



# Delivering differently together: reframing Submarine Enterprise support

**Mike Robinson**  
Submarine Strategy Director & MD SSE

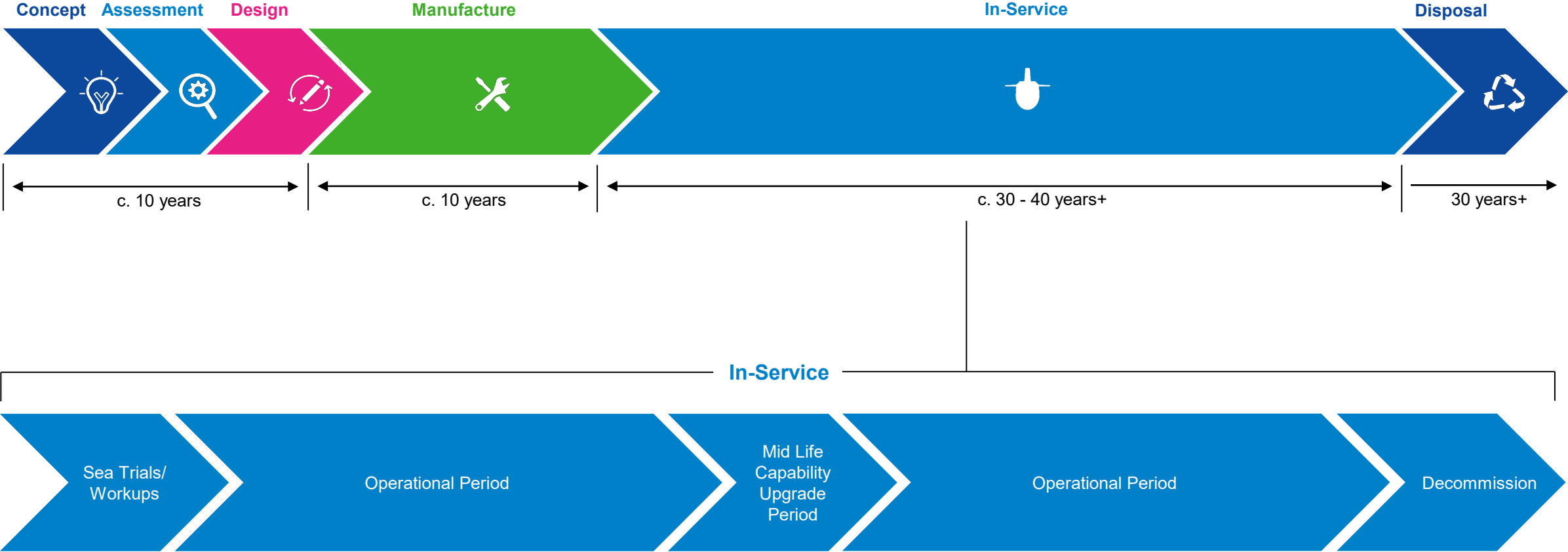
# Delivering differently together: reframing Submarine Enterprise support

**Delivering today:** maximising existing capability and availability

**Delivering tomorrow:** balancing and securing future needs whilst maintaining operations

**Delivering together:** a shared vision driving stability and sustainability into future programmes

# Delivering Today: UK Nuclear Submarine Lifecycle





# Delivering Today: Devonport

- › **The only facility** capable of conducting Deep Maintenance of UK nuclear submarines
- › **Maximising capabilities** of existing facilities through digital dockyard innovations
- › **Significant infrastructure investment** underway at Devonport
- › Focus on **embedding learning from experience** into future maintenance projects
- › **Full lifecycle management of nuclear facilities**, including fuel handling for decommissioned submarines





# Delivering Today: HMNB Clyde

- › Supporting the UK Royal Navy's nuclear submarine flotilla to maintain the Continuous At Sea Deterrent and SSN readiness
- › Delivering productivity utilisation initiatives
- › Continuous improvement in SSBN delivery metrics
- › Ongoing implementation of prioritised improvements
- › Supporting wider base infrastructure improvements via the Nuclear Technical Support Provider contract



# Delivering Today: Bristol

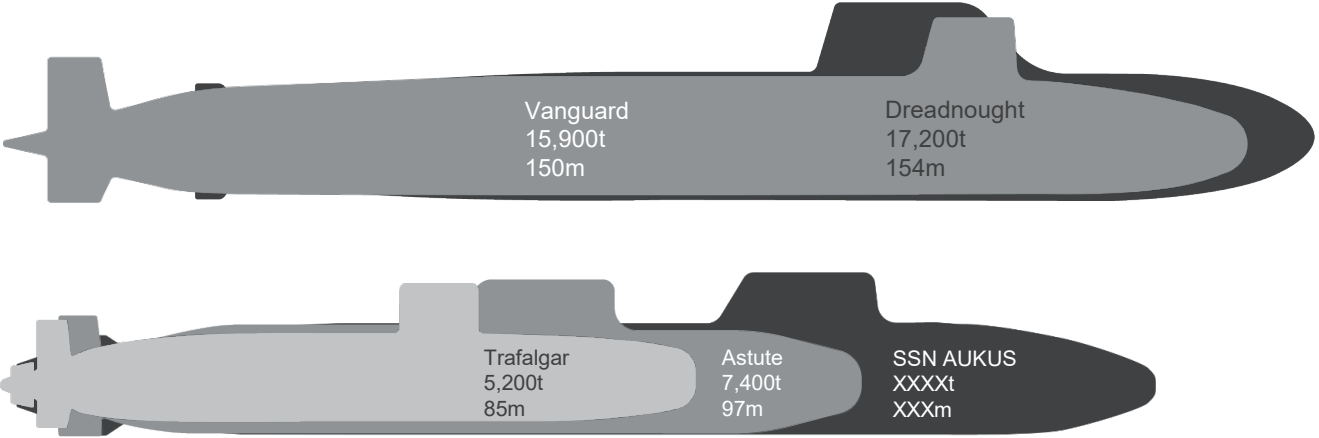
Driving collaborative working with the MoD design authorities to:

- › Understand submarine material state to maintain safe, capable and available platforms
- › Produce the long term, deliverable programme for the maintenance, repair and overhaul of the Royal Navy nuclear submarine flotilla

Babcock is the industry lead for the Vanguard and Astute Class availability and sustainment programme.



# Delivering Tomorrow: Future Needs

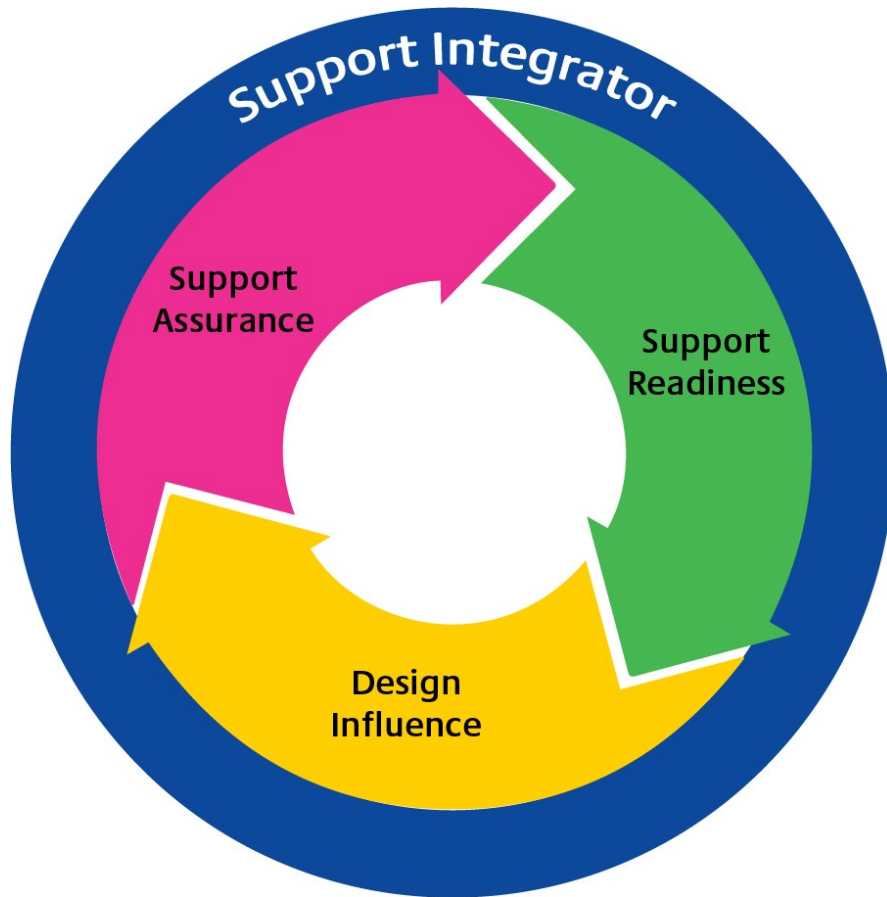


- › Ageing assets and infrastructure
- › Step change with new classes (PWR2 - PWR3)
- › Concurrency and tempo of operations
- › Submarines getting larger and more complex

More Platforms      More Availability      More Complex

Changing the course, structure and management arrangements

# Delivering Tomorrow: Support Integrator

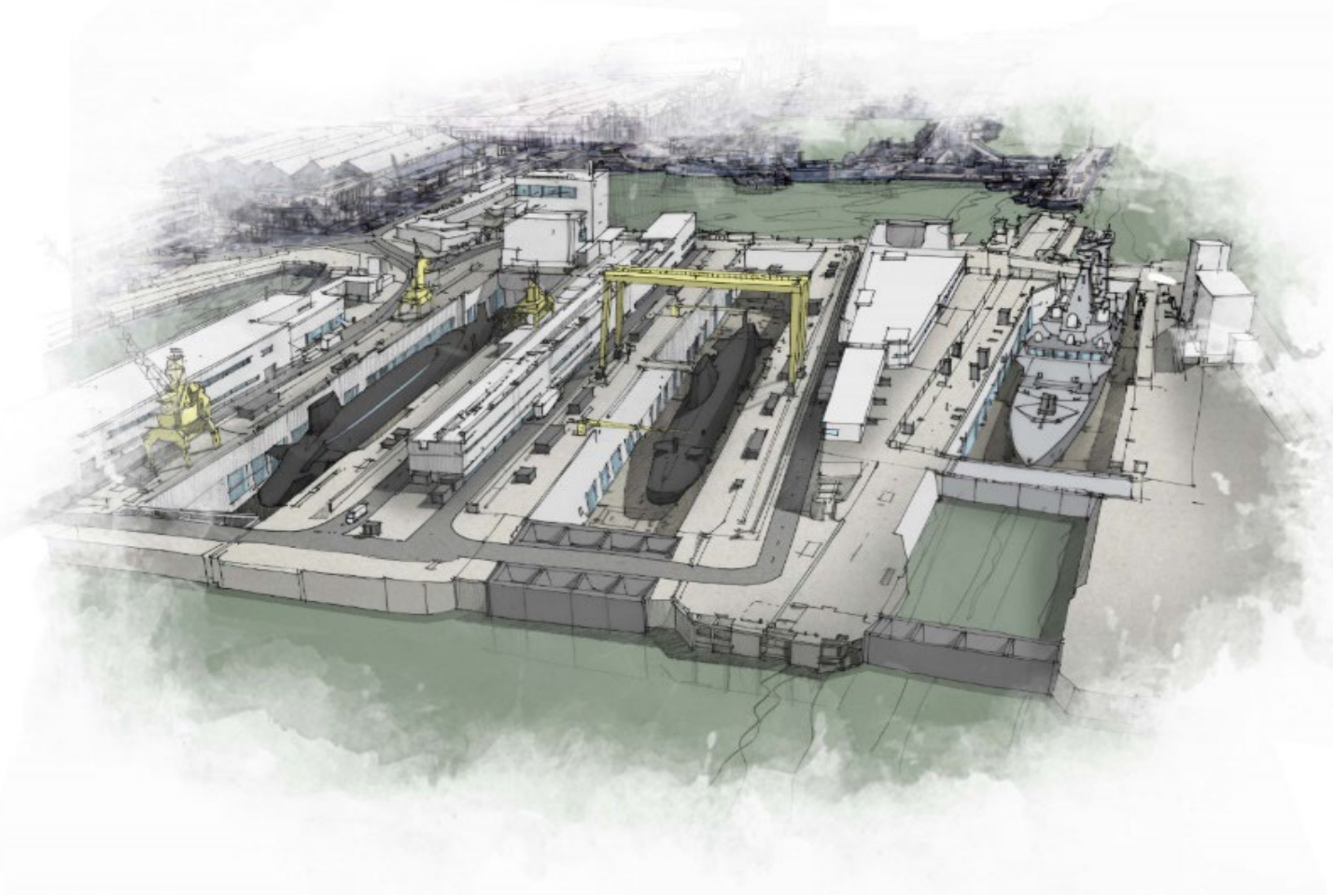


- › Part of a collaborative approach alongside design and build
- › Advocate for supportability in the design to deliver on common objective of in-service value
- › Provides confidence that availability can be achieved across the lifecycle
- › Prepares the in-service enterprise to sustain and maintain



# Delivering Tomorrow: Capability

- › Providing the capability and capacity to continue to deliver safely and efficiently
- › Flexible facilities delivering choice and resilience into the Defence enterprise
- › Leveraging the digital asset information for our new facilities
- › Delivering innovation that underpins performance and drives confidence



# Delivering Tomorrow: Our People Strategy





# Delivering Together: Better Together

- › No single entity can deliver this alone
- › Working collaboratively with MoD and Industry Partners to go further and faster
- › Collective buy-in to a joint vision, coupled with shared incentivisation
- › Clarity on the outcomes and agreed roles and responsibilities





# Summary

- › Effective workforce and infrastructure are vital enablers of the submarine enterprise
- › Inserting in-service knowledge into design and build is a game changer for future availability
- › Long term, stable and collaborative working maximises enterprise output
- › Joint vision with shared incentivisation is essential



**Creating a safe and  
secure world,  
together**