



Submarine
Delivery Agency

Submarine Delivery Agency **Corporate Plan** 2019-2022

November 2019



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1. Foreword

by the Secretary of State for Defence



I am delighted to introduce the 2019 - 2022 Corporate Plan for the Submarine Delivery Agency (SDA), which sets out the intent for delivery of this essential part of Defence.

The Continuous at Sea Deterrent (CASD) is the cornerstone of our national security, reaffirmed by Parliament in 2016, and its delivery demands a strong and clear focus. Our Defence Purpose is to protect the people of the UK, prevent conflict, and be ready to fight the UK's enemies. Our submarine capability ensures we are prepared for the present. It also guarantees we are fit for the future and provides the ultimate guarantee of our safety for the next 50 years and beyond.

In its first year of operation, the SDA has made great strides to sustain the readiness and availability of our current and future key defence capabilities. I have seen the real progress being made on the ground in delivering our submarines in build and ensuring that our in-service fleet is able to fulfil its missions. We have seen commitments of around £2.5Bn to support the second phase of the Dreadnought programme so far. The complexity and challenge of the SDA's work is enormous and demands a formidable and high performing organisation geared for the long term. Over the coming few years, the SDA will continue to strengthen and build its skills, including the workforce, so that we can ensure we are getting the best value for defence and the taxpayer and delivering capabilities to the Royal Navy that are essential for our defence of the nation and our allies.

The SDA's Corporate Plan sets out the Agency's objectives as it rises to those challenges over the next three years, together with how we will measure and improve performance in its outputs on our journey to deliver outstanding results. The plan also outlines the SDA's structure and purpose, and, at a high level, the broad activities it will undertake. With two classes of submarine in build and three in service there has never been a more inspirational time to work in the Submarine Enterprise. I wholeheartedly support the SDA's commitment to its work, and I fully endorse this Corporate Plan.

The Rt Hon Ben Wallace MP

2. Introduction

by the Chairman and Chief Executive Officer

As the SDA enters its second year of operation much has been achieved but there remains much to do. We have gained considerable momentum in our first year, and we aim to capitalise on that in delivery of this Plan.

Our successes to date include sustaining CASD and supporting the Royal Navy in delivering this critical national defence role, the placement of additional contracts for Dreadnought and Astute and establishment of new commercial arrangements for the Dreadnought programme, building momentum with our work to develop a solution for submarine dismantling that is safe, secure, cost effective and environmentally sound; and setting up the SDA as an Agency. Our challenges going forward include driving delivery of the Dreadnought programme at pace, introducing four more Astute boats into service, and supporting them alongside the Vanguard and Trafalgar classes to ensure the Royal Navy can continue to undertake operations where it needs to, when it needs to.

Rising to these challenges will take ongoing effort. We are continuing our programme to resource the SDA appropriately and embed best practice around programme, commercial and financial control. Over the next year the SDA will grow to deliver its requirements. Our aim, however, is not just to bring in new talent but enhance our capabilities by: embracing new technologies to make the most of the UK's competitive position; being curious and innovative in our thinking to optimise solutions; and using continuous improvement and organisation-wide change activities to adapt our ways of working. We will develop an organisation that is diverse and inclusive, ensuring we secure the best knowledge and skills for the future of the Agency.

We are united in our pride and passion for our national endeavour - our workforce of dedicated and determined people are extremely skilled and hardworking. We will focus on working closely with our industry partners to manage their performance as well as the supply chain, improving its health and our aspiration to be best in class, and for the SDA to be a good client of industry. We need good relationships that are collaborative but robust enough for us to face the challenges of this most complex of programmes together as one enterprise. We will use arrangements, such as the Dreadnought Alliance, to work diligently with our industrial suppliers to achieve the best for Defence and value for money for the taxpayer.



**Rob Holden,
SDA
Chairman**



**Ian Booth,
SDA Chief
Executive
Officer**

These are exciting times for the SDA. As the future submarine programme builds momentum, our support to the Royal Navy is required as much as ever. Energised by the challenges we have in front of us, we are tremendously proud to lead the Agency and deliver this vital element of the UK's national deterrent as we commemorate the 50th year of CASD.

3. Our Background

The SDA is an Executive Agency of the Ministry of Defence (MOD). We were established in April 2018 to manage the procurement, in-service support and disposal of UK nuclear submarines, which are some of the most complex equipment in the world. We deliver capabilities to the Royal Navy that are essential to CASD.

At the start of this financial year (April 2019), we number some 1,450 people, both civilian and military, in professional acquisition functions such as Project Management, Project Controls, Finance, Commercial and Engineering. We have some of the nation's most experienced defence nuclear experts in our workforce, as well as highly experienced project managers and procurement professionals. Our people are at the heart of our success, and we focus on creating the environment and conditions for them to deliver the best possible outcomes for Defence. We are growing our capability to do this by improving our skills and numbers across all functions but particularly programme and commercial control.

We work closely with our two primary customers, the Defence Nuclear Organisation and Navy Command, in recognition that we are a joint enterprise and we will only succeed together. All three organisations work together to deliver our common goals so we achieve the nation's requirements. We also work alongside Defence Equipment & Support (DE&S), who provide some of the equipment on which submarines depend.

Our main footprint is in Bristol, but we also operate alongside our Royal Navy customer at HM Naval Bases (HMNB) Clyde and Devonport, alongside our key suppliers BAE Systems, Rolls-Royce and Babcock, and in the US working with Department of Defense colleagues.

We have just completed the first year of our operation, in which we had several notable successes:

- We established the Dreadnought Alliance to oversee construction of the first Dreadnought ballistic missile submarine (SSBNs) – a crucial milestone to delivering CASD over the next 50 years –strengthening our industrial partnership with BAE Systems and Rolls-Royce.
- We have made significant progress in the building, system integration and testing of the four remaining Boats of the seven Astute class attack submarines (SSNs).
- We have commenced manufacture of the nuclear propulsion systems for the Dreadnought class and awarded new contracts for the support, advice and material required to ensure the continued safety and availability of the nuclear propulsion systems on-board the current fleet of Trafalgar, Vanguard and Astute class submarines.
- We have a formidable workforce and continue to recruit, train and retain highly skilled and professional personnel to deliver this complex programme of work, and have increased our senior strength, including the appointment of a Chief Finance Officer and Commercial Director.

As we enter 2019 - 2020, we are driving forward the development of our own capabilities to achieve delivery of submarines to the Royal Navy on time, on cost, safely and securely.



4. Our Vision and Purpose

Defence Purpose

The Defence Purpose is to protect the people of the UK, prevent conflict, and be ready to fight our enemies. We are prepared for the present, fit for the future.

Our Vision

Our vision is to lead a high-performing, industrial enterprise to deliver this capability safely and securely, and more effectively and cost-efficiently every year.

The purpose of the SDA is to:

- Programme and support the safety, availability, reliability and security of UK submarines that are in-service in order to maintain the UK submarine capability, including Continuous At Sea Deterrence (CASD).
- Procure and programme the construction of all new UK submarines and, working with the Defence Nuclear Organisation and Navy Command, bring them into service as effectively and efficiently as possible to fulfil their role in maintaining the UK submarine capability.
- Dispose safely of the UK's submarines that are no longer in-service.
- Inform its customers' evaluation of acquisition and support options and deliver the agreed acquisition, support and disposal programmes of its customers as cost efficiently as possible and within affordability constraints.
- Lead the supply chain: work with industrial and public sector partners to preserve the UK's technology advantage and skills-base, and to ensure submarine manufacturing and maintenance capability is sufficient to support the UK's submarine requirements long term.
- Support and fulfil the relevant roles in international partnerships, including the 1958 Mutual Defence Agreement and the 1963 Polaris Sales Agreement.



5. Our Strategic Objectives

To realise our vision and purpose we have four strategic objectives:

In-Service Support, Systems, Engineering & Disposal

We will maintain and improve in-service platforms to give the Royal Navy the availability needed. We will improve support infrastructure and drive the disposal programme to reduce liabilities. We will achieve this by:

- Working alongside Navy Command to deliver CASD.
- Focusing on sustaining and further enhancing improved delivery of in-service maintenance programmes.
- Reviewing with our customers and improving the accuracy, quality and efficacy of the information we exchange with them to support decision-making and oversight of programmes.
- Identifying where our customers' confidence in programme forecasts and analysis of options can be improved, developing proposals to improve their dependability.

Developing and delivering a coherent long-term strategy for managing the submarine enterprise's decommissioning and disposal requirements.

Acquisition

We will deliver new platforms and products into service on time, within budget and at an affordable cost. We will achieve this by:

- Exploiting the SDA's dedicated focus on the submarine enterprise to drive week-in-week-out delivery on schedule and achieving the target metrics and performance indicators agreed with our customers.
- Agreeing a stable, affordable and credible long-term programme.
- Getting more effective and efficient year-on-year through improved decision-making and better understanding our customers and suppliers.
- Becoming a more effective supplier to our prime contractors where we are responsible for the provision of Government Furnished Information and Equipment.
- Working early in the acquisition process to incorporate other best practice from the private sector in cost efficient management of logistics, maintenance, and, if required, life extension of the asset base.



Developing the SDA

We will develop the SDA as a high performing Agency that is an exciting and rewarding place to work. We will grow a motivated workforce equipped to do their job, assigned to the right roles in a world-class delivery organisation, able to manage all activities safely and securely. We will achieve this by:

- Understanding the SDA's core values and living them daily.
- Focusing on capability outcomes and empowering our people.
- Embedding a culture that achieves continuous improvement in safety and security through a robust and consistent application of processes and development of lessons learned.
- Making the most of the diversity of our people and encouraging an inclusive environment, making time to share knowledge and skills, actively listen to new ideas, and encourage constructive challenge to improve decision-making and ways of working.
- Strengthening project and commercial controls, using best practice Project, Programme and Portfolio (P3M) tools and techniques and sustaining these across all areas of the organisation.
- Ensuring delegations and authorities are established rapidly and clearly to enable prompt decision-making in response to programme issues.
- Identifying skills gaps and prioritising resourcing effectively, using the SDA's authority and freedom to recruit and retain the best people to enhance the organisation's competences and capability.

Supply Chain

Working closely with our supply chain, we will develop a high-performing, resilient industrial base with the skills and capabilities to deliver in both the near and the long-term. We will achieve this by:

- Understanding the supplier base, market capabilities, fragilities and supplier business models to obtain better efficiency from suppliers in their delivery.
- Leading on mapping the supply chain and promoting joint planning amongst our Tier 1 suppliers and implementing shared incentives where this drives value for money.
- Identifying and importing fresh talent and best practice in supply chain management from recent major projects that have been successfully delivered by the UK public sector and by the private sector.
- Investing in capabilities, including infrastructure where unique to the submarine programme, through robust commercial agreements with industry and agreeing simplified and standardised processes and contracts.

These objectives are at the heart of our work. They are supported by a set of Key Performance Indicators (KPIs) designed to measure our corporate performance. Our KPIs are summarised in Annex A. The objectives and KPIs are used to set clear priorities for 2019 and beyond, driving our delivery. We have used our experience during the first year of the Agency's operation to develop a revised set of indicators that will provide the appropriate measures and incentives for the SDA as it looks forward to 2022.

6. How We Are Governed

The Secretary of State for Defence is the Responsible Minister for the SDA and is accountable to Parliament for all aspects of our performance, including our strategy, operation, outputs and the effectiveness of our governance arrangements. The Agency is governed by a Board chaired by Rob Holden, which operates under the provisions of a Framework Document approved by Ministers. Accountability to enable the effective, efficient and proper conduct of our business rests with Ian Booth, SDA Chief Executive.

Our Sponsor

Nicole Kett - Director Resources and Policy, Nuclear - acts as the Departmental Sponsor for the SDA and engages with the SDA Board on our overall performance. The SDA is an Executive Agency of the MOD, brigaded under the Defence Nuclear Organisation Top Level Budget area, and our Chief Executive receives his delegations and Operating Expenditure budget from Director General Nuclear.

The SDA Board

Our Board endorses our strategy and ensures it is reflected in our plans. The Board also monitors and assesses our performance against our KPIs and oversees the financial and operating controls in the SDA and our programmes. It provides advice, insight, challenge and support to the SDA Chief Executive and the Executive Team.

The Board has a critical role in assuring itself that we are compliant with safety and security regulations and have sufficient competence and experience to conduct activities.



The SDA Executive Team

We are led on a day-to-day basis by our Chief Executive and his Executive Team. As the most senior leaders of the SDA, the Executive Team collectively manage the running of business and leadership of our civilian and military workforce to ensure timely and cost-effective delivery of our customers' requirements. The roles and responsibilities of the Executive Team are set out below.



Ian Booth leads the SDA and delivery across the supplier base to deliver to our customers and is Accounting Officer for our Operating Expenditure. He is supported in programme and operational delivery by the Executive Team who provide the Agency with clear delivery and operational focus.



As Chief Finance Office, Bruce Martin is responsible for all aspects of finance, including Financial Accounting, Financial Planning and Analysis and Assurance. He supports the Chief Executive in his Accounting Officer role by controlling and reporting to Parliament on the running costs for the Agency.



Rear Admiral Paul Methven CB, Director Submarines Acquisition, is responsible for the delivery and future in-service support of the Dreadnought SSBN Submarine Programme, the Astute Class SSN Programme and the Maritime Underwater Future Capability (MUFC). He also leads our relationship with BAE Systems Submarines.



Ruth Todd, Commercial Director, is responsible for procurement and supply chain matters across the SDA to enable the acquisition and support of nuclear submarines. She develops our commercial arrangements and supplier relationships to drive maximum value across the entire supply chain.



Keith Beckett CBE, Director Submarines Support/Chief Strategic Systems Executive (CSSE), is responsible for in-service submarines including ensuring delivery of the SSBNs in support of CASD on an enduring basis, and delivery of SSNs. He leads our relationships with Babcock for the Maritime Support Delivery Framework (MSDF) and submarine support, and, on a day-to-day basis, our relationship with Rolls-Royce Submarines for nuclear propulsion. CSSE is the UK Project Officer under the Polaris Sales Agreement between the UK and the United States.



Director Corporate Operations, Rachel Baguley, provides a broad portfolio of vital operational services for all SDA staff and supporting personnel, including Human Resources (HR), Security, Chief Information Officer, Governance, Communications and Policy Secretariat, as well as Change and Strategy.

During 2019 a Technical Director will be appointed to the Executive Team.

7. How We Deliver

Working with Our Customers

We work closely with our primary customers, the Defence Nuclear Organisation and Navy Command, to deliver their requirements. These are laid out in Submarine Acquisition and Support Plans (SASPs), agreed at the start of each financial year. Once these are in place, our Chief Executive is accountable to our customers for the delivery of outputs. In turn, the Defence Nuclear Organisation and Navy Command provide funding and resources and undertake the activities to ensure that the outputs can be delivered.

Our priority with the Defence Nuclear Organisation and Navy Command is the maintenance of the UK's submarine capability, including CASD.



Our Workforce

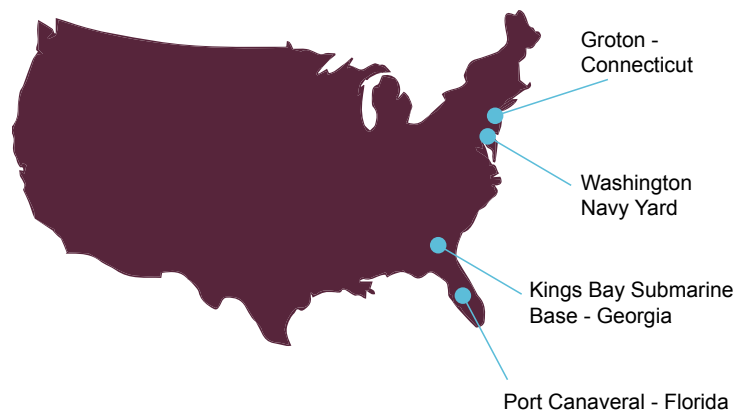
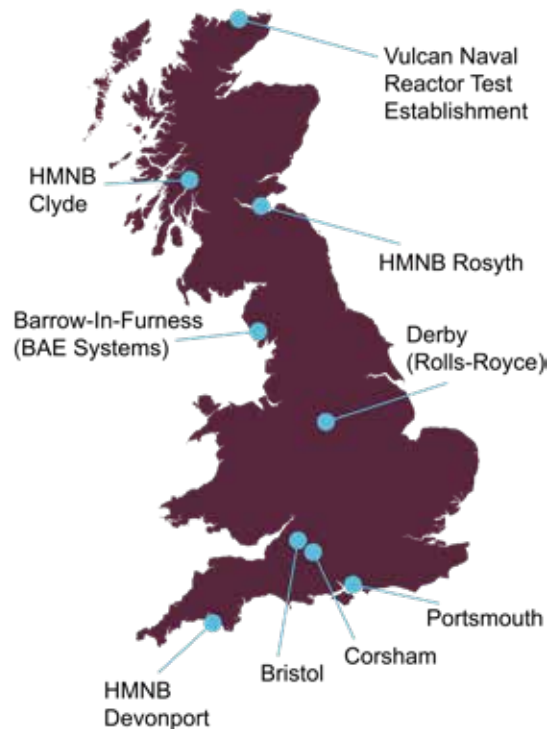
As we start the delivery year 2019-2020 the SDA comprises a highly-skilled workforce of approximately 1,450 people, both military and civilian personnel, working in a variety of locations across the UK and with the UK's allies overseas.

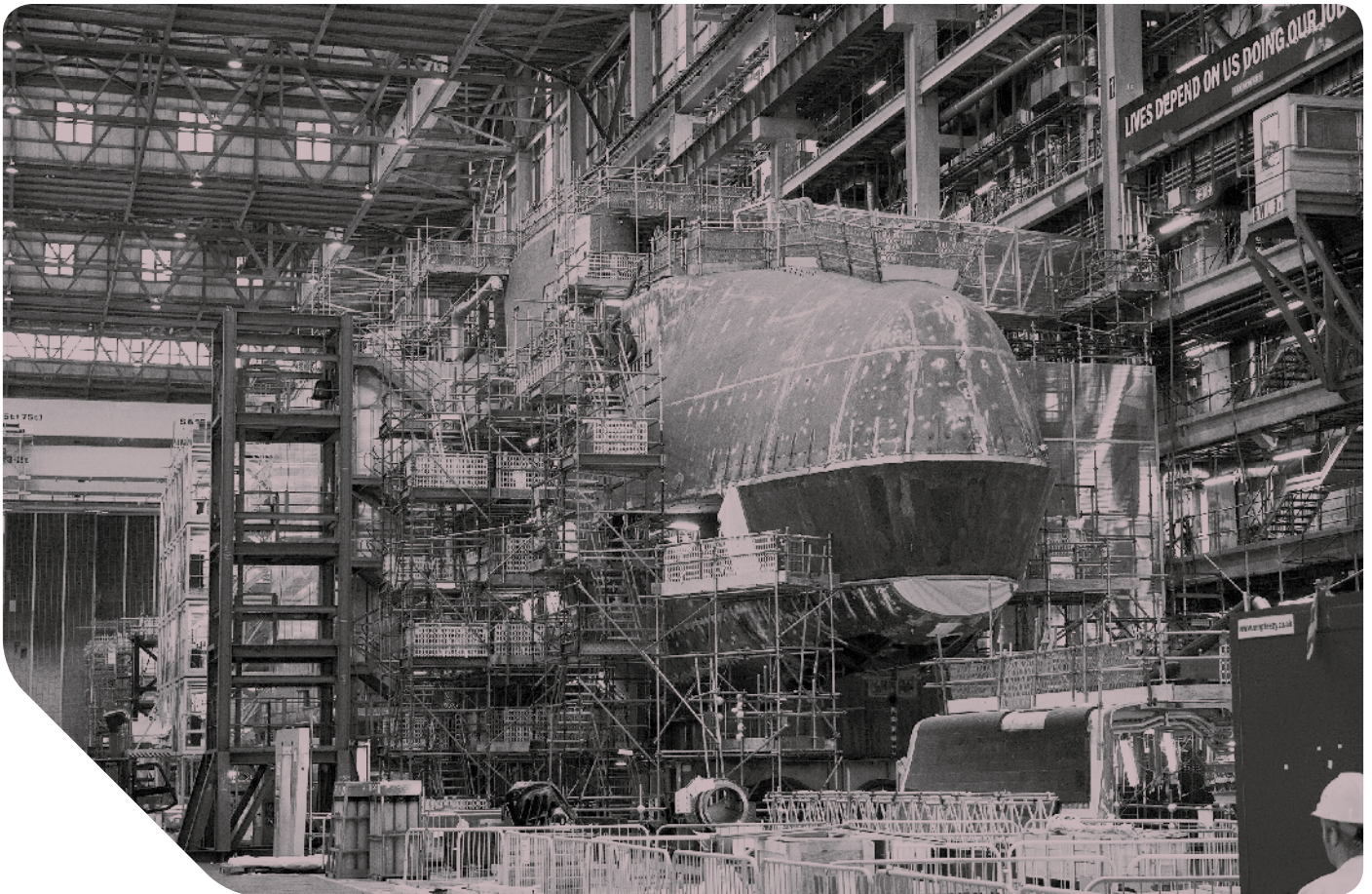
As well as professional acquisition skills, our workforce contains highly specialised engineers and maritime experienced professionals. We have a significant proportion of the Department's nuclear skilled professionals, and we work closely with Royal Navy colleagues, partners across Government and industry to sustain this vital expertise and experience.

A strong focus on the delivery of critical defence capabilities to our customers is a central feature of our organisation. As such, most of the SDA's personnel are positioned within teams working on the acquisition or support of new and in-service submarines. These business areas focus on the outputs laid out in the SASPs with our customers.

Other teams, including Finance, Commercial, Corporate Operations and HR, are vital to ensuring that resources and business management systems are streamlined and operate effectively. This will ensure we are agile in our decision-making so that we make the right decisions at the right time and have the right resources in the right place when required.

While staff work in delivery or enabling teams, all will have a functional 'home', which facilitates and upholds professional standards across the SDA.





Working with Industry

As the sole UK buyer of nuclear submarines we have a critical relationship with our major Tier 1 suppliers - BAE Systems, Rolls-Royce and Babcock - as well as our wider supply chain. Building on the Submarine Enterprise Performance Programme, we balance commercial tension with the necessary partnering behaviours, supported by the Single Source Contracting Regulations. We work collaboratively throughout the supply chain and operate a series of forums with industry to foster innovation and focus on long-term strategy including capability sustainment as well as near-term programme delivery. We seek to use commercial constructs that balance risk between parties and incentivises cost and schedule performance. A key example is the delivery of the Dreadnought programme through an Alliance construct formed between the SDA, BAE Systems and Rolls-Royce.



Measuring our Performance

Our performance in delivering our customers' requirements is monitored regularly, including by the Executive Team, SDA Board and Departmental Sponsor. An overall assessment of organisational, financial and programme performance is reported through our KPIs (summarised at Annex A).

Alongside assessment of our KPIs, detailed programme and project reviews are undertaken with our customers to ensure we remain on track in delivering specific capabilities and related milestones to the required schedule, cost and standards.

BAE SYSTEMS

babcock™



Learning from Experience and Embedding Best Practice

We pride ourselves in seeking and sharing learning across programmes, projects and functional communities, as part of our ongoing work to develop the SDA into a high performing organisation. We pursue improvements in the way we do our business, using formal knowledge sharing forums across our Enterprise, peer and project reviews, working groups, networking and professional development activities.



8. What We Deliver

We are responsible for the procurement and in-service support and disposal of all Royal Navy submarines. We ensure new submarines enter service while delivering value for money to the taxpayer, and that in-service boats are available to fulfil their missions reliably and safely. Our actions are vital to the Royal Navy's ability to meet their Defence commitments.

Acquisition Activity

We are now manufacturing two classes of submarine simultaneously for the first time since the 1990s. Our major programmes include:

- **Astute** - The Astute class are the largest, most advanced and most powerful attack submarines ever operated by the Royal Navy, combining world-leading capabilities in a versatile vessel. The Astute submarines are being built for the Royal Navy by BAE Systems at Barrow-in-Furness, to replace the Trafalgar Class submarines. Navy Command has accepted the first three vessels in this class, most recently HMS Artful in April 2017. The remaining four vessels are under various stages of construction.
- **Dreadnought** – In 2016, Parliament voted to renew the UK's strategic nuclear deterrent, replacing the four Vanguard Class ballistic missile submarines. The Dreadnought programme is on track to see the First of Class, Dreadnought, enter service in the early 2030s followed by three other submarines, Valiant, Warspite and King George VI. The Dreadnought Alliance, a joint management team between the SDA, BAE Systems and Rolls-Royce, was established in April 2018 meeting our commitment to work closely with our industry partners to develop new industrial and commercial arrangements between government and industry with the shared aim of improving delivery performance. The progress made on the programme was detailed in an update to Parliament¹ in 2018.
- **Next Generation Nuclear Propulsion Plant (NGNPP)** – Manufacture of the Nuclear Reactor Plant (PWR3) for Dreadnought began in 2018. The PWR3 reactor will deliver technological improvements while sustaining safety, integrity and availability and, at the same time, reducing through-life costs.



¹ The United Kingdom's future nuclear deterrent: The 2018 update to Parliament. <https://www.gov.uk/government/publications/the-united-kingdoms-future-nuclear-deterrent-the-2018-update-to-parliament>

In-Service Support, Systems, Engineering & Disposal Activity

In parallel to the acquisition of future capability the SDA provides support to submarines already in-service with the Royal Navy. We provide engineering support to the platforms, which ensures that the submarines remain safe to operate and safely stored once decommissioned and awaiting disposal. Key highlights include:

- 2019 marks the 50th anniversary of CASD. Since April 1969, there has always been a Royal Navy Ballistic Missile Submarine at sea, providing the nation's deterrent and ensuring the UK remains safe. The SDA recognises the key work it undertakes in supporting the Royal Navy to deliver this critical national defence role through the delivery of support and maintenance to the submarine fleet. We continually review the support provided to sustain the delivery and availability of highly capable submarines at readiness.
- We provide a range of support delivered by industry partners to provide affordable, common and sustainable submarine combat systems – minimising whole life cost across the enterprise while meeting availability and capability targets and safety responsibilities.
- We work collaboratively with our Industry Partners to support the Nuclear Reactor Plant throughout its life cycle from design to the decommissioning of submarines, equipments and facilities.

While much of our work on submarine combat systems and nuclear propulsion is in support of submarines in-service with the Royal Navy, these systems are provided on a through-life basis and therefore our teams work across all build and in-service programmes.

We also operate a programme of work to manage and to dispose of the 20 submarines now decommissioned from Royal Naval service, and to provide arrangements for future submarine decommissioning.

A plan is being developed to complete the final phase of work to generate the defueling facility. In the meantime, the MOD, through the SDA, continues to develop its solution for safe, secure, cost-effective and environmentally sound submarine dismantling. The technical solution for 'Stage One' dismantling has been developed and deployed successfully on the demonstrator submarine, Swiftsure. Dismantling of the second submarine, Resolution, has now commenced.





Our Resources

Budget (values £m)	2019 - 2020	2020 - 2021	2021 - 2022
Total Equipment Plan	3,338	3,446	3,458
SDA Operating Costs	178	170	167

Programme funding, as part of the Defence Equipment Plan, is delegated to the SDA through our customers and allocated in line with the SASPs and agreed investment plans. As an Accounting Officer, Ian Booth, is responsible for managing monies delegated to him to effectively and efficiently operate the Agency including workforce salaries and travel and expenditure costs. Our performance as an Agency, including management of our Operating Costs, is reviewed annually in our Annual Report and Accounts.

9. Looking out to 2022

The submarine enterprise is a long-term business stretching over many decades. Our programmes are enduring, to ensure the Royal Navy gets the best support for both in-service and newly built submarine flotillas over the next fifty years and beyond. We will continue to improve our delivery to meet the programme performance, time and cost parameters approved and milestones agreed with our customers.

In-Service Support, Systems, Engineering & Disposal

We currently have a support delivery framework in place for in-service support with Babcock Marine, which is nearing its end. We are looking to put in place future arrangements under the Future Maritime Support Programme, which will provide us with an opportunity to improve the partnering relationship between industry, SDA, DE&S and the Royal Navy, while also driving improved availability and resilience across the maritime enterprise alongside an improvement in value for money.

Recognising the SDA is involved in the full life-cycle of the submarine flotilla, we will also continue our work on decommissioning and disposal of submarines that have left service with the Royal Navy. We expect to have a fully developed process for steady state disposal ready by 2026. Our Submarine Dismantling Project continues to examine techniques and processes that can maximise the efficiency of this work, with priority and focus on developing the technical solution for removal of intermediate-level radioactive waste.

Acquisition

Delivery on the Astute and Dreadnought programmes will continue at pace.

Over the next three years, the Astute programme will continue to deliver the remaining four boats. The enhanced maritime capabilities provided by the Astute class will continue to be demonstrated as Audacious (Boat 4) is expected to exit Barrow by the end of 2019, in preparation to commence her sea trials in 2020. Work will be progressing on Agamemnon (Boat 6) and Agincourt (Boat 7) in the same timeframe.

The Dreadnought programme entered Delivery Phase 2 in April 2018, under the management of the Dreadnought Alliance between MOD, BAE Systems and Rolls-Royce. This phase will run until March 2021 and will see the continuation of the manufacture of the first submarine and commencement of the build of the second submarine, which is to be named Valiant. We will continue to drive the schedule to ensure the First of Class, Dreadnought, enters service in the early 2030s.

The Maritime Underwater Future Capability (MUFC) programme has been established with the objective “To provide an interoperable, survivable and available global forward presence within the Joint Operating Environment, having the versatility, flexibility and mission security to contribute to Asset Protection, Sea Control and Power Projection to achieve effect and influence within and from the underwater battlespace.” The Initial Concept Phase is intended to last for three years and deliver recommendations as to how Defence might best meet the future capability demands of underwater warfare.



Develop the SDA

We will also continue our work to develop the SDA as a high-performing organisation and a Defence employer of choice.

We will invest in our people's learning and development and evolve our ways of working to ensure we have a capable, motivated and enabled and empowered workforce. This will be pursued through a strategy focused on diversity and inclusion across all our teams and sites, building on networks established in our first year of operation. This will encourage reasonable challenge and curiosity in our thinking so that we can continue to learn from each other. Our strategy will also ensure we work effectively across our entire footprint.

We will continue our SDA resourcing and retention strategies to reach the overall capacity that we need, with the right blend of core staff and private sector support, while reviewing our reward policies to make sure these meet our needs. Work on our Operating Model will drive a culture of agile, quality decision-making, improving management of the complexities inherent in our business. We are implementing a focused, prioritised change programme that sets development of the SDA in a coherent approach, to deliver the world-class organisation that we aspire to be.

We will continue the programme of work to develop our tools and processes around programme control and technology management, improve our safety and security culture and establish an ethos where everyone is passionate about delivering submarines to our customers.

Our actions will build on best practice in the wider MOD, other public-sector organisations, in industry and the private sector, and we will listen to the feedback and views from our workforce. Our annual 'People Survey' provides a rich source of information about what is working well in the SDA and where we might need to focus development activities. We are committed to involving colleagues across the Agency in follow-on action planning and implementation work, and in providing regular updates to our workforce about how we are responding to the feedback provided.

Supply Chain

The 2015 Strategic Defence and Security Review (SDSR) committed us to:

"Intensify efforts, with our industrial partners, to improve performance, including through sustained investment in skills and infrastructure".²

We will endeavour to become one submarine enterprise delivered through strong industrial and supply chain relationships. To deliver this, we are further developing our ability to manage risks and opportunities that occur across our programmes. This includes introducing supply chain mapping and extensive risk analysis techniques, in collaboration with our Tier 1 partners, which will significantly enhance our understanding of the extended supply chain, with more effective management driven by communication, metrics and audits. We will develop our capability as a client of industry and inspire strong performance, aspiring to be best in class operating collaboratively with all our suppliers, both Tier 1 and beyond, including small and medium-sized enterprises. We will drive value for money for the taxpayer and deepen the capability base within the UK, operating focused strategies with our Tier 1 partners and the wider supply chain, compelling our suppliers to provide greater transparency and aligning our objectives. This will support longer-term SDA activities and the maintenance of the UK's critical sovereign capability.

Our focus is on positive partnerships that are strong and enabled to face the challenges of our most complex programmes. We will use existing initiatives such as the Acquisition Review and Category Management and develop new approaches to champion the through-life management of contracts and capability growth in this area. This will encourage the enterprise (including suppliers) to deliver value for money, certainty and compliance from concept to programme closure.

We will continue programmes to make more of the opportunities offered by emerging technologies. We will seek to adopt more of the innovation and development seen in other sectors to reduce cost in response to recent inflationary pressures and to maximise the useful life of operating our assets while maintaining safe and efficient operation.

² "National Security Strategy and Strategic Defence and Security Review 2015: A Secure and Prosperous UK", November 2015, Page 36.

Annex A: Submarine Delivery Agency Key Performance Indicators (KPIs)

Corporate Performance

Assessing the SDA's management and delivery of its Corporate Performance. Sub-metrics within this KPI will include ensuring the SDA has the right people with the right skills and focusses on the SDA successfully delivering a more realistic financial forecasting accuracy and stability.

Acquisition Programme Performance

Performance against the acquisition programme to give an overview of our confidence in the programme. Assessed against delivery of strategic milestones, on time and to cost. This KPI will provide an overview of the health of the acquisition system.

In-Service Support and Disposal Performance

Performance against the in-service support programme to give an overview of our confidence in the programme. This KPI will provide an overview of the health of the in-service programme.

Industrial Relations and Supply Chain

This KPI will help us review the SDA's relationship with industry and the supply chain to achieve cost-efficient delivery for the SDA's customers, as well as protecting our ability to deliver underwater capability in the future.

Safety and Security

This KPI will check that the SDA is embedding a culture that achieves continuous improvement in safety and security through a robust and consistent application of processes and development of lessons learned.

