

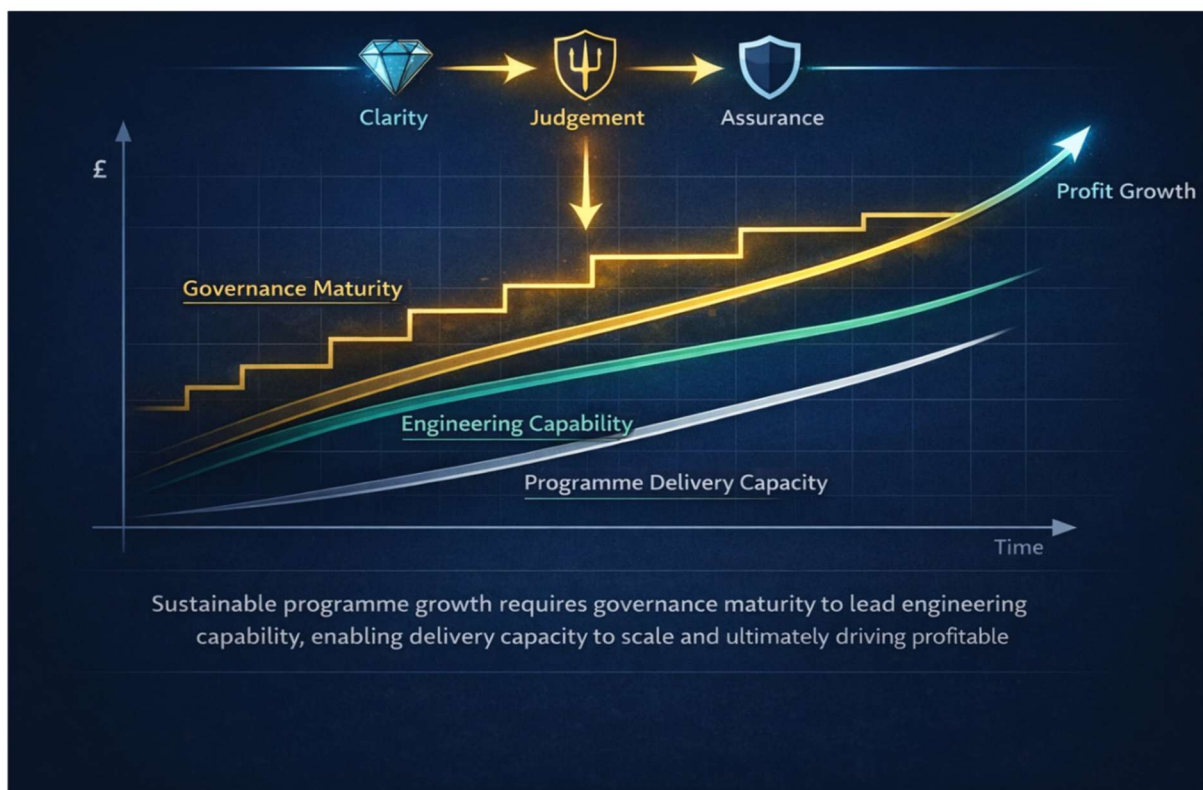
## CASE STUDY 02

### Scaling Nuclear Programme Capability

*Growing regulated engineering capability while maintaining delivery coherence*

#### KEY RESULTS

- Supported expansion of nuclear programme capability while maintaining delivery confidence
- Strengthened technical governance across expanding engineering teams
- Improved cohesion between engineering disciplines, programme leadership and commercial commitments
- Reinforced regulator-credible delivery structures within a growing organisation
- Enabled disciplined capability growth without compromising engineering integrity



## Context

Scaling engineering capability in nuclear environments requires more than increasing headcount or project activity. Organisations must ensure that governance structures, technical authority and programme discipline evolve alongside growth.

In this engagement, an engineering organisation was expanding its nuclear programme capability while delivering increasingly complex work across regulated environments.

Growth in workload, team size and programme responsibility created the need to ensure that engineering capability, governance maturity and delivery discipline developed together.

Leadership recognised that sustainable expansion required careful alignment between organisational structure, technical authority and programme delivery.

## Structural Challenge

Rapid expansion created pressure across several areas of the organisation.

These included:

- increasing programme complexity across multiple engineering disciplines
- expanding technical teams operating within regulated nuclear environments
- rising expectations from clients and regulators regarding delivery assurance
- the need for governance structures capable of supporting sustained programme growth

Without careful alignment between these elements, growth could introduce fragmentation between engineering leadership, programme management and organisational governance.

## Hardium Role

Hardium's advisors supported leadership teams in strengthening organisational coherence during the period of capability growth.

The focus was on ensuring that engineering authority, governance structures and delivery processes evolved alongside programme expansion so that the organisation could scale its capability while maintaining regulator-credible discipline.

This required strengthening the relationship between engineering leadership, programme management and organisational oversight.



## Approach

The engagement focused on reinforcing the structural foundations required for sustained capability growth.

### 1 Technical governance

Engineering authority structures were reviewed and strengthened to ensure that technical decisions remained robust as engineering teams expanded.

Clear discipline leadership and accountability pathways were reinforced to maintain engineering integrity.

### 2 Programme cohesion

Programme interfaces were examined to ensure alignment between engineering delivery, safety obligations and commercial commitments across multiple projects.

This helped maintain coherent decision-making as programme complexity increased.

### 3 Capability development

Leadership teams were supported in strengthening the organisational structures required to sustain growth in regulated nuclear environments.

This included reinforcing technical authority structures and ensuring that capability development remained aligned with delivery responsibilities.

## Outcome

The organisation was able to expand its nuclear programme capability while maintaining strong delivery confidence and regulatory credibility.

Engineering teams operated within clearer governance structures, enabling programmes to progress with improved cohesion between disciplines and leadership teams.

This approach allowed capability to scale without introducing structural fragility into programme delivery.

## What This Demonstrates

- Structured scaling of engineering capability in regulated environments
- Alignment between organisational growth and technical governance
- Discipline leadership and technical authority clarity
- Sustained delivery confidence during programme expansion
- Governance frameworks capable of supporting complex programme growth

