



ONE DEVONPORT

A Blueprint for the Future

Foreword

HM Naval Base Devonport and Devonport Royal Dockyard are entering a once in a generation period of substantial investment which will see recapitalisation of the site to deliver support to the next generation of Royal Navy platforms. The Devonport Blueprint, aligned to the Royal Navy Transformation Blueprint sets out the direction of travel for this investment programme, signalling the key changes in workforce, capability and infrastructure which will underpin support to the Fleet.

The facilities at the Devonport site represent a UK strategic asset and are critical to Royal Navy outputs in Devonport's roles as an Operating Base and Centre of Deep Maintenance for surface ships and submarines. This is complimented by significant Fleet Time Engineering Support capability both at home and overseas. In this capacity, Devonport provides a unique contribution to the Royal Navy's top three outputs of Continuous at Sea Deterrence (CASD), the Carrier Strike Group (CSG) and amphibious Littoral Response Group.

Work is already underway for the arrival of the new T26 Frigates and the immediate future will also bring the start of some very substantial facility investment and development to support the future submarine programme.

The overriding drive will be to develop the site to support the military capabilities of the future, enabled through a digitised Dockyard and improved ways of working to underpin a revolution in support.

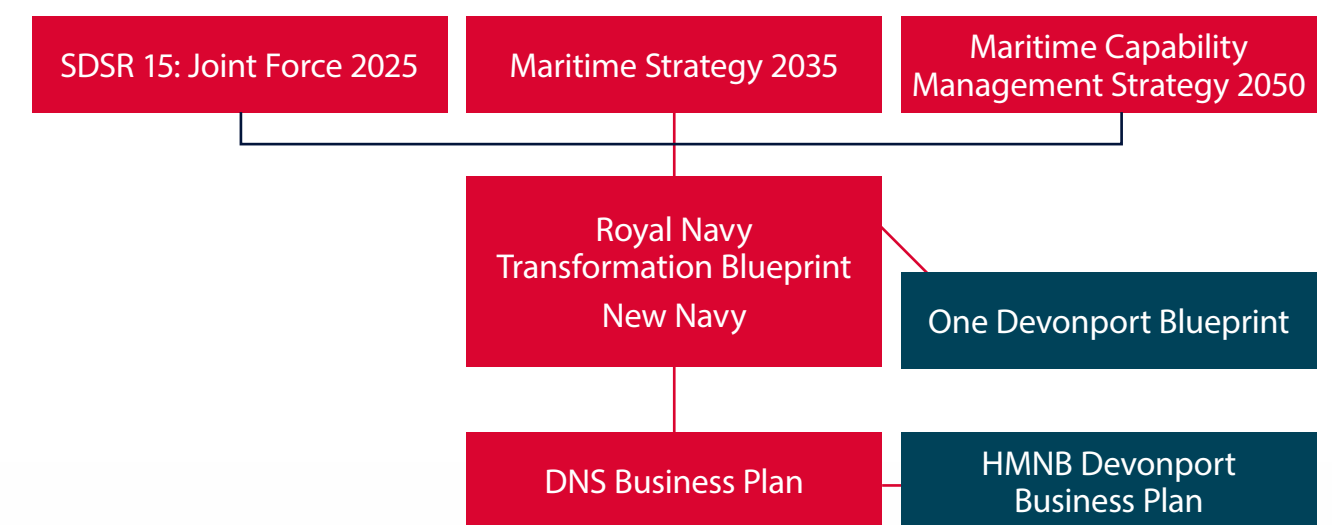
The most vital asset to Devonport is its workforce which must be flexible and able to adapt to the rapidly changing operational context and industrial innovation. Local and national apprentice and graduate programmes will afford the site with the skill-sets required to effectively maintain new technology and future-proof Devonport's enduring outputs. In addition to challenging and rewarding work, a key element of our compelling offer to the workforce is an environment which is safe and secure with modern facilities that support all who operate in the Naval Base and Dockyard.

At a wider level, the Devonport Blueprint will enable the delivery of the Maritime Strategy 2035 and the Maritime Capability Management Strategy 2050; with a horizon that shapes the long-term and recognises the historical significance of the Devonport location, which endures for as long as the maritime domain remains of significance to UK interests.

Strategic Context

The Maritime Strategy 2035 provides coherent direction by the Navy Board for the development of programmes and plans out to 2035 and is the long-term national commitment to the Royal Navy. Underpinned by the National Security Strategy it develops a Navy as part of Joint Force 2025 (JF2025) capable of winning warfighting at scale, maintenance of the Continuous At Sea Deterrent (CASD) and projection of power and influence globally through Carrier Strike Group (CSG).

This strategic context places several discrete requirements upon Devonport. These include the enduring deep maintenance of the Submarine and Surface Fleet, generating the Maritime Task Group (MTG) through the Surface Flotilla and Operational Sea Training (OST) and support to the Future Commando Force.

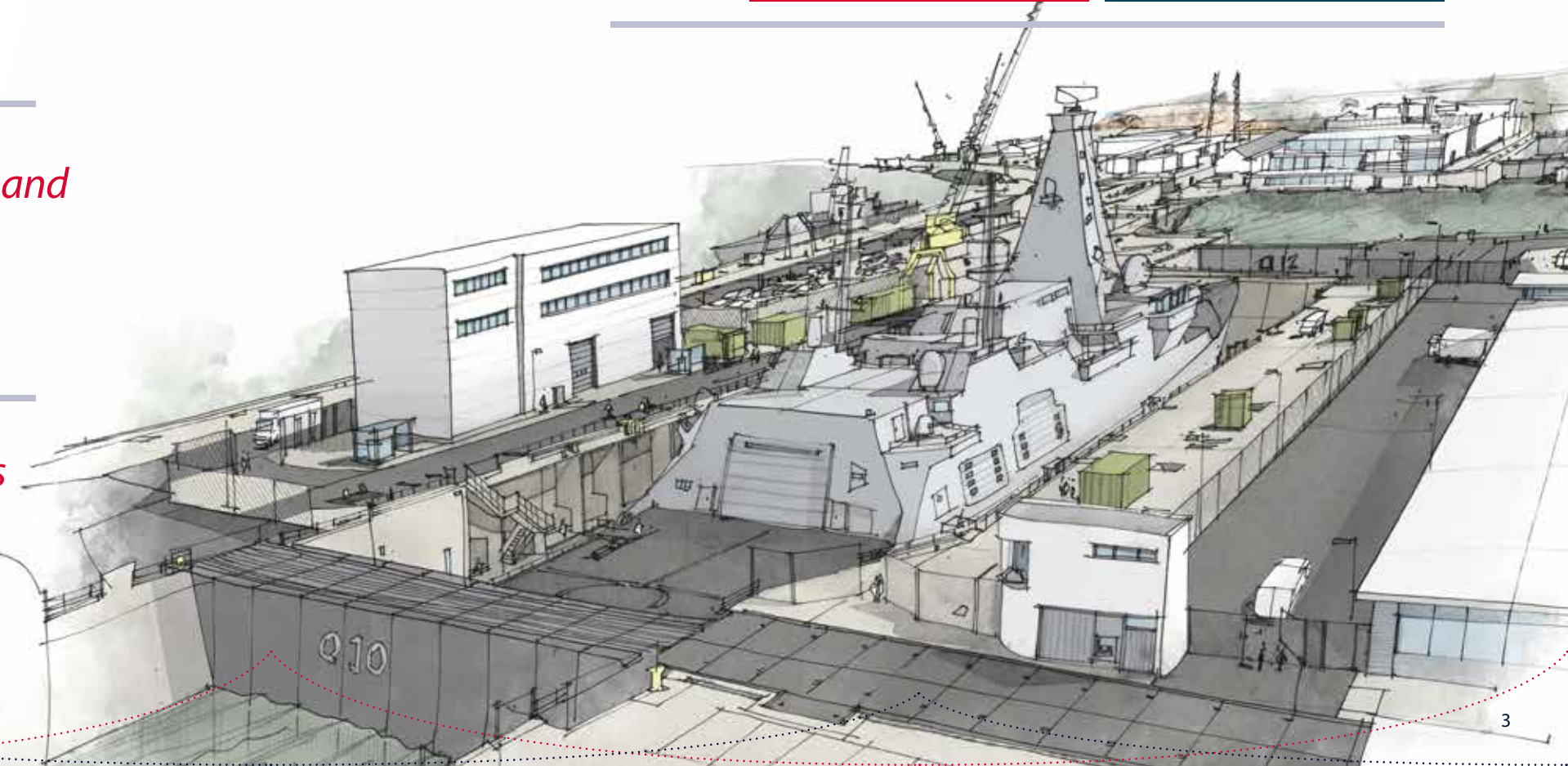


Vision

A World Class, Secure, Safe, Integrated Operating and Support Base for the Royal Navy and NATO

Mission

Meet the support and operating requirements for the Royal Navy and the UK's allies, from the South West, reaching worldwide



How Devonport Contributes

In order to meet the strategic direction, the **One Devonport** Blueprint articulates how we will meet the overarching aim of delivering safety, security, operational availability and contingent capability, on behalf of Navy Command and Defence Nuclear Organisation. This Blueprint identifies the scheduled and envisaged future projects for stakeholders across the Devonport site, aligning them to the four key business areas of Port, Dockyard, Base and Barracks. The Blueprint links the outputs defined by higher level strategies and plans as articulated in the Strategic Context.

Devonport will continue to provide deep maintenance to the Continuous At Sea Deterrent (CASD) and Submarine Fleet including the Dreadnought Programme, the UK's ultimate security guarantee. This will see further development of specialist nuclear facilities unique to Devonport.

As the home of the UK's high readiness amphibious capability, Devonport is integral to the Future Commando Force; combining landing ship expertise with the neighbouring Royal Marine units to underpin the Littoral Response Group.

Devonport's specialist Anti-Submarine Warfare (ASW) role will see the new T26 Class Frigate replace the T23 ASW variant both to bolster capability in the North Atlantic in support of CASD and to provide critical protection to the CSG. T26 will place different demands on the support infrastructure such as the storage and generation of Mission Modules.

The Type 23 forward presence for maritime security operations will be sustained through a Rear Link centre for rotating ships' companies and developed as an enduring and scalable capability to the Future Frigate Force as required.

As the baseport for the Royal Navy's Hydrographic Squadron, Devonport provides support and maintenance to these vessels which spend extended periods deployed on operations crucial to the support of CASD and intelligence preparation of the battlespace for the MTG.

Increased focus on technology and innovation will remain central to these outputs to enable the future Royal Navy. New technology such as Unmanned Underwater Vehicles (UUVs) will be first used at Devonport as Anti-Submarine Warfare (ASW) targets, again augmenting the UK's offering for specialist training.

One Devonport Principles

HM Naval Base Devonport and Devonport Royal Dockyard will remain a strategic national asset into the next century. The long-term nature of delivering the Continuous at Sea Deterrent (CASD) and wider submarine programme requires decisive long-term planning. Critical site functions, from surface ship support for new classes of vessel through to accommodating increasing numbers of service personnel, must be carefully aligned to optimise delivery. To foster a coherent, **One Devonport** approach, the following principles will underpin planning and delivery on site:

- 1. Restore choice for Defence by:**
Building resilience and agility into support and operations.
- 2. Enhance the 'Lived Experience' for our people by:**
Providing a safe and secure working environment.

Providing through-life learning for our workforce.

Improving the facilities offered and expanding capacity where appropriate.

Considering the wider community around Devonport in our planning, and site operations; including service families and local residents.
- 3. Create momentum for Devonport by:**
Championing good governance and timely conflict resolution, rapidly escalating problems.

Sustaining a trained and experienced workforce ready to adapt to future challenges

Revolutionising support through a digitally-enabled site and optimisation

All Devonport planning will retain a clear line of sight to the key functions of supporting ships, submarines, the Royal Navy, UK Defence and NATO. In this respect, active integration which promotes a pan-site awareness of the multitude of future projects is crucial. Despite the diversity of the organisations across the site, both in terms of MOD and Industry Partners, only a **One Devonport** approach can effectively align activity and create value for Defence.



Delivery Vehicle

Given the complexity of multiple MOD organisations, Industry Partners and shared site ownership, set against the critical importance of maintaining CASD and generating the Maritime Task Group and Future Commando Force, it is vital that outputs are co-ordinated and future plans aligned to the Blueprint. A central HM Naval Base Programme Office and broader Virtual Joint Programme Office encompassing key stakeholder organisations will drive site-wide planning and deconfliction by collating and coalescing information on outputs, plans and scheduling. Strong governance and communication between key site stakeholders, delivered through Governance Boards and Working Groups as agreed in the Devonport Integrated Operating Framework (IOF) and set against the Devonport operating principles will underpin cross-site coherence.

The diagram below shows the top-level outputs articulated through key themes, all of which feed into the Force Generation of Defence capability from HMNB Devonport. Many different organisations, both MOD and Industry Partners, come together to deliver these outputs.



Devonport Today

Port
The Port of Plymouth covers an expanse of water in excess of thirty square miles, with over eighty six miles of waterfront. The Naval Base has a waterfront extending over three miles with fourteen wharfs and jetties and is capable of berthing all classes of ships and submarines of the Royal Navy and Royal Fleet Auxiliary, including the Queen Elizabeth class. In addition, there are three licensed buoys and several protected anchorages in Plymouth Sound.

The Queen's Harbour Master (QHM) controls the port and manages in excess of 4,000 ship and submarine movements and in the region of 40,000 tug operations each year. The Marine Services contract enables these movements, providing a full range of vessels for pilotage, the on and off-load of stores and equipment, personnel transfers, ammunitioning and fuelling.

Dockyard
The dockyard facilities represent a UK strategic asset and are critical to the site outputs in Devonport's roles as a Centre of Deep Maintenance for surface ships, submarines and amphibious units alongside a significant Fleet Time Engineering Support capability.

Central to surface ship deep maintenance is the Frigate Support Centre (FSC) which is the MOD's only covered deep maintenance facility for the current Frigate Fleet. The Submarine Refit Complex and dock facilities provide the UK's only nuclear submarine de-fuelling capability.



Base
The Naval Base provides waterfront support and services to ships of the Surface Flotilla, ships undergoing Operational Sea Training (including many foreign navies), visiting ships, and ships and submarines entering or emerging from deep maintenance periods. This includes the provision of stores, administrative support, oversight of the Fleet Accommodation Centre, all aspects of MOD on-site security which processes over 20,000 visitors per month, nuclear and non-nuclear infrastructure at Devonport (including the maintenance and regeneration of more than 650 buildings) and programme support for the Devonport Integrated Operating Model.

Barracks
Under the ARMADA PFI contract, HMS DRAKE offers facilities for 3000 service personnel and Single Living Accommodation for 1800.

A wide range of sports facilities are on offer both to service personnel and those working within Devonport. HMS DRAKE is home to the Royal Navy Recovery Pathway which manages the welfare and recovery of injured and sick Royal Navy and Royal Marine personnel. Service personnel have access to specialised facilities and support within the Regional Rehabilitation Unit and the help for Heroes Endeavour Rehabilitation Centre.

The Naval Base Chaplaincy and Naval Service Family and People Support (NSFPS) provide pastoral care to service personnel, offering support both inside and outside 'the wire' to personnel and their families.



Future Devonport Overview

The projects listed across the following pages are split into three key epochs — the Short (2020-30), Medium (2030-40) and Long Term (2040+). Many of the items are scheduled infrastructure projects and are annotated by [S]. Some items are envisaged, having been scoped as projects with potential to enhance the delivery of Defence objectives, or provide continuity of outputs at Devonport. These are annotated with [E].

Overleaf, the Future Devonport Zones Map sites these projects around Devonport and illustrates how the area will develop over time.

Site Zoning

Six discrete zones will set the direction for the location of new facilities and the consolidation of existing teams and outputs at Devonport.

Force Generation Zone - Located around the Weston Mill this zone provides the hub to the operational Fleet and offers berthing to Surface Flotilla vessels including the amphibious capability, foreign ships and Operational Sea Training (OST). Both the consolidation of landing craft operations and support, and the continued operation of 47 Cdo (RG) Royal Marines from Weston Mill anchors the area's enduring role as the amphibious capability hub. This will support the development and generation of the Future Commando Force (FCF). In addition, under the Defence Estate Rationalisation Programme, the extreme northern end of the Devonport site at Bull Point will provide a potential candidate site for the relocation of Commando Littoral Strike Group (COMLSG) under the Royal Marine Estates Consolidation (RMEC) project.

Submarine Support - Engineering support to the submarine programme will dominate the facilities in and around 5 Basin with a new Astute class Deep Maintenance facility providing an enduring capability. The Submarine Refit Complex together with dedicated facilities around 9, 10, 14 and 15 Docks and associated nuclear Tidal X-Berths will continue to provide specialist nuclear facilities and maintenance support for all classes of submarine. This will attract considerable investment over the next decade to support both new submarine capabilities and the management of decommissioned submarines.

Surface Ship Support - The Devonport site will continue to service and support an array of current and future Fleet, RFA vessels and visiting foreign ships. In addition to Fleet Time Engineering and wider logistic support, the Fleet Frigate Support Centre will provide

surface ship deep maintenance for the T23 Duke class of frigate until the 2030 timeframe when modern, updated and flexible facilities will be developed across the site. These facilities will accommodate the Future Frigate Force and next generation of support for the Littoral Response Group.

Forward Presence - Devonport will embrace the concept of forward deployed units and continue to provide global support. Rear Link facilities will be established to accommodate the work of ships' companies off rotation to forward deployed units. The facilities will provide a discrete training and management space to ensure that crews are generated ahead of their rotation onto forward deployed units, with associated accommodation, health and well-being support.

Future Technologies Zone - Working with Plymouth City Council, South Yard will be recapitalised and host future technology development, offering a prime location for the exploitation by Navy-X or similar programmes. Devonport will become the Royal Navy's first Underwater Autonomous Vehicle (UAV) operating base with the first UAV Anti-Submarine Warfare (ASW) targets operated from South Yard in support of Operational Sea Training.

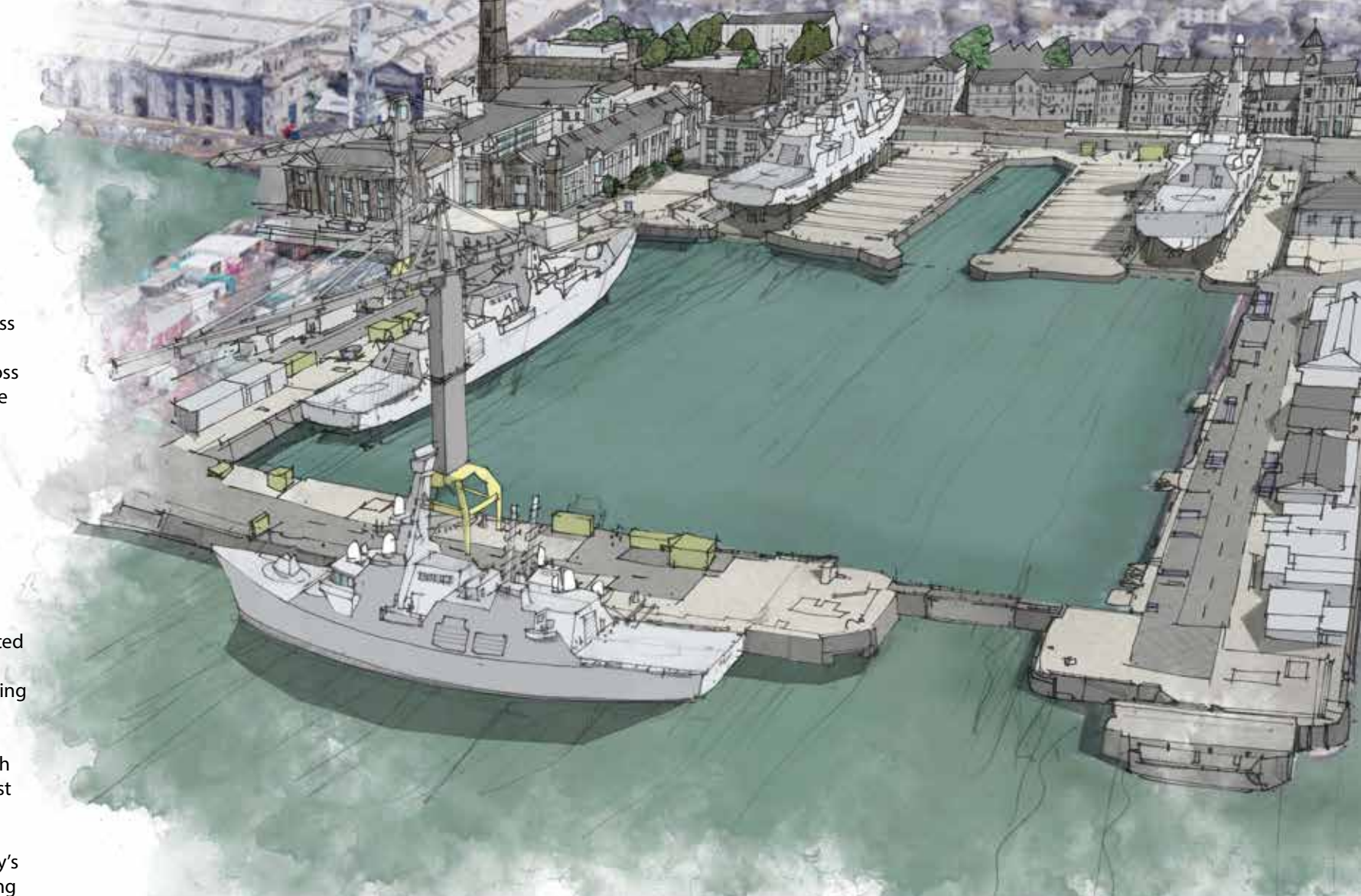
Type 26 Mounting Base - The Type 26 Class of Frigate will host interchangeable mission modules. In line with the recapitalisation of South Yard, the mounting base is an area identified to accommodate, maintain, sustain, train and mission rehearse to enable the force generation of the platform.

Enablers

Critical enablers include elements such as the workforce, support contracts and Information Technology (IT) infrastructure which serves to make Devonport function. These enablers will complement the recapitalisation of site infrastructure and improve the way in which new capabilities will be supported, generated and maintained.

Suitably Qualified and Experienced (SQEP)

Workforce [S] - Both MOD and Industry Partners will employ a range of methods to recruit, train, inspire and sustain the next generation of people who will operate Devonport. At the same time, we shall monitor and adjust the demographic and skillset of current personnel at every grade to build resilience and sustain the human capability. The Royal Navy and other occupants of the Devonport



site will work with Plymouth City Council and local stakeholders to create a vibrant and sustainable ecosystem for the development and sustainment of necessary SQEP. This will be supported by an environmentally friendly and sustainable Travel to Work Strategy which drives towards a carbon neutral footprint by 2050.

Future Maritime Support Strategy (FMSS) [S] - The Future Maritime Support Programme (FMSP) contract will replace the existing Maritime Support Delivery Framework contract with Babcock in the early 2020s to provide the delivery vehicle for engineering, supply chain management, waterfront services and estate management at the Devonport site. The strategy of Industry Partner service delivery is assumed to endure within the framework of this Blueprint.

Marine Services [S] - The existing Marine Services contract with Serco Maritime Services will be replaced in 2022 by the Marine Services 2022 contract to deliver marine (waterborne) services, such as tugs, passenger transfer, support to UxVs, and ammunitioning to ships and submarines. The strategy of Industry Partner service delivery is assumed to endure within the framework of this Blueprint.

ARMADA PFI [S] - The ARMADA PFI delivers Hard and Soft Facilities Management for the Barrack Services encompassing the accommodation and support

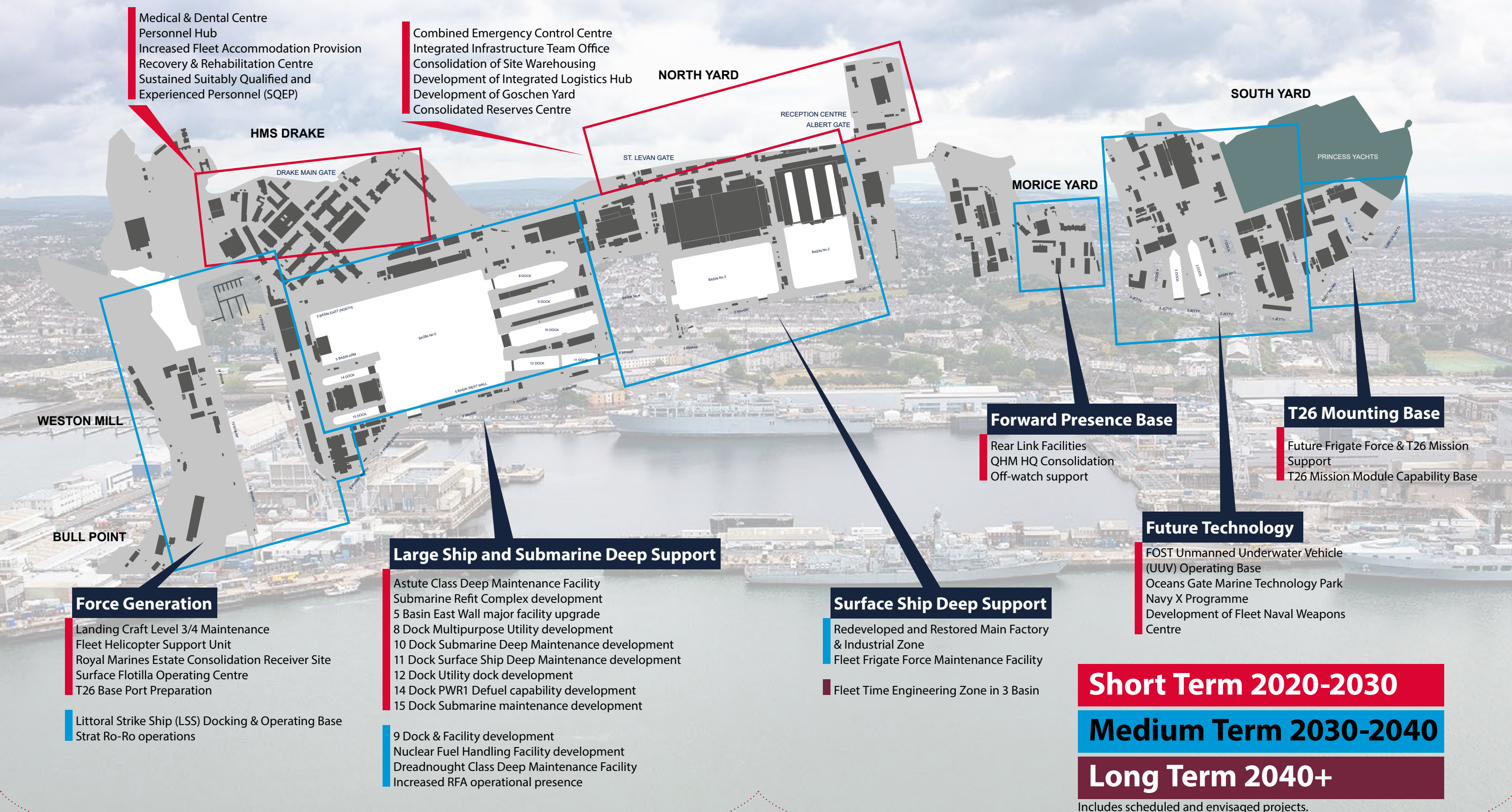
services to personnel living in HMS DRAKE. The contract expires in 2029 but the strategy of Industry Partner service delivery is assumed to endure within the framework of this Blueprint. We will seek to sustain this best of breed delivery, to underpin the quality of life for our service people.

Devonport PMO [S] - A virtual joint Programme Management Office encompassing the key elements of the Submarine Delivery Agency (SDA), Defence Equipment and Support (DE&S), HM Naval Base and Devonport Royal Dockyard Ltd (DRDL) will ensure coherency of site planning and integrated governance to drive best value for Defence.

CIS Upgrades [S] - Digitally enabling the site for the future, providing capacity and flexibility for a digitised communications hub and for a Battle Staff HQ when required. Digitally-enabled training facilities will allow Devonport Service personnel to engage with professional training courses delivered by lead Training Schools from the Naval Base.

Consolidated Site Warehousing [S] - In a drive to rationalise the on-site warehousing footprint, stock-holding will be minimised and an Integrated Logistics Hub (ILH) developed to provide a modern and efficient storage facility to improve supply chain management.

Future Devonport Map



Future Devonport Projects

Dockyard

The Dockyard will remain a critical national asset supporting future surface ships and submarines, maintaining the sole national nuclear submarine de-fuelling facilities. From the Fleet Frigate Support Centre to the Submarine Refit Complex, Devonport's enduring role as the Fleet's Deep Maintenance Centre will widen with the arrival of new classes of frigate and submarine.

Short Term 2020-30

Co-location of Landing Craft (LCU/LCVP) Level 3/4 Maintenance [S] - Landing craft maintenance will be consolidated at Weston Mill and co-located with 47 Cdo (RG) Royal Marines.

Integrated Infrastructure Team Offices [S] - Located at St Levan's Hall, this hub will enable greater collaboration and coherency between the MOD and Industry Partners.

Fleet Frigate Support Centre [S] - The dock facilities will be developed to support the future surface ship and submarine programme.

Astute Class Deep Maintenance [S] - The A-Class SSNs (Ship Submersible Nuclear) will undergo deep maintenance periods as scheduled at Devonport, making use of upgraded facilities to accommodate its specific engineering requirements.

Submarine Dismantling Programme (SDP) [S] - Scope the requirement to support and enable submarine dismantling for Devonport.

Development of Main Factory & Industrial Zone [E] - This will expand the work space available and consolidate outlying and temporary structures into one area, improving productivity and efficiency.

Medium Term 2030-40

Nuclear Fuel Facility [S] - A renewed and improved NEMSFA to support future classes of submarine.

9 Dock Development [S] - Infrastructure and crane life extension/Replacement and Reactor Access Housing refit for nuclear submarine maintenance and fuel handling.

Dreadnought Class [S] - Docking and Deep Maintenance support for the future class of SSBNs (Ship Submersible Ballistic Nuclear).

Littoral Strike Ship Docking [E] - Docking and maintenance support for the future class of landing ship and associated support craft.

Long Term 2040+

Fleet Time Engineering Zone in 3 Basin [E] - As 3 Basin is cleared of decommissioned submarines, the area will be repurposed for Surface Ship Fleet Time Engineering.

Base

HMNB Devonport will continue to accommodate SURFLOT (West), which will receive the new T26 class of frigate from 2025 onwards, replacing the T23 Anti-Submarine Warfare capability currently based in the South West. Operational Sea Training (OST) will see an increased use of synthetic training, Unmanned Underwater Vehicle (UUV) targets and a greater frequency of visits from RFA vessels and foreign navies.

Short Term 2020-30

Fleet Helicopter Support Unit [S] - OST will make use of helicopter transfers to training ships through the new helicopter landing site at Kinterbury Point.

Royal Marines Estate Consolidation (RMEC) Receiver Site [S] - Bull Point and 47 Cdo (RG) Royal Marines will provide space for the potential relocation of other Plymouth based RM units, such as the 3 Cdo Bde HQ and COMLSG.

T26 Base Porting [S] - Preparing infrastructure to accommodate and maintain the new T26 class frigates. South Yard will securely house, develop, integrate and test T26 Mission Modules.

Future Frigate & T26 Mission Support [S] - New and adapted discrete training and simulation spaces to provide comprehensive instruction on features found in the T26 frigates.

South Yard Heritage Works and COURAGEOUS Museum [E] - HMS COURAGEOUS will relocate to a more accessible and visitor-friendly area.

Rear Link Centre [E] - A centre to accommodate ships' companies returned from forward deployed rotations.

UUV Operating Base [E] - Facilities in South Yard will host UUV targets for FOST(S) and provide a space for further UxV development. With access to the instrumented sound and a concentration of marine autonomy industry and academia in Plymouth, there is huge opportunity to support the **Navy X initiative** from South Yard.

New Emergency Control Facilities [E] - Consolidated and upgraded emergency Command and Control facilities to be located at St Levan's Hall to improve the coherence of a site incident response.

Consolidated Reserves Centre [E] - RNR/RMR/URN Reserve Units will be based in one location within the Naval Base.

SURFLOT (West) Consolidation - Surface Flotilla personnel will be co-located in a redeveloped HQ at the waterfront along with career management and HR functions to support sea-going personnel. Walk-in workshops will also be provided to underpin the Naval Engineering Strategy.

Medium Term 2030-40

Littoral Response Group Operating Base [E] - Maintaining continuity with the amphibious capability currently based at Devonport with future landing ships and associated craft remaining at the Naval Base.

Barracks

The facilities for Devonport's resident and visiting uniformed personnel will expand and improve, meeting future demand as the military footprint grows. The focus over the short term will rest upon enhancing the 'lived experience' of the Armed Forces and Civil Service personnel using facilities within HMS DRAKE. Likewise, providing comprehensive end to end assistance for those needing enhanced support services will remain a priority.

Short Term 2020-30

Medical & Dental Centre [S] - A new, modern, expanded integrated medical and dental facility to improve the service provided to military personnel.

Increased Fleet Accommodation Provision [E] - To meet rising demand particularly from surface ship forward basing and the potential uplift from Royal Marine Estate Consolidation.

Personnel (N1) Hub [E] - A central location for Training & Education, Resettlement, Career Management and the Unit Personnel Office.

Recovery & Rehabilitation Centre [E] - Improve the Recovery Pathway to provide a more coherent and integrated service for injured personnel.

First Class Sports Facilities [E] - Augment the existing sports facilities to support the welfare of service personnel and wider service community.

Port

The Queen's Harbour Master (QHM) will remain the controller of the Dockyard Port of Plymouth (DPoP) and will continue to oversee the pilotage and afloat services used for Royal Navy and foreign navy vessels.

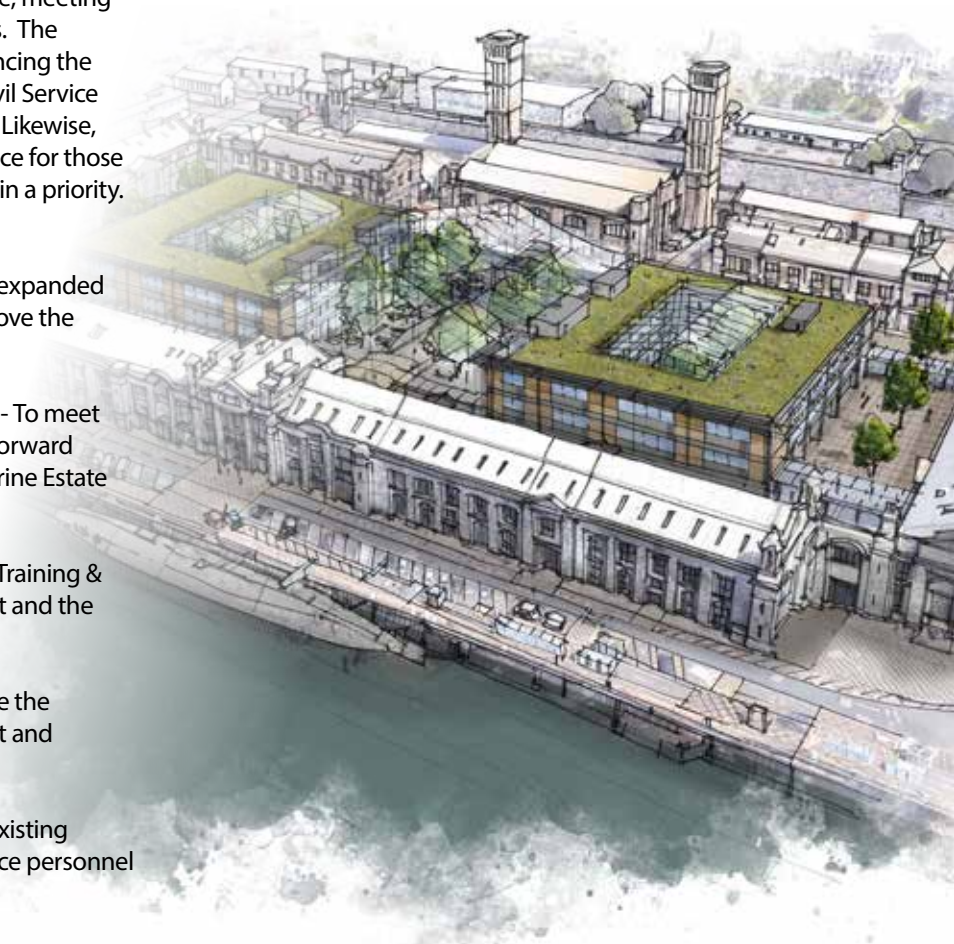
Short Term 2020-30

Vessel Traffic Management [S] - The new Vessel Traffic Management System (VTMS) will facilitate the QHM's enduring role as controller of the DPoP.

Holistic Ammunitioning Support [S] - The service will be available for all classes of ship that may visit Devonport.

Medium Term 2020-30

Support Plymouth City Council ambitions in extending the instrumented Plymouth Sound.



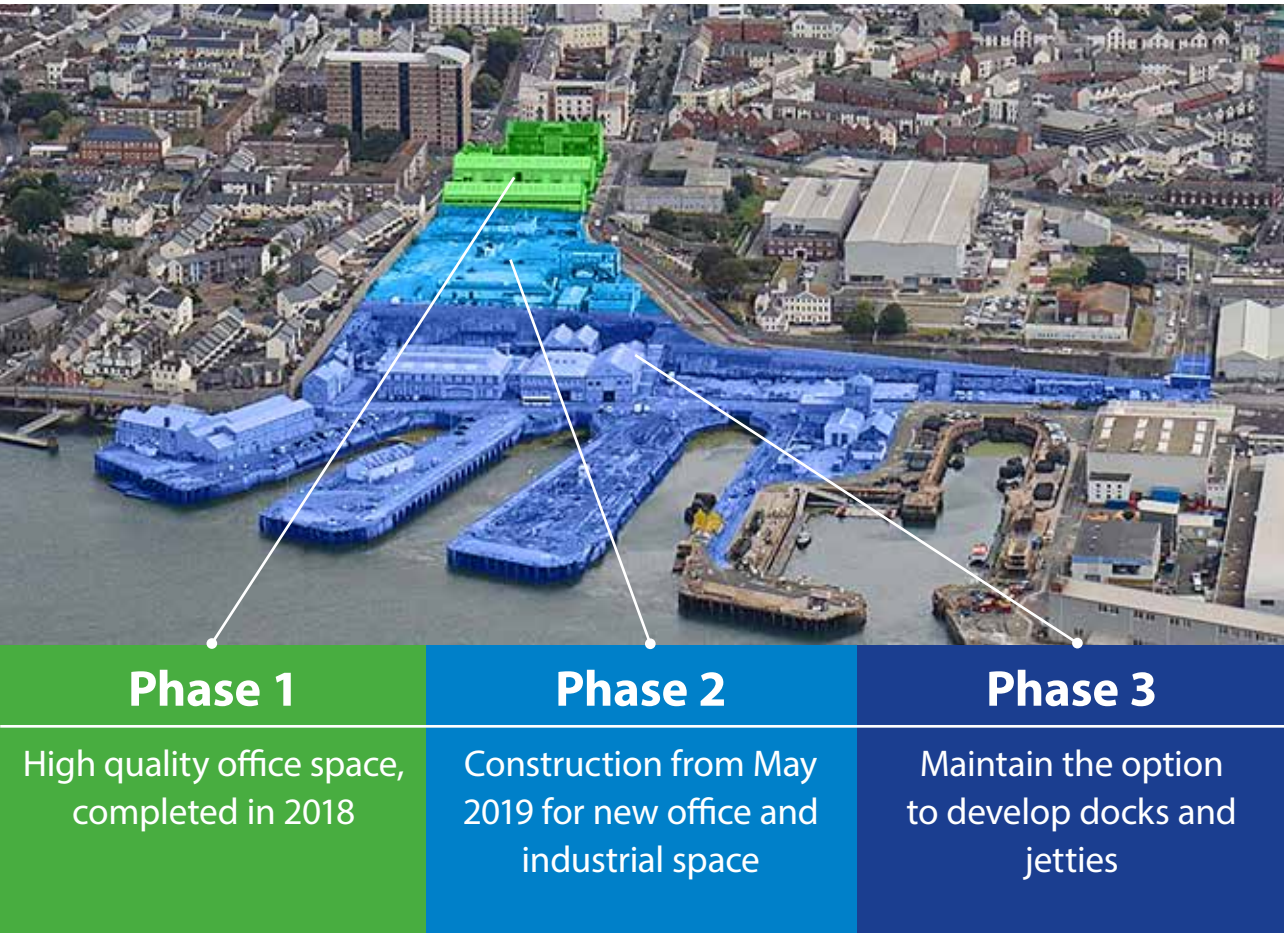
Plymouth City Deal: Oceansgate

Elements of the most historic part of Devonport sited in South Yard will be transferred to Plymouth City Council as part of the wider City Deal programme. Named 'Oceansgate', the South Yard development will bring together wider marine and defence related industries through the Oceansgate Enterprise Zone to provide new employment opportunities and space for marine sector companies. Aided by ready access to deep water, this will enable defence and commercial related marine research and development activities to be undertaken.

Building on the defence sector's strengths, particularly the Navy-X Programme, which includes future

opportunities for autonomous and robotic applications, the development of a technology park at Oceansgate Enterprise Zone will serve as a catalyst to establish a hub for autonomous excellence in the South West.

Linking other marine industries across the broader Peninsula will serve to compliment and improve the coordination of wider maritime programmes such as the monitoring of Plymouth Sound (through the 'Instrumented Plymouth Sound' initiative) and the western English Channel while promoting and developing the local maritime environment for the testing and development of future marine technologies.





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