds that function, or stands in it, until you can hold it on your own.

We read the record, not just the *summary*.

Scope, cost and time are rarely lost in a single decision. They are redefined gradually, inside the governance record itself - a basis quietly changed, a boundary moved, a claim that something is stable when it no longer is. Each report can be defensible on its own while the set of them tells a different story than the numbers first suggested.

Evidencing Project Health is how Principia tests that record. We check whether what the papers say is happening is what is actually happening, and we set out clearly what we found, what we could not see, and how far the evidence reaches. It is offered as part of a diagnosis, and every finding is traceable to the document it came from.

*We do not infer motive. We establish what changed, when,
and whether it was authorised.*

A practice, not a *firm*.

Principia works with a small group of associate directors, assembled around each engagement, not a bench of consultants assigned to it.

Allan Ross

FOUNDER · PRINCIPAL DIRECTOR

Thirty years leading the recovery of major capital programmes across power generation, transmission, regulated utilities, public infrastructure, defence, construction and industrial work, typically stepping in once a board can no longer trust the reporting it is being given.

Ian Travers

ASSOCIATE DIRECTOR · FORENSIC & HUMAN PERFORMANCE

Thirty years in industrial and project environments, including Head of Project and Programme Management for Rolls-Royce Civil Aerospace. His second area of focus is less commonly found alongside the first: the human and cultural side of programme performance, how teams and leadership actually hold up once the pressure starts.

Mark Butler

ASSOCIATE DIRECTOR · PROGRAMME

Over forty years across the full investment and delivery lifecycle, in chemical, pharmaceutical, petrochemical, energy and nuclear sectors. Boards call on him to re-baseline programmes that have lost control or client confidence, and to test, before capital is committed, whether an investment case is genuinely deliverable.

Dominick Stuart

ASSOCIATE DIRECTOR · PROJECT CONTROLS

Extensive international project controls experience, grounded in post-contract claims and construction law. Cost and schedule discipline is the through-line, built to give owner organisations an accurate, current picture of where a programme actually stands.

Read before you *commit*.

Principia publishes openly. Our thinking is available to read before any conversation about working together, because an owner who is already asking better questions is exactly the client we want.

FREE GUIDE

Before You Build

A short, practical guide to the five-stage Owner's Team Methodology - what an owner needs in place before committing to a major programme. Written for first-time and infrequent clients.

READ IT AT WWW.PRINCIPIAPROGRAMMEDELIVERY.COM

ALREADY WORKING ON A RECOVERY?

The recovery-specific diagnostic - the fifteen-day assessment ending in a stop, fix or accept call - is described in full on the website, alongside the recovery practice itself.

*A fuller account of the recovery method follows in the forthcoming book,
Project Recovery: From Crisis to Capability.*

H O W W E S T A R T

Start with a *diagnosis*.

No serious commitment should rest on a brochure. Every relationship with Principia begins with a bounded diagnostic - a fixed, defined piece of work that gives you an evidenced picture of where your programme stands and what it needs.

You decide what happens next with that picture in front of you, not before. And if the right answer is that you need nothing further from us, we will tell you that too.

The first conversation is confidential and carries no obligation.

Thirty years on the *owner's* side.

Principia Programme Delivery is an independent, owner-side delivery practice. It is built on three decades of recovering failing major programmes for the organisations that own them - across power generation, transmission, regulated utilities, public infrastructure, defence, construction and industrial work.

That experience sits behind a single conviction: programmes are won or lost in the client long before they are won or lost on site. Principia exists to put that capability where it is missing - on your side of the table, never as the delivery resource you hold to account.

Clients are not named here, or anywhere Principia publishes. Much of this work sits inside commercially sensitive situations, and what a client needs most, in a recovery especially, is a team that can operate without becoming part of the story. Anonymous by design, detailed enough to be checked.

FORTHCOMING

Project Recovery: From Crisis to Capability

The recovery method set out in full, drawn directly from three decades of major-programme turnarounds. Published 2026.

CONTRACTUAL EXPERTISE

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*Most of the cost of a bad
programme is committed
before anyone notices it is bad.*

Start with a conversation.

CONTACT

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