

WORLD CQI | IRCA QUALITY WEEK 2023

Quality: realising your
competitive potential



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MOTT
MACDONALD

M

babcockTM



Agenda

- Introduction to Devonport
- The Challenge
- Scoping / Developing the strategy
- Implementation
- Lessons Learned / tips
for success
- Outcomes / Celebrations



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Devonport Overview



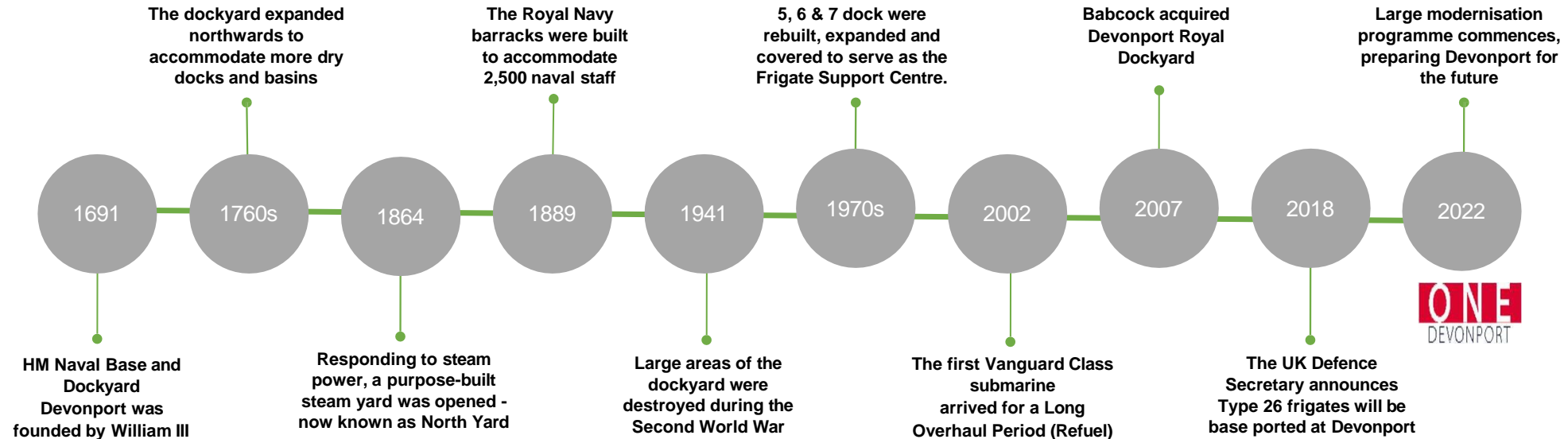
- Co-located HM Naval Base and privately owned dockyard Devonport Royal Dockyard Limited (Babcock);
- Largest marine employer in the Southwest;
- Sole home to the Deep Maintenance delivery for the RN submarine fleet.
- Nuclear licenced site (blue line), regulated by ONR with DRDL MD as licence holder;



- **Devonport Challenges**

- **Capacity:** The size and shape of the Royal Navy's surface and submarine fleets has changed with a forecasted

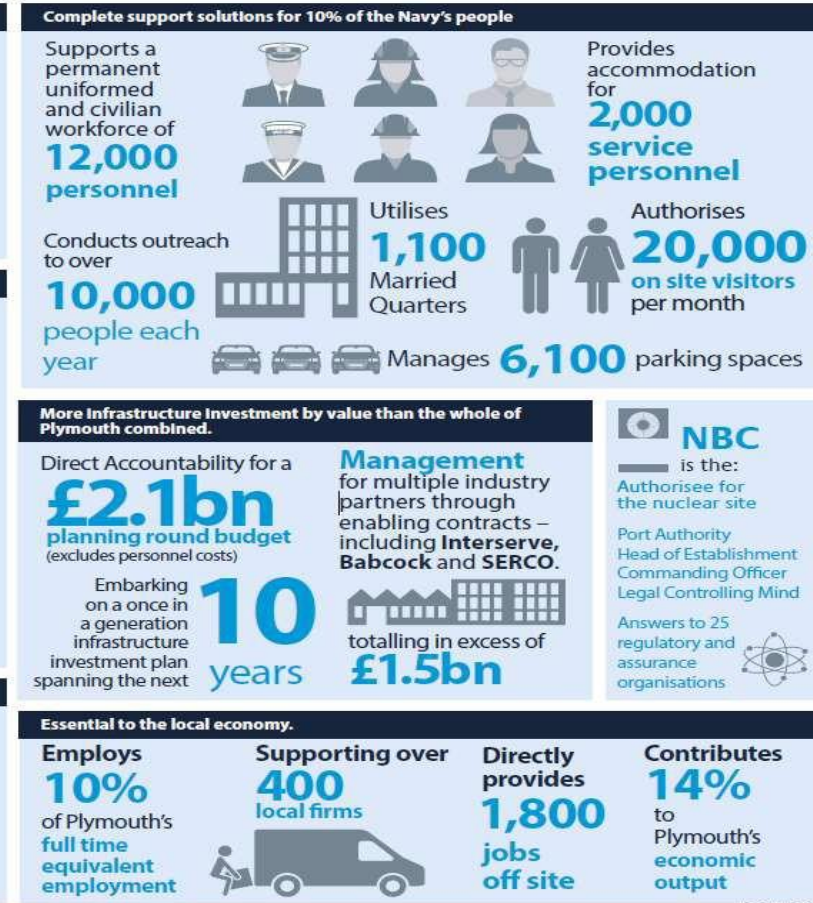
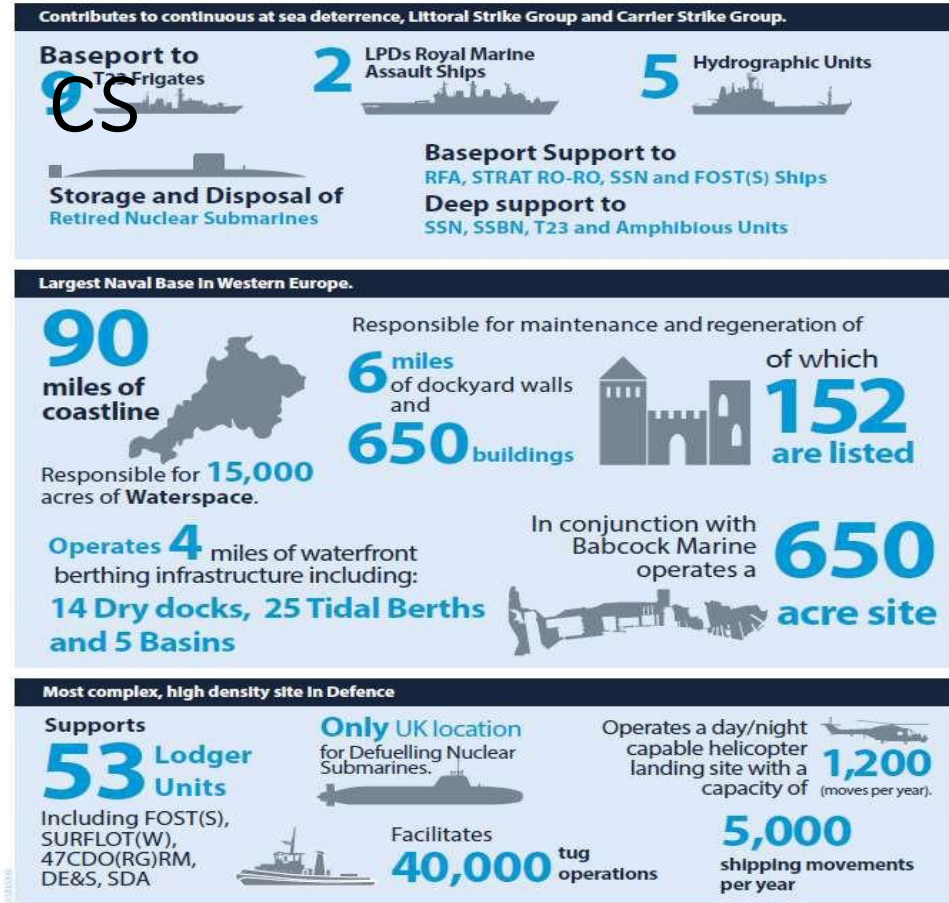
300 Years of Devonport Royal Dockyard



We are creating history.

Devonport

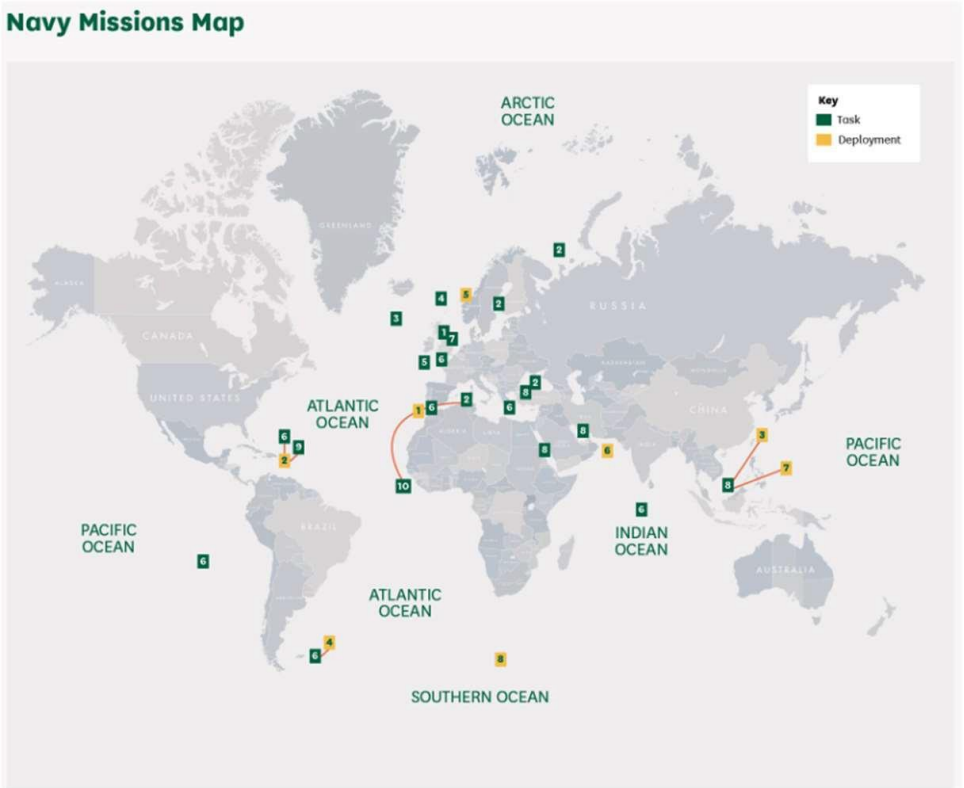
Statistics



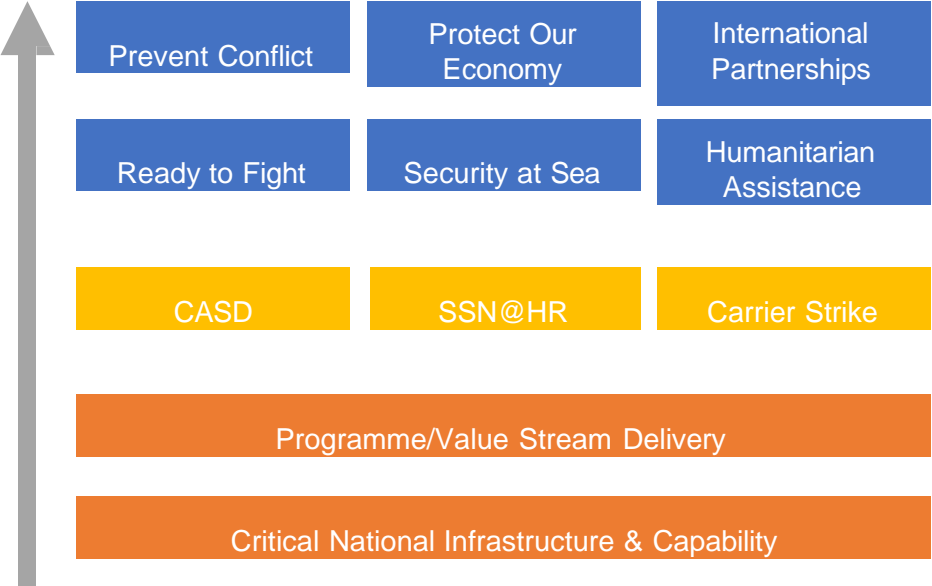
Ver 1.2 January 2021



Our Customer.....



We help to stabilise the seas, keeping the maritime trade that's the lifeblood of the UK economy flowing. We act as a guardian and a diplomat, as a humanitarian force for good, and a peacekeeper on the global stage



Our Community

Nationally: UK

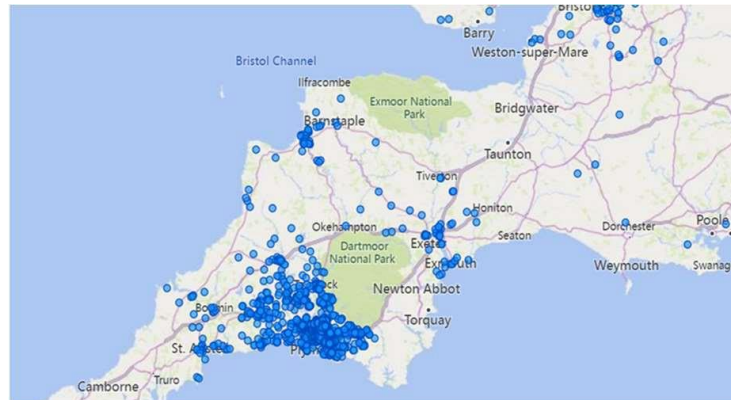
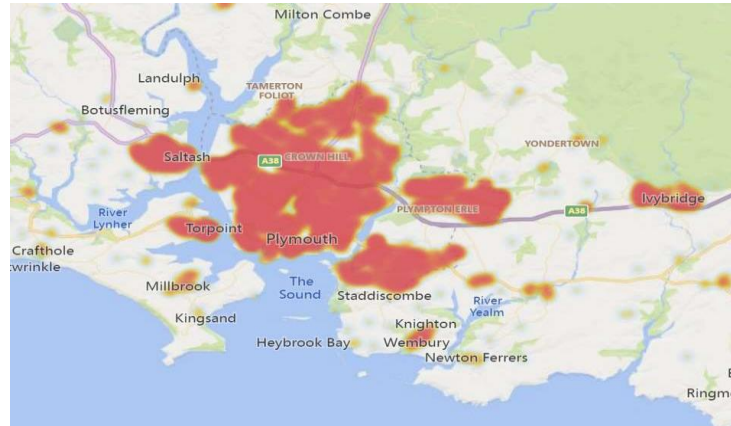
- › Defence = 2.2% of GDP
- › Babcock = 8.8% of Defence
- › Devonport = c20% Babcock

Regionally: Southwest England

- › 19,100 jobs
- › 10,400 direct on-site jobs
- › 8,700 in supply chain and workers' spending
- › £173m Spend in SW & wider UK

Locally: Plymouth – Britain's Ocean City

- › 11,548 FTE jobs (11.5% of PLY employment)
- › £52m Supply chain Spend in Devon & Cornwall

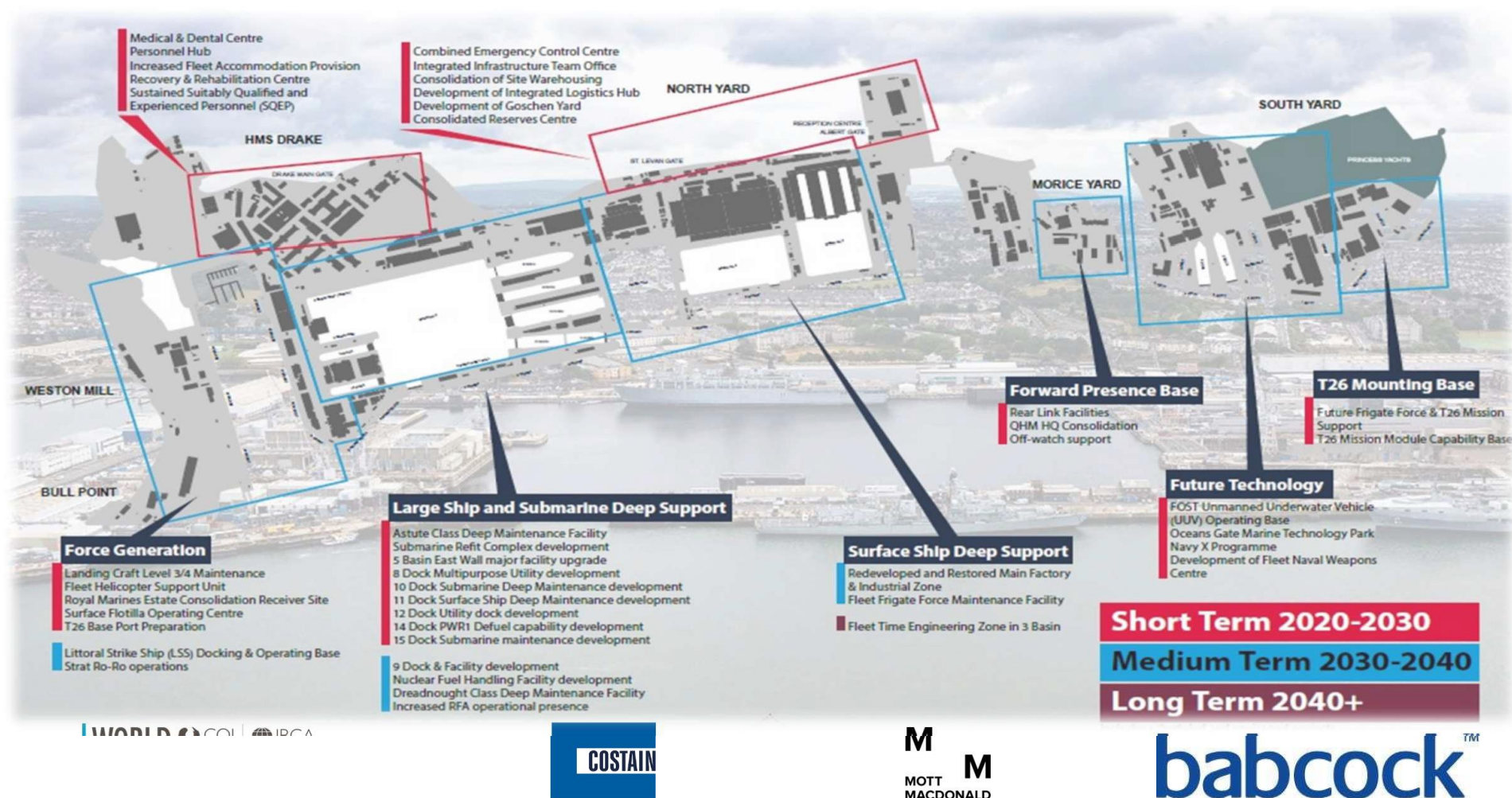


- › Levelling up
- › STEM
- › Travel to work
- › Volunteering
- › Sponsorships
- › Donations
- › Royal Navy Covenant

The Challenge



Devonport Blueprint



Devonport – the opportunity

In 2020 CoSMott [Costain/Mott Macdonald JV] secured the Delivery Partner role for Babcock supporting the delivery of their infrastructure investment portfolio to futureproof the submarine facilities at Devonport for the Royal Navy/MoD.

Following the initial BMS Gap Analysis, the **One Facilities Quality Team** strategy was created in collaboration with Babcock.

The **One Facilities Strategy** brings together specialist skills from Babcock Global, Babcock DRDL, delivery partners & strategic supply chain to develop common standards and implement ways of working proportionate to the varying complexity and risks of facilities projects.

The Facilities Quality Team at Devonport, led by Judith Ward (seconded to Babcock as MIP Head of Quality) & Colin Cahoon (Facilities Head of Quality) act as integrator ensuring a collaborative approach to deliver a **controlling mind** solution.



Scoping / Developing The Strategy



Devonport



Phase 1 - Major Infrastructure Project Management System Review

Gap analysis of existing business management system to confirm fit for purpose in relation to major civil engineering/construction projects.

Collaborative working with client and project functional leads to develop BMS requirements for delivering their functional area project outcomes.

Provision of a fully resourced mapped and scheduled BMS development road map identifying documents for **adoption**, **blending** of other business unit documents and **creation** of new documents/processes.

Phase 2 - Delivering Quality across major projects

Collaborative approach taken with the client to embed suitably qualified and experienced persons into project teams to provide:

- Quality management and governance leadership, advice and guidance to facilities investment programme and on individual projects.
- Quality Assurance during design and manufacturing of nuclear/ non-nuclear safety implicated services, components and structures.
- Quality Assurance as part of 4 Lines of Defence during manufacturing, installation, construction & commissioning



Devonport – The Fully Managed Quality Service Solution

- **FMQS based on the Chartered Quality Institute Competency Framework**

1

Context

Devonport is primarily a maintenance and refurbishment/repair facility.

Facilities investment programme is working within the existing Nuclear Site Licence Conditions as well as the facility being an active Navy base.

Operations need to continue throughout the upgrades.

2

Governance

Stage Gate requirements are aligned to the UK Infrastructure Projects Authority Framework as well as existing stage gate requirements for nuclear safety.

Delivery team are a SQEP QA/QC resource.

Move to One Facilities Quality Strategy

3

Assurance

Delivering the 4 Lines of Defence to optimise capability across all functional areas involved in delivering the Major Infrastructure Projects programme of works.

Quality input across all workstreams and functional disciplines.

4

Improvement

Facilitated working groups were tasked with developing focused solutions for systematic implementation across all facilities projects.

Application of Career Development Mapping to start the process of delivering an enduring capability for Babcock.

5

Leadership

Setting out a clear vision and empowering the quality team to lead on improvement initiatives.

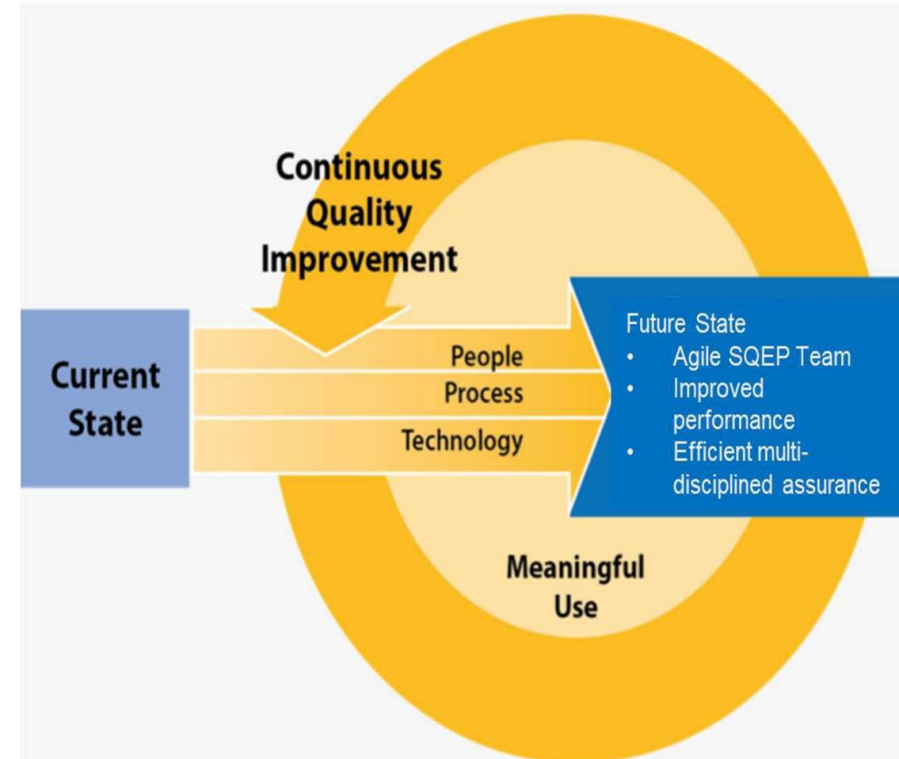
Developed the concept of **Safety First / Quality Always**.

Quality culture aligned to CQI Competency Framework to secure client buy-in.

Collaborative approach to the One Facilities Quality Team



- **Bringing Babcock and Delivery Partners together**



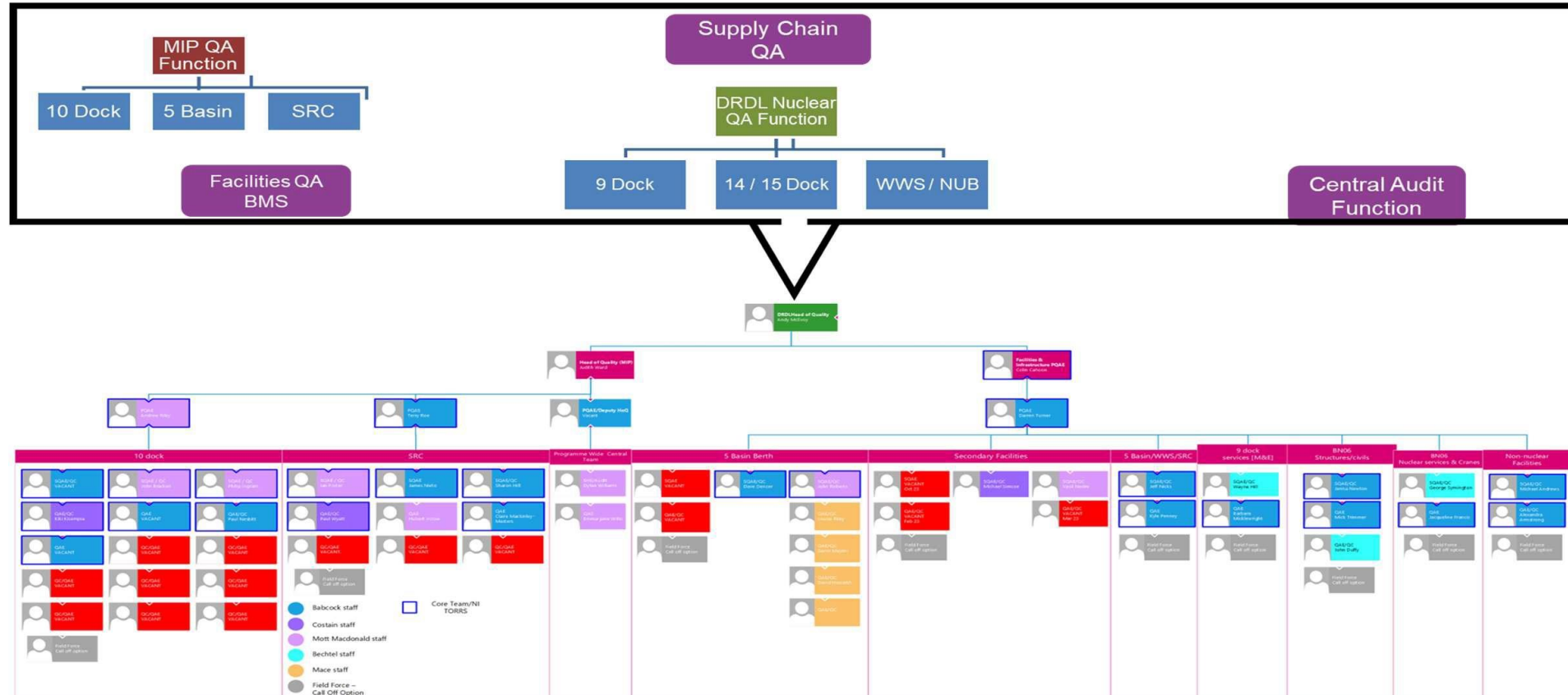
Implementation



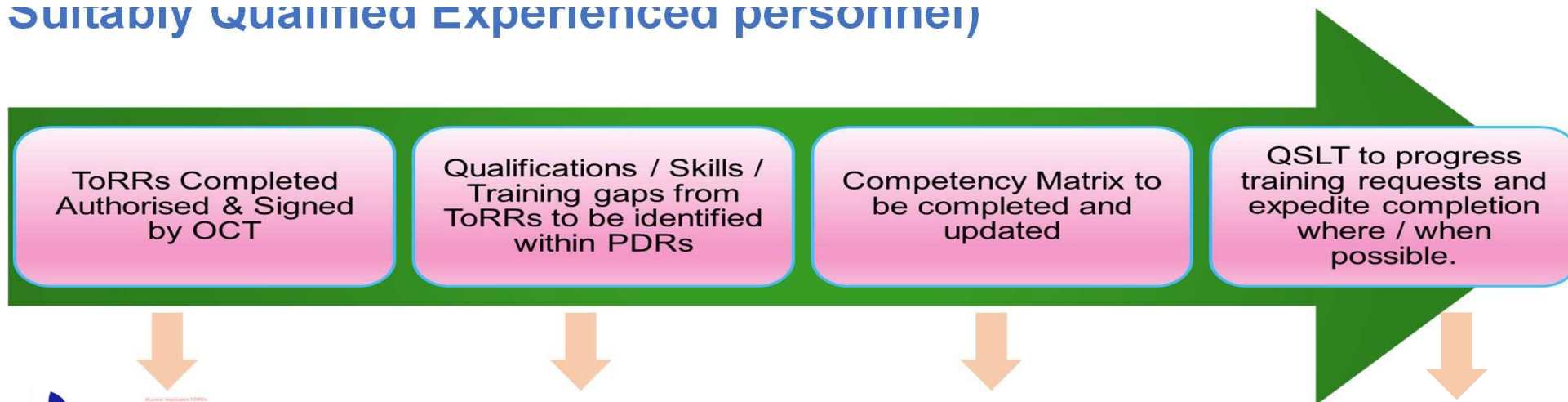
Devonport – One Facilities Quality Functional Framework



Devonport – Structuring the One Facilities Team



Route to “Fully SQEP”
(Suitably Qualified Experienced personnel)
Suitably Qualified Experienced personnel



**TERMINATION OF SERVICE
NOTICE, GOVERNMENT OF
KARNATAKA**

**TERMS OF REFERENCE AND RESPONSIBILITIES
(TORRA)**

[These TORRs are mutually signed]

These TORRs are nuclear instrumented and form part of the Nuclear Resident, as such configuration control is maintained by the Organizational Capability Team (OCT). In TORRs are governed by the Four Holder's immediate Line Manager in conjunction with the OCT, and are agreed and accepted by the Post Holder, and signed that effect.

These TORRs issued by the POST of
OCT are Challenge Code

Quality Assurance Engineer
3000003

And the current POST HOLDER is

The TORRs are issued by the POST HOLDER's immediate Line Manager

Name

Position

Signed

Date

The TORRs have been agreed and accepted by the POST HOLDER

Name

Employee Number

Position

Quality Assurance Engineer

Signed

Date

Agreed on behalf of the Organizational Capability Team (OCT)

Name

Position

Signed

Date

These TORRs are valid

From

/ to

Page 1 of 1

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Approved by the

It is the responsibility of the user to verify the accuracy of the data entered

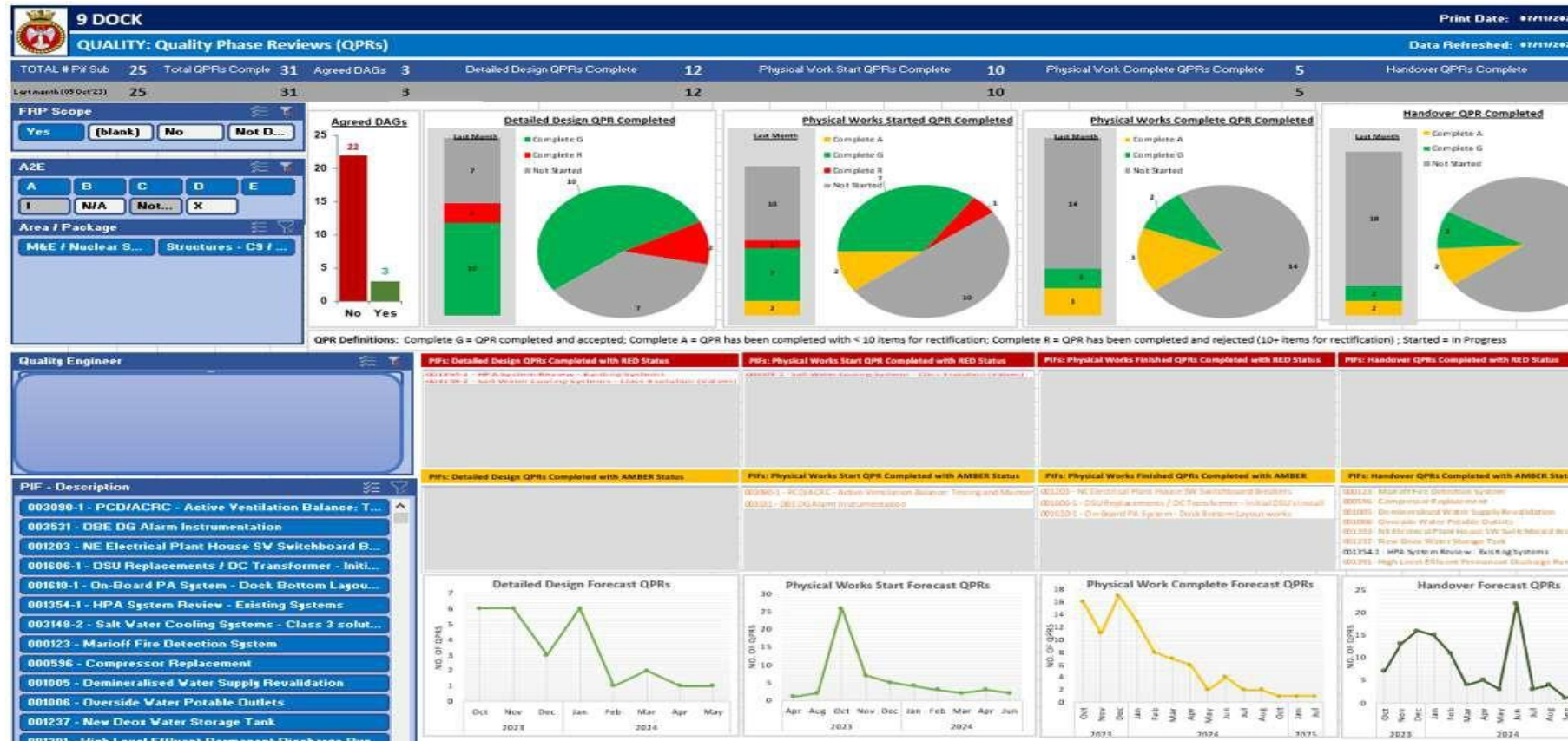
Printed

The screenshot displays the '2023/2024 PDR for Colin Cahoon' page. At the top, there's a navigation bar with links for 'Home', 'History', and 'Help'. Below this, a 'Route Map' section features a horizontal timeline with five milestones: 'Incentive', 'Dispositive Selling', 'R&D Year Review', 'End of Year Self Assessment', and 'End of Year Review'. The 'Incentive' milestone is currently selected, indicated by a blue box and a 'Details' link. The page content below the route map discusses the Performance & Development Review (PDR) process, its purpose, and the role of the PDR committee in evaluating performance and setting goals for the upcoming year.

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Devonport – Digital solutions in use

- Using Power BI to provide real-time project quality performance data



Lessons learned



The moment you own
someone's problem,
you stop helping.

They no longer have a
problem: You do.



Outcomes



Celebration of successes



9 Dock handover to next phase



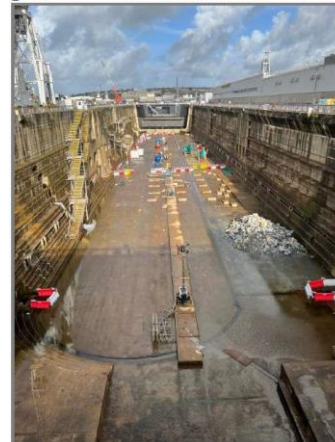
10 Dock demolition



Occupational health centre



10 Dock Site Preparation



12 Dock casting bed



1RN3 - new site access, carpark, Pass office



10 takeaways

1. **Vital Hub:** The Devonport naval base is a cornerstone for maintaining the UK's Royal Navy's submarine fleet. Babcock is addressing challenges to ensure its continued success
2. **Tackling Complexity:** Devonport's diverse landscape, with multiple stakeholders and commercial mechanisms, demands a holistic approach to deliver quality
3. **Rich Heritage:** With a history dating back to 1691, Devonport is undergoing a significant modernisation program to shape its future
4. **Babcock's Mission:** As guardians of the seas, Babcock plays a crucial role in protecting the UK's economy, forming international partnerships, and ensuring maritime security
5. **Collaborative Power:** The 'One Facilities Quality Team' unites different partners' expertise to set common standards and foster collaboration

6. **Quality Assurance:** The team is committed to delivering quality in significant projects, emphasising safety and compliance while streamlining processes

7. **Valuable Lessons:** Ownership of problems is pivotal for practical solutions. Breaking down silos and empowering teams are catalysts for success

8. **Remarkable Achievements:** The 'Fully Managed Quality Service Solution' has already enhanced assurance and fostered a unified approach to quality

9. **Future Vision:** Babcock aspires to build agile and technically competent facilities with quality function, ready for what lies ahead

10. **Celebrating Progress:** Exciting milestones have been reached in 2023.



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