



Submarine
Delivery Agency

Corporate Plan 2020-2023

March 2021



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Foreword – Secretary of State for Defence



I am delighted to introduce the 2020 – 2023 Corporate Plan for the Submarine Delivery Agency (SDA) which sets out the delivery intent for providing crucial capability for our Armed Forces, in particular the Royal Navy.

The SDA was established as an Executive Agency in April 2018, with the intent to strengthen the procurement and in-service support of the UK's nuclear submarine programmes. It is a crucial part of the UK's Nuclear Enterprise, which together with the Defence Nuclear Organisation and Navy Command, provides the UK's strategic deterrent.

I am pleased to see the progress the agency is making as it continues to increase its focus on collaboration with industry to deliver its challenging priorities. This approach is welcomed, as a work programme with the complexity

of the procurement, in-service support and disposal of the UK's nuclear submarine fleet, can only be achieved if the very best of the public and private sectors work together. By continuing to work closely with its industry partners and customers, the SDA can ensure operational priorities and programmes are sustained, both today and tomorrow.

Our Continuous at Sea Deterrent (known as CASD) reached the milestone of 50 years' service during 2019. Since 1969 there has always been a Royal Navy submarine at sea, providing the nation's deterrent and ensuring that the UK remains safe. In recognition that this is a national endeavour, events were held to pay tribute to the efforts made by thousands of submariners, past and present, their families, MOD civilians, industry partners and the numerous businesses which have supported and those that continue to support the delivery of CASD, thereby keeping our Nation safe.

This Corporate Plan reflects the enduring nature of the submarine programme and the capabilities that will be around for the next fifty years and beyond. It sets out the SDA's intent, objectives and areas of focus over the next three years, together with how its performance will be assessed. As this Plan goes to publication, we are dealing with the Coronavirus pandemic, at home and abroad, and working hard to ensure the UK's defence capabilities are sustained as well as keeping our nation and our people safe and well. With continuing and changing threats across the Globe, the role of the SDA and its skilled, dedicated professionals remains a key priority for Defence.

I welcome the SDA's commitment and ambition and fully endorse this Corporate Plan.

The Rt Hon Ben Wallace MP

Introduction – By the SDA Chair and Chief Executive Officer

We are now in our third year as an agency and continue to gain momentum as we strive to deliver the UK's submarine capability.

The Nuclear Enterprise is a major national endeavour and the construction of new submarines is among the largest and most complex procurement undertaken by the Ministry of Defence (MOD) or UK Industry. We have continued to focus on the needs of our customers, primarily the Royal Navy and the Defence Nuclear Organisation, working closely with them to maintain the Continuous At Sea Deterrent, the cornerstone of our nation's security.

Our workforce is our biggest asset and we continue to be proud of their dedication and unwavering focus on delivery. Owing to the specialist nature of our work, we do face challenges in securing the numbers of highly-talented people required to deliver our forward programme of activity. This is a challenge we face throughout the Nuclear Enterprise. As such, within the SDA, we aim to ensure that we are a diverse and inclusive organisation, providing the best possible work environment to attract and retain the most talented and committed professionals. In support of our drive to operate consistently as a high-performing delivery agency, we recognise that our people need to feel empowered, working in an agile organisation that focuses on what really matters. This will ensure they can perform at their highest level and know the value they bring to our business. It is also essential that we remain innovative and able to adapt to the needs of the Enterprise and advancements in technology.

Our work is technically challenging and this is especially true for our in-service submarines area. We have seen an increase in complexity as technologies have developed and we progress our approach for managing the full life cycle - from concept to disposal - of submarines and their supporting equipments. We face significant infrastructure challenges in delivering our future maintenance and defuelling projects. So, as part of our evolution as an agency and to help us better manage our growth and output, we have made changes to our structure. The introduction of a new Technical Directorate will provide a dedicated focus on the engineering excellence that underpins the delivery of safe and capable submarines to the Royal Navy. Our Technical Director will also oversee and drive our work on submarine infrastructure and disposals. We have also

adjusted the existing Submarine Support Directorate and created a new lead for Submarine Readiness. Further information regarding these roles is provided later in this Plan.

At the start of financial year 2020-21, we joined the rest of the UK in responding to the coronavirus pandemic. While our key outputs have not changed, we swiftly adapted our working approach in line with government guidelines to provide a safe and secure environment for our people and industrial colleagues. Whether working at home or on site to progress critical programme activities, ensuring our people are protected and supported remains as important as ever. We have also reviewed our plans to incrementally improve the efficiency and effectiveness of our operation within the UK Nuclear Enterprise. While our improvement activity will hold firm, we will evolve our approach in response to our national efforts against COVID-19. In doing so, we will continue to ensure that the SDA delivers its vital role in protecting the people of the UK.



Rob Holden,
SDA Chair



Ian Booth,
SDA Chief
Executive Officer

The Role of the SDA - Who We Are

The SDA is an Executive Agency of the 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 in the world. We deliver assured capabilities to the Royal Navy that are essential to the delivery and maintenance of our nation's Continuous at Sea Deterrent.

The SDA has some of the nation's most experienced defence nuclear experts in our workforce, as well as highly professional and experienced project managers and procurement specialists. At the start of the financial year (April 2020) we had around 1700 employees. This is made up of civilian and military personnel across a range of functions such as engineering, project management, project controls, finance and commercial. Our people are at the heart of our success and we focus on creating the environment and conditions to enable them to deliver the best outcomes for Defence.

We continue to grow our capability by improving and developing our skills in key areas such as project and programme management and commercial control. As a joint Enterprise and in recognition that we only succeed together, we work closely with the Defence Nuclear Organisation and Navy Command. This will ensure that, by delivering our common goals, we meet the nation's defence and security requirements. We also work alongside Defence Equipment & Support (DE&S), which provides some of the equipment on which submarines depend.

As a delivery organisation, our focus is on operations alongside our Royal Navy customer at Her Majesty's Naval Bases (HMNB) Clyde and Devonport, and with our key suppliers BAE Systems (BAES), Rolls-Royce and Babcock across the UK. Our main office is in

Bristol, which supports the key work undertaken at other defence and industry sites. In the US we work collaboratively with Department of Defense colleagues.

Our [Annual Report and Accounts](#) reports on our performance in the previous financial year. Notable achievements in financial year 2019-20 include:

- continuing to build on the dynamic and responsive work addressing a range of emergent challenges, as is to be expected with operational deployment of the Royal Navy's submarines. Our targeted initiatives to optimise submarine availability in line with the operational programme are further enhancing performance across the maintenance programmes;
- ensuring that the Dreadnought submarine programme remains within budget and on track for the First of Class, Dreadnought, to enter service in the early 2030s. Staged investments have allowed good progress to continue the whole boat design and the construction process; and
- taking forward our programme of work to manage and dispose of the twenty submarines now decommissioned from Royal Navy Service and commence planning for a further seven submarines as part of future decommissioning activity. A major achievement has been our work on the second submarine, named Resolution, as part of the maturing technical solution for submarine disposal.

Throughout the three-year period, 2020-2023, we will remain focused on programme delivery and ensuring that our system of governance and internal controls enable the organisation to effectively and safely deliver submarine capabilities to the Royal Navy to support current and future operations.



Our Key Activities – What We Do

Our Vision and Purpose

Defence Purpose

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

Our Vision

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

Our Purpose

In supporting the MOD to meet its overall purpose, the SDA has key areas of delivery. This is set out in our Purpose which is to:

- maintain the Continuous at Sea Deterrent by safely delivering available, capable and reliable in-service submarines and systems;
- lead the design and construction of all new UK submarines and, working with our customers and suppliers, bring them into service as effectively and efficiently as possible;
- manage the delivery of the nuclear infrastructure needed to support the submarine fleet including maintenance operation and new construction;
- safely dispose of the UK's submarines that are no longer in-service;
- ensure that we retain and develop the submarine technology base such that it meets our future requirements and retains our capability advantage;
- support and fulfil our roles in international partnerships; and
- develop a sustainable industrial base for the Submarine Enterprise that is able to support all requirements efficiently, sustainably, safely and securely.

We will deliver value for money across all our programmes through achieving an optimal balance of time, quality, safety and cost.

Our Values

We have committed to developing the SDA to be a high-performing organisation that is an exciting and rewarding place to work. We have immense pride in ensuring that all our people – regardless of job, grade or function – role model behaviours that support our strong diversity and inclusion ethos. This means that we understand our core values and aim to live these daily. These include:

- exemplary safety and security – of our people and products;
- cost control linked to performance;
- upholding the highest ethical standards in our business dealings;
- quality; and
- agility.

During 2020-21, we have committed to undertake work to build our core values into a clear proposition that will help our people, our industry partners, and those considering working with the SDA (either as a contractor or a core member of the team) understand our values and ways of working. We will also ensure that our people can see how our values support and link to the Civil Service values and standard of behaviour as set out in the [Civil Service Code](#)¹.



¹ The Civil Service Code can be accessed at: <https://www.gov.uk/government/publications/civil-service-code>.

Our Strategy – Developing How We Deliver for Defence

As part of the on-going development of the agency, we have been reviewing our approach to ensure that there is a clear line of sight between what we do and how we measure and communicate our performance. As such, we now articulate our roles and responsibilities by linking each element of our Purpose with key workstreams of activities and improvement work.

Using this framework (pictured on pages 8 and 9) our Corporate Plan sets out some of the key activities on which we will focus to ensure that we deliver Defence's priorities and that our performance is effectively managed, measured and delivered.

On the grounds of security and commercial sensitivity, we have withheld details of our programme plans, milestones and Key Performance Indicators (KPIs). This information is held within government and we are held responsible for our corporate and programme performance using a range of monitoring, reporting and review processes and fora.

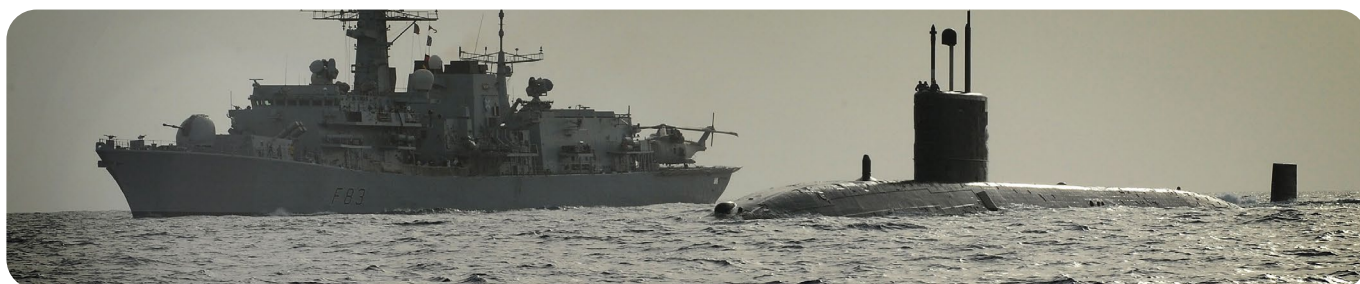
The SDA operates a long-term business. Our programmes are enduring to ensure the Royal Navy gets the best support it requires over the next fifty years and beyond. Since agency establishment, we have worked closely with our customers to shape the Enterprise, while working on common goals to achieve the nation's submarine defence requirements. We have strengthened and invested in our organisational capabilities and focussed on the effectiveness and efficiency of several programme areas (such as the Dreadnought Alliance and the availability of the in-service flotilla) to improve current and future delivery. More recently, we have evolved our Operating Model to take a leading role in the management of complex assets and infrastructure used across our programmes. Further information on these changes is provided in later sections of this Corporate Plan. The Submarine Enterprise has different levels of maturity with different

mixes of roles, skills and capacity. To be truly successful in the long-term, we will need to work across this community to ensure our approaches are aligned to the national endeavour that is Continuous at Sea Deterrent (CASD).

We remain committed to realising the ambitions set for the SDA of becoming a high-performing Executive Agency and an employer of choice. Empowering our people in an agile environment and culture so that they can focus on what really matters will be key to our collective success. We have, therefore, commenced several organisational-wide improvement initiatives to enhance our ways of working, culture and behaviours across four key themes:

- **Organisational Clarity and Integration:** Making sure it's really clear who is doing what and setting up our new directorates on a strong footing for the future.
- **Organisational Capability:** Creating the environment and conditions for our people to deliver the best possible outcomes for defence.
- **Ways of working:** Ensuring we have the right processes and management system to operate them.
- **Integrated Planning and Information:** Making sure that we deliver all our complex programmes effectively and have the information we need to make the right decisions.

In reviewing progress on this development journey, we draw on feedback from our people, including the annual People Survey and leadership engagement events across our sites. This provides a rich source of information about what is working well in the SDA and where we might need to focus further action. We remain committed to involving colleagues across the agency in such follow-on activities and in providing regular updates to our people demonstrating that we listen, care and will work together to improve the SDA.



Our strategy – Linking our purpose, what we do and how we will develop for Defence

SDA purpose link	Key work areas	SDA lead	Key performance indicator (KPI)	Improvement activities
Maintaining the Continuous at Sea Deterrent	Delivering today's capable and available submarines through in-service technical authority provision, combat systems and maintenance delivery.	Director Submarine Readiness	Performance against the in-service support programme provides an overview of our confidence in the programme. These KPIs provide an overview of the health of the in-service programme including associated systems.	To improve support to today's Royal Navy through capable, available submarines for Defence.
Construction of new submarines	Delivering future submarine capabilities through delivery of the Astute, Dreadnought and SSN(R) programmes.	Director Submarine Acquisition	Performance against our acquisition programmes provides an overview of our confidence in the programmes. Assessed against delivery of the strategic milestones on time and to cost, the KPIs provide an overview of the health of the acquisition system.	To deliver submarines faster and cheaper, with greater confidence and certainty.
Nuclear infrastructure	Effectively operating and maintaining facilities at Devonport, as well as the development of new facilities to meet future requirements.	Technical Director/ CSSE	These KPIs will track progress with delivering the programme work to support nuclear infrastructure requirements in support of the Submarine Programme. These KPIs provide an overview of the health of the programme to sustain submarine nuclear infrastructure both now and in the future.	To transform the status of the submarine programme's dependencies on infrastructure.
Safely disposing of the UK's submarines	Actively managing the UK submarine nuclear legacies through defuelling activities at Devonport and dismantling services at Rosyth.	Technical Director/ CSSE	Performance against the agreed programme of activities will provide confidence that we are making progress in developing our submarine disposal process in preparation for steady state disposal by 2026, including the safe defuelling and maintenance of submarines that have left service.	To utilise the best nuclear decommissioning expertise to inform and underpin our programmes.
Submarine technology and capability development	Provision of expert advice on safety, technical standards and future technology exploitation.	Technical Director/ CSSE	These KPIs will check that the SDA is embedding a culture that achieves continuous improvement in safety through a robust and consistent application of processes and development of lessons learned.	To establish a robust framework for engineering excellence, supported by a highly capable workforce.
International partnerships	Delivery of Strategic Weapons Systems, Trident programme coordination and coherence, and fulfilling our roles in the 1963 Polaris Sales Agreement and 1958 Mutual Defence Agreement.	Technical Director/ CSSE	While we are focussed on supporting and fulfilling our role in international partnerships, as our work is part of wider departmental activities, we do not have a specific KPI on this area.	To transition relationships and arrangements to support our latest and new programmes.

SDA purpose link	Key work areas	SDA lead	Key performance indicator (KPI)	Improvement activities
Submarine enterprise industrial base development	Ensuring industry delivers sustainably, safely and securely through supplier and supply chain development as well as better contracting.	Commercial Director	KPIs in this area will help us review the SDA's relationship with industry and the supply chain to effectively and cost-efficiently deliver for the SDA's customers, as well as protecting our ability to deliver underwater capabilities in the future.	To develop a sustainable industrial base for the submarine enterprise that is able to support all requirements efficiently, sustainably, safely and securely.
Enabling SDA delivery	Enabling SDA delivery through Financial and Project Controls.	Chief Financial Officer	These KPIs assess how we maintain and manage our financial and project controls. It includes measures as to whether the SDA is successfully delivering a more realistic financial forecasting accuracy and stability.	To maintain and improve financial management.
	Enabling SDA delivery through governance, HR, and Resourcing, as well as Security, accommodation management, communications and engagement.	Director Corporate Operations	In assessing the SDA's management and delivery of its corporate performance, we include KPIs such as ensuring that the SDA has the right people, with the right skills in its core workforce. It also tracks that the SDA is embedding a culture that achieves continuous improvement in security, like safety, through robust and consistent application of processes and the development of lessons learned.	To enable the SDA to do its best, every day.
	Focussing on becoming a world-class delivery agent and great place to work through improving performance and enabling effectiveness.	Deputy Chief Executive Officer	In recognition of the SDA's ambition to be a high-performing Executive Agency, this KPI area will assess how we are improving our internal performance and delivering our business improvement and development initiatives.	To organise our key strategic change activities to maximise benefit.

Our Plans – Delivering Our Purpose

To achieve our vision and purpose, on behalf of our primary customers, the Defence Nuclear Organisation and Navy Command, we will undertake a range of acquisition, in-service support, infrastructure, disposal and business programmes of work.

Maintaining the Continuous at Sea Deterrent

“We maintain the Continuous at Sea Deterrent by safely delivering available, capable and reliable in-service submarines and systems.”

The Nuclear Deterrent

Our nuclear deterrent guards against the most extreme threats to the nation’s way of life, both now and in the future, providing the ultimate guarantee of our national security. The UK’s nuclear deterrent is currently delivered by the four Vanguard class Ballistic Missile Submarines that are being upgraded to ensure they remain highly capable until they are replaced by four new Dreadnought class submarines. This will ensure that the UK has a credible, independent and capable nuclear deterrent out to the 2060s and beyond.

Supporting the Fleet

In addition to supporting the current Vanguard class of submarines, the SDA works closely with the Royal Navy to maintain the Trafalgar and Astute classes of attack submarines currently in-service. We work with Enterprise colleagues at HMMB Clyde and Devonport, as well as across the submarine supply chain, on a range of initiatives covering engineering and associated design efforts. Building on work completed during Financial Year (FY) 2019-20, our joint aim is to use methods, such as data exploitation, to increase our productivity and the timely provision of spares during maintenance programmes and operational patrols. Our strategy – which is an Enterprise-wide endeavour – will continue to ensure that the Royal Navy has the submarine capabilities it requires for defence operations now and in the future.

We continue to work collaboratively with our industry partners: Rolls-Royce Submarines and Babcock Marine, to support the Naval Reactor Plant (NRP) and associated

technology, throughout its life cycle from design to decommissioning. In-service support is provided to two classes of Pressurised Water Reactor (PWR), PWR1 fitted to the Trafalgar class submarines and PWR2 fitted to the Astute and Vanguard classes. Our focus is on sustaining these technologies at a level that ensures they will remain safe to operate and available until each class leaves service. PWR3 will be fitted to the new Dreadnought class, so we are already working on the support and maintenance requirements for these future capabilities.

As part of our efforts to help keep safe and capable submarines at sea, we are responsible for maintaining and developing operational platform and combat system capabilities. Through maintenance activities, we ensure that the equipment on submarines works effectively and is refreshed and upgraded as necessary. We work with DE&S to fit and maintain equipment that is used on both submarines and surface ships such as refrigeration units, air conditioning plants and fire-fighting equipment.

Through the UK’s Chief Strategic System Executive (see page 19), we support the provision and maintenance of the Trident Weapon System and independent coordination, coherence and assurance of Continuous at Sea Deterrence activities and equipment across both in-service and acquisition programmes.

Construction of New Submarines

“We lead the design and construction of all new UK submarines and, working with our customers and suppliers, bring them into service as effectively and efficiently as possible.”

The Dreadnought Programme

In the future, the UK’s nuclear deterrent capability will be delivered by the four new Dreadnought class submarines.

At the start of FY 2020-21, the Dreadnought Programme remains within budget and on track for the First of Class, HMS Dreadnought, to enter service in the early 2030s. The programme is in Delivery Phase 2 (DP2). Staged investments have allowed good progress to continue

on the whole boat design and the construction process. For example, we made further commitments of around £2.5bn as part of DP2, supporting building of facilities at BAES' shipyard in Barrow-in-Furness and the next generation of facilities at Rolls-Royce's Raynesway site in Derby, as well as continued design and construction activity. To sustain progress, the MOD was also given access to a portion of the £10 billion contingency by HM Treasury to enable opportunities over the coming years to be taken to drive out cost and risk later in the Dreadnought programme.

In September 2019, construction work officially started at the BAES Barrow shipyard on Valiant, the second in class of the Dreadnought submarines. The third and fourth boats' names were also formally announced during 2019 as Warspite and King George VI.

Next Generation Nuclear Propulsion Plant (NGNPP)

As part of our through-life work supporting submarine nuclear propulsion plant, assembly has already begun of the Nuclear Reactor Plant (PWR3), which will be used in the Dreadnought class. The PWR3 reactor will deliver technological improvements while sustaining safety, integrity and availability and at the same time, reducing through-life costs. As part of our progress on the Dreadnought Programme, we awarded to Rolls-Royce contracts worth nearly £480 million for the manufacture and delivery of PWR3, for all four Dreadnought submarines.

The Astute Programme

The Astute class are the largest, most advanced and most powerful attack submarines ever operated by the Royal Navy. The Astute submarines are being built for the Royal Navy by BAES in Barrow to replace the Trafalgar class submarines. There will be seven vessels in the Astute class. Three are in service with the Royal Navy; HMS Astute, HMS Ambush and HMS Artful. In April 2020, HMS Audacious was handed over to the Royal Navy and sailed from Barrow to her new home of HMNB Clyde to prepare for sea trials. The remaining three boats, Anson, Agamemnon and Agincourt, are under various stages of construction at the BAES shipyard.

Maritime Underwater Future Capability

During 2019-20, work was progressed around a Maritime Underwater Future Capability (MUFC) and approval was received to enter a Programme, Definition and Design (PDD) phase from April 2020. The MUFC PDD phase will consider a range of potential capability delivery options and delivery arrangements, including

a manned nuclear powered submarine (known as the Submersible Ship Nuclear (Replacement) (SSN(R)) and autonomous vehicles, to inform a future capability decision.

Nuclear Infrastructure

“We manage the delivery of the nuclear infrastructure needed to support the submarine fleet including maintenance operation and new construction.”

The Defence Nuclear Enterprise, which includes the SDA, manages the nuclear infrastructure needed to support Royal Naval capabilities now and in the future. Construction is underway on the Primary Build Facility at the BAES Barrow-in-Furness shipyard, which will help support a more efficient submarine production process for the new Dreadnought-class submarines. The Primary Build Facility comprises of two main facilities. These are a linked group of buildings within which the fabrication of the submarine reactor pipework and the assembly of the reactor is carried out, together with supporting office and welfare facilities.

At the Rolls-Royce Raynesway site, progress is being made with facilities where construction and testing of the new nuclear reactor cores – PWR3 for the Dreadnought Programme – takes place. Work also progresses with Babcock Marine at Devonport Dockyard where construction of the facilities to defuel decommissioned attack submarines is continuing, and at HMNB Clyde, where refurbishment efforts continue to support today's submarine operations. Working with our customers and industry partners, we are reviewing the infrastructure requirements at Devonport and Clyde to support the delivery of future requirements for the Astute class submarines.

In January 2020, the National Audit Office (NAO) published a report on the Nuclear Infrastructure associated with Defence programmes. As the NAO and Public Accounts Committee (PAC) have acknowledged, nuclear infrastructure projects are often large and complex with bespoke designs. We are investing significantly in infrastructure across the Defence Nuclear Enterprise and will continue to work closely with regulators and industry partners to sustain improvements.

Safely Disposing of the UK's Submarines

“We safely dispose of the UK's submarines that are no longer in-service.”

The disposal of ex-service nuclear submarines is a complex and challenging undertaking. No nation has yet attempted full submarine dismantling. The SDA, on behalf of MOD, is developing and benchmarking world-class dismantling and waste disposal techniques which will meet all safety environmental and sustainability standards, achieve best value for the taxpayer and address intergenerational liability expectations.

The SDA operates a programme of work – the Submarine Dismantling Project - to manage and to dispose of the twenty submarines that have now been decommissioned from Royal Navy service. All laid up submarines in Rosyth and Devonport dockyards are managed in accordance with safety, security and environmental protection requirements.

Over recent months, we have made significant progress in this complex area. The technical solution for 'Stage One' dismantling has been developed and deployed successfully on the demonstrator submarine, named Swiftsure. Dismantling of the second submarine, Resolution, has also now commenced. In March 2020, we completed work to remove Low-Level Waste (LLW) from Resolution - the second submarine to undergo

dismantling. 76.8 tonnes of Low-Level Waste (LLW) has been removed (110.3 tonnes combined total for all LLW/non-LLW). This is approximately 50% more LLW removed than on Swiftsure in a shorter timeframe, with both projects completing on time and within budget.

As we look to future phases of the project, we awarded a contract for the Reactor Pressure Vessel Transport Container in October 2019; which will cover the removal of the Intermediate Level Waste. This contract is for the design phase only, with an option to manufacture the first two units.

The SDA's Sustainable Approach

The topic of Sustainability has been increasingly prominent within the SDA in keeping with wider MOD-wide and Government programmes. By adopting a responsible approach, we recognise this will realise a significant range of benefits, not just for the environment, but across the Submarine Enterprise in terms of managing risk, saving money and achieving compliance and maintaining Defence's reputation. This in turn will ensure that we can meet our vision and safeguard capability for the long term. The SDA's Environmental Strategy is the overarching document which sets out our approach to managing environmental and sustainability issues and is supported by the an Environmental Management Plan, which describes how the United Nation's Sustainable Development Goals are being delivered through our activities.



Key developments for 2021 and beyond include the establishment of the SDA's Go Green Network as a mechanism for our staff to engage in the green agenda and the preparation of our Technical Infrastructure Sustainability Strategy and associated plans to set out how sustainability will be delivered through our infrastructure programme which supports the through-life cycle of the UK's submarine capabilities. We are also currently in the process of producing an SDA Sustainable Procurement Strategy, to outline how we will embed sustainability through our supply chain, and a Net Zero Carbon Strategy.

Examples of specific initiatives being undertaken include:

- eliminating the use of halons on the Astute boats and in future submarine designs; the use of halons is now limited to the Vanguard class boats but only for critical use in fire protection systems;
- ensuring robust scrutiny of the usage and emissions of carbon intensive F-Gases across both the submarines and surface fleet through the newly established Fleetwide Gases Working Group. Projects are being implemented to phase out and achieve the ultimate replacement of these substances whilst maintaining the capabilities of the Royal Navy;
- ensuring the new Dreadnought class submarines are being built to use ultra-low Global Warming Potential systems; and
- taking further action taken to remove asbestos from in-service submarines where feasible, in order to minimise risks to workers and environmental health. Further information on our programme of work to safely dispose of the UK's submarines are included in the 'Our Plans – Delivering Our Purpose' section of this Corporate Plan.

SUSTAINABLE DEVELOPMENT GOALS



Submarine Technology and Capability Development

“We ensure that we retain and develop the submarine technology base such that it meets our future requirements and retains our capability advantage.”

In ensuring we retain and develop the submarine technology base, we undertake and provide a range of engineering services supporting the governance of our engineering activities and engineering products - both platforms and infrastructure. This covers management of nuclear safety and environmental protection, systems engineering policy, processes, standards and assurance, development of submarine technology, stealth technology, nuclear emergencies response and training and nuclear skills development. In addition to the engineering and technical skills the submarine programme requires, we continue to build on the strong foundations established in recent years to develop our tools and processes around programme control and technology management.

As part of wider defence maritime programmes, including those delivered by DE&S, we provide Naval Authority Safety Assurance, including certification activities and technical support, alongside leading on the development and management of a range of Maritime Technical Publications and standards documentation.

In support of the nuclear deterrent, we work as the principal professional authority for the procurement, through-life support, safety and effectiveness of the Trident II (D5) Strategic Weapon System. We will continue to fulfil our role in support of international agreements, principally the 1958 Mutual Defence Agreement and 1968 Polaris Sales Agreement, to support the UK deterrent posture (also see page 14).

Our core message of ‘Never Silent on Safety’ will continue during 2020-21 with a focus on three areas: Culture – establishing a stronger, more inclusive safety culture; Organisation – ensuring everyone is clear on their safety responsibilities; and Capability – demonstrating that we have the right safety capability now and for the future.

Our safety and environmental policies and practices have been updated to strengthen our commitment to sustainability principles and the wider Sustainable MOD Policy, as well as specific policy measures such as the Greening Government Commitments.

International Partnerships

“To support and fulfil our roles in international partnerships.”

The UK works closely with the US on nuclear defence cooperation, underpinned by the 1958 Mutual Defence Agreement (renewed in 2014) and the 1963 Polaris Sales Agreement (amended in 1982 to provide for the Trident missile system). These agreements allow the UK to work closely with US Counterparts on Nuclear Propulsion and the Trident System to improve effectiveness whilst maintaining full operational independence. In the SDA, as part of our work across the procurement and support life-cycle of the UK's submarine programmes, including the Continuous At Sea Deterrent, we proudly support these agreements, working both here at home and in the US to ensure effective programme co-ordination, safety and assurance activities, collaboration and knowledge sharing.

Submarine Enterprise Industrial Base Development

“To develop a sustainable industrial base for the Submarine Enterprise that is able to support all requirements efficiently, sustainably, safely and securely.”

A key role for the SDA is to lead the supply chain and work with industry and public sector partners to ensure that the submarine supply chain technology, skills, manufacturing and maintenance competency is sufficient to support the UK's submarine requirements long term. In support of government industrial policies and strategies, we continue to work closely with our supply chain to develop a high-performing, responsive and resilient industrial base with the appropriate skills and capabilities.

To continue improving performance in the future, we will develop our industrial strategy and consider how our supply chain can best support our Enterprise and how the use of suppliers, including small and medium-sized businesses, can support the wider Prosperity Agenda.

As we continue to manage our supplier strategies, we will embed new working practises to drive more value and performance consistently and cohesively with our industrial partners and the onward supply chain. We will proactively increase our understanding of risk within the supply chain and continue to actively mitigate and manage those opportunities within the supply base through communication, audit, improvement plans and metrics.

Internally we will continue to re-examine our approach to the market and using Category Management, develop strategies for the products we source and buy. We will use existing initiatives to align our approach better with our suppliers, by both increasing standardisation and through the Acquisition Review.

We will drive value for money for the taxpayer, through strong commercial principles applying the Single Source Contracting Regulations and driving transparency of cost and performance and incentivising schedule adherence and value improvement. This will encourage the Enterprise (including suppliers) to deliver value for money, certainty and compliance from concept to programme closure. Within the SDA, we will continue to develop our people and, using the Government Commercial Function Operating Standards, increase our audit and assurance activity to ensure we are capable.

Enabling SDA Delivery

To support delivery of our purpose, we must manage and run the SDA - an Executive Agency of the MOD - as an effective and cost-efficient business. Activities draw on areas of expertise including finance, human resources (HR), security, information management, business management, communications and strategy and change. Our aim is to ensure that, while supporting the ongoing development of the agency, we continue to improve the efficiency and effectiveness of our services, developing an operating model that is fit for today and into the future. The landscape continues to evolve at pace and it is vital that we ensure that the SDA provides a safe and secure organisation working in step with MOD and Civil Service best practice.

How We Deliver

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) and agreed at the start of each financial year. Once the SASPs are in place, our Chief Executive Officer is accountable to our customers for delivery. In turn, the Defence Nuclear Organisation and Navy Command provide funding and resources to ensure that the outputs can be delivered.



Defence Nuclear Organisation

Our People

We have a highly skilled and capable workforce and recognise the importance of continued training and development to deliver the technically challenging programmes of work we are tasked with.

With our strong focus on the support or acquisition of submarines as critical defence capabilities, most of our people are positioned within our delivery teams and grouped in the following divisions; Acquisition, Submarine Readiness, Infrastructure and Disposal and Technical. These areas focus on the outputs set out in our SASPs. Our enabling teams; Finance, Commercial, Corporate Operations and HR, are vital to ensuring that resources and business management systems operate effectively and efficiently. This organisational set up ensures that we are agile in our decision-making, deploying the right skilled personnel into the right business area as required.



Working with Industry

As the sole UK buyer of nuclear submarines, we have a critical relationship with our major Tier 1 suppliers – BAES, Rolls-Royce and Babcock. Building on the Submarine Enterprise Performance Programme, we balance commercial tension with the appropriate partnering behaviours. This is underpinned by the Single Source Contracting Regulations.

We work collaboratively throughout the supply chain, providing opportunities for engagement to support innovation, a focus on longer-term strategy and to check against on-going programme delivery.

In demonstration of our commitment to intensify efforts with our industrial partners to improve performance, we established the Dreadnought Alliance in April 2018. This is a joint management team between the SDA, BAES and Rolls-Royce who share the aim of effectively and efficiently transitioning design information into production outputs.

Governance is provided through an Alliance Leadership Board, made up of a representative from each of the three parties. Sir Peter Gershon is the Independent Chair of the Alliance. The team is united in their focus and requirement to drive the Alliance programme schedule at pace, to ensure that the first Dreadnought submarine is delivered in the early 2030s.



Our Resources

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, our Chief Executive 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.

Budget (values £m)	2020-2021	2021-2022	2022-2023
Total Equipment Plan	3,669	3,619	3,802
SDA Operating Costs	179	167	169

Measuring Our Performance

As indicated earlier in this Plan, our performance in delivering our customers' requirements is scrutinised regularly by the Executive Team, the SDA Board and the Departmental Sponsor in the Defence Nuclear Organisation. An overall assessment of organisational, financial and programme performance is reported through our KPIs – which are summarised as part of our business planning framework detailed on page 9.

Our performance as an agency, including financial performance, is reviewed and published annually in our [Annual Report and Accounts](#)².

Since standing up as an Executive Agency, as part of our approach to programme and performance management, we have refined our strategy for managing risk across our business and the interface with our customers. It is critical that we understand the risks to our business so that we can minimise the potential impact on timely and effective delivery of our objectives. In line with project, programme and portfolio (P3M) best practice, we have a comprehensive approach to risk, which is considered at several levels: individual project level where clear scope, cost and time parameters are defined; programme level, especially where we are delivering projects at an integrated manner in support of our customers' Command Plans; and strategic level where we focus on ensuring the SDA is a robust, compliant and sustainable agency of the MOD. We also work collaboratively with our customers to share our understanding of risk and associated mitigation activities to ensure that we develop a shared view of risk across the Submarine Enterprise.

Having matured our approach over the last few years, we will continue our work to further improve our links between our risk data and other controlling artefacts such as schedules, assumptions, cost portfolios and our SASPs. We will also continue our analysis and management of our project and programme risks to those at the strategic level, so that we can strengthen analysis of our data and work to reduce both our own and our customers' risk exposure.

² The SDA's first Annual Report and Accounts covering 2018-19 can be accessed at: <https://www.gov.uk/government/collections/submarine-delivery-agency-sda-annual-report-and-accounts>

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, 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 our Chief Executive Officer.

Our Sponsor

Nicole Kett, Director Strategy and Policy in the Defence Nuclear Organisation, acts as the Departmental Sponsor for the SDA and engages on our business performance. As an Executive Agency, the SDA sits under the Top-Level Budget area of the Defence Nuclear Organisation. Our Chief Executive Officer receives his delegations and Operating Expenditure from Director General Nuclear.

Our Board

The SDA Board, chaired by Non-Executive Director Rob Holden, endorses our strategy and ensures it is reflected in our plans. It also oversees financial and operating controls, providing insight, support and challenge to the Executive Team. The Board has a critical role in ensuring that the SDA is fully compliant with safety and security regulations and that it has the appropriate capabilities to deliver its role effectively.



SDA Chair
Robert Holden



Non-Executive Director
Dominic Wilson



Non-Executive Director
Sir Simon Bollom



SDA Chief Executive Officer
Ian Booth



SDA Chief Finance Officer
Bruce Martin



Non-Executive Director
Jonathan Simcock



Non-Executive Director
Anne Baldock



Non-Executive Director
Chris Walton



Non-Executive Director
Annette Hobhouse

Our Executive Team

We are led on a day-to-day basis by our Chief Executive Officer and the Executive Team. In recognition of the complexity of our programme of work and to ensure that we are best able to meet our customers' challenging requirements effectively and efficiently, the SDA has been enhanced by amending our organisational structure.

Acknowledging our pivotal role in ensuring today's in-service submarines are available and ready to deploy to meet Defence operational requirements, we adjusted the original Director Submarine Support portfolio of work and created a new lead for Submarine Readiness. This will ensure we sustain an unerring focus on delivering capable and available submarines for the Royal Navy.

During 2019, we also recruited a Technical Director to bring together the engineering excellence that underpins the delivery of safe and capable submarines to the Royal Navy. Our Technical Director will also oversee and drive our work on submarine infrastructure and disposals.

Our revised structure will bring greater focus and ensure that key workstreams are effectively supporting delivery of our re-aligned purpose.



Ian Booth

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 which provides the SDA with clear delivery and operational focus.



Rear Admiral Paul Halton OBE

As Director Submarine Support Rear Admiral (RAdm) Paul Halton's priority is to improve the availability and capability of our submarine force. The role of Director Submarine Support was previously known as Director Submarine Readiness.



Dr Tim Sheldon

Director Submarines Acquisition, Dr Tim Sheldon, leads the Dreadnought, the Astute and SSN(R) programmes. He also leads on our relationship with BAE Systems Submarines.



Bruce Martin

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



Ruth Todd

As Commercial Director, Ruth Todd, is responsible for procurement and supply chain matters across the agency 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. From Summer 2020, Ruth will be seconded to another government department in support of efforts to combat the COVID-19 pandemic. During this time, Jim Carter will be deployed from within the MOD to cover the Commercial Director role.



Rachel Baguley

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



Keith Beckett CBE

Keith Beckett was appointed in the new position of Technical Director towards the end of 2019 and will lead work to ensure we have the engineering specialists to deliver safe and capable submarines to Royal Navy operations. He will also provide a dedicated focus on safety, quality and the timely completion of our complex engineering projects, including submarine infrastructure and disposals. Additionally, Keith serves as the Chief Strategic Systems Executive, which is the UK's Project Officer for the Polaris Sales Agreement with the United States and is Deputy Chief Executive Officer of the SDA. As Deputy Chief Executive Officer, Keith is responsible for delivering organisational change and strategy work aimed at developing the SDA to be a high-performing organisation.



