



Paul Harrison, *Mott McDonald*

'Requirements, requirements, requirements!' - From design to deployment

The successful deployment of infrastructure for nuclear-powered submarines hinges on meticulous planning and execution from design to deployment. The mantra 'Requirements, requirements, requirements!' underscores the necessity of understanding the scope, implementing strict change controls, and determining priorities from the outset. And whilst deciding whether the priority is cost or timely delivery, it's crucial to acknowledge that achieving both simultaneously is virtually impossible.

Insights from industry partners with decades of experience of large-scale nuclear licensed sites (civil and defence); of bases in the UK, US and Australia – including Continuous At Sea Deterrent-related sites, will be vital to broadening understanding of the complexities – and realities - of the AUKUS infrastructure. This prescience is particularly key when considering the multiple, overlapping nature of such complex programmes and projects from concept, through deployment and sustainment, to ultimate disposal. Proficiency and real experience in planning and programming are therefore vital in helping clients navigate the complexities of infrastructure development required around nuclear-powered submarines.

This presentation will delve into critical aspects of infrastructure development required over generations to build, deploy, sustain, decommission and dispose of assets. It will emphasise the importance of strategic planning and the role of experienced professionals in achieving infrastructure excellence. Highlighting successful contributions and methodologies, it will demonstrate that such expertise encompasses not only technical skills and regulatory experience but also the human aspects – people and pipeline - required to ensure successful delivery. Insights will be gained of best practices for managing priorities, implementing change controls, thus ensuring successful AUKUS programme outcomes.