

**HMNB Clyde Strategic Delivery and Development Framework Board  
(SDDF)**

**06 December 2016 – 09.00 – 10.30am**

**Helensburgh and Lomond Civic Centre, Helensburgh**

**AGENDA**

1. Welcome comments from Council and RN Rep
2. Agreement of the final Mission Statement and Mandate
3. Purpose and role of the SDDF Board
4. Senior Management Group – Highlight Reports on Workstreams;
  - a. Accommodation
  - b. Infrastructure & Transportation
  - c. Education / training
  - d. Economy & Regeneration
  - e. Community Facilities
  - f. Communications & Engagement
5. AOB
6. Date of next meeting



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**HMNB Clyde Strategic Delivery and Development Framework Board (SDDF)**

**06 December 2016 – 09.00 – 10.30am**

**Helensburgh and Lomond Civic Centre, Helensburgh**

**MINUTES**

**In attendance;**

1. Cleland Sneddon, CEO, Argyll and Bute Council, Chair of SDDF Board
2. Commodore [REDACTED] HMNB Clyde, Royal Navy
3. Superintendent Gail McClymont, Police Scotland.
4. Senior Lead Officer Jim Hymas, Scottish Fire and Rescue Service
5. Neil Francis, International Operations Director, Scottish Enterprise/ SDI
6. Pippa Milne, Executive Director Development and Infrastructure, Argyll and Bute Council/ Chair of Senior Management Group
7. Commander [REDACTED], Base Executive Officer, HMNB Clyde, Royal Navy
8. Captain [REDACTED], Captain of the Base HMNB Clyde, Royal Navy
9. Stuart Green, Corporate Support Manager, Argyll and Bute Council

**Apologies**

1. Rear [REDACTED], FOSNI, Royal Navy
2. Chief Superintendent Grant Manders, Police Scotland, Chair CPP

No	Item	Lead
1	Welcome from the Chair who described this meeting as the beginning of a partnership for a community based approach to the Faslane Maritime Change Programme linked to the Argyll and Bute Local Outcomes Inclusion Plan (formerly the Single Outcome Agreement).	
2	<p>Mission Statement            Agreed in principle with exception to amendment to change 'Argyll and Bute Council' to Argyll and Bute Community Planning Partnership to reflect the community based approach.</p> <p>SDDF Framework Document            It was agreed that some minor amendments are required for the key framework document to reflect changes and ensure accuracy and will be picked up by support staff and circulated as a final version. Final draft delegated by the Board to SG/JL.</p>	<p>Stuart/ [REDACTED]</p> <p>Stuart/ [REDACTED]</p>

	The final version will be presented for a formal ceremonial signing with political representatives from Argyll and Bute Council and the UK Government.	
3	<p><b>Purpose and Role of the SDDF Board</b></p> <p>Royal Navy has clear mandate to make an attractive proposition for serving personnel and families to move to the area e.g. housing, facilities, schools, quality of life etc.</p> <p>For the Community Planning Partnership, clear alignment with many of the objectives including economy, infrastructure, skills and training and community.</p> <p>It is noted that this approach is now being considered as a model for other areas i.e. Moray.</p> <p>Key role for the Board in setting strategic direction, approving workstream strategic initiatives/ action plans; monitoring related activities of senior officers via the workstreams and ensuring these are resourced satisfactorily, barriers are removed and clear lines of communications within an effective communication strategy. The Senior Management Group is charged with being the engine to drive progress with the Board 'opening doors and closing deals'.</p>	
4	<p><b>Workstreams</b></p> <p>It was agreed that a simpler format is required with streamlined information to allow the board to better understand at a glance what is happening across the workstreams. The revised format will adhere to SMART principles (i.e. Specific, Measurable, Attainable, Realistic and Tangible) to enable effective monitoring of progress by the Board (timescales, responsible officer, etc.)</p>	Stuart/ [REDACTED]
4a	<p><b>Accommodation</b></p> <p>The content of the highlight report was noted and the pilot of the Future Accommodation Model is encouraging and needs to be supported by good data. Robust information on personnel has already been shared and further intelligence on possible number of family members is required to provide clear signals to the private housing sector and Registered Social Landlords (with regards to shared equity schemes) of what should be a growing market. This should mitigate a concern that demand over supply will inflate property prices.</p> <p>At a national political level there may be support for the FAM project to get tangible projects underway.</p> <p>Accommodation proposals should not be restricted to Helensburgh and should also look at the Rosneath peninsula (e.g. Garelochhead, Kilcreggan etc.) as well as other areas of Argyll where appropriate with a view to regeneration of those communities.</p>	

	<p>The Local Development Plan is at the stage of completing its Main Issues Report and will reflect this evolving picture.</p> <p>Request for Police to be involved with accommodation working group to provide advice around security.</p>	<p>Pippa</p> <p>Stuart/ Gail</p>
4b	<p>Infrastructure &amp; Transportation</p> <p>The content of the highlight report was noted and Pippa advised the outputs could inform the Council's Single Investment Plan (SIP) which includes all infrastructure projects which contain the potential for transformational change with regards to socio-economic benefits. The SIP once completed will form a key part of efforts to secure government funding as part of a 'Rural Deal' (as opposed to a city deal).</p> <p>Commodore noted that last 5 miles of road network into Faslane is where traffic management is a key problem.</p> <p>It was noted that whilst the Royal Navy has significant land holdings (i.e. Faslane), the Defence Infrastructure Organisation (DIO) owns the bulk of the land and is a key partner in these discussions.</p> <p>Cleland keen that masterplan development for the St Andrews site contains meaningful socio-economic benefits.</p> <p>Request for Police and Fire to be involved with infrastructure and transportation working group to provide advice.</p>	<p>Stuart / Gail/ James</p>
4c	<p>Education / training</p> <p>The content of the highlight report was noted and the Board agreed that an additional strategic initiative to be added for further modelling on future skills demand across all sectors and school capacities. Whilst the actions to support people into teaching and nursery staff is welcome, it appears narrow and should consider wider employment opportunities and training requirements.</p>	<p>Stuart/James</p>
4d	<p>Economy &amp; Regeneration</p> <p>It was noted that this highlight report was less developed and that the forthcoming workshop in January will define the strategic objectives of the groups.</p> <p>It was agreed to streamline representatives from the Council's economic development service for more effective working of a core group.</p>	<p>Pippa</p>

4e	<p>Community Facilities</p> <p>The content of the highlight report was noted. Cleland advised the Board of the Council's intent to transfer their leisure, community and library facilities into an arm's length charitable trust and this work is ongoing.</p>	
4f	<p>Communications &amp; Engagement</p> <p>The content of the highlight report was noted and it was agreed that the primary perspective should be from the community as opposed to defence or public sector and should be reflected in the highlight report.</p> <p>Building on the joint trip to Devonport between Royal Navy and Council education staff, it was agreed there are further opportunities to engage further with families and the supply chain in Devonport and it was agreed to identify further dates in the New Year to take forward.</p>	<p>■</p>
5	<p>AOB</p> <p>It was agreed that the Board will meet every 6 months with the next meeting to be scheduled towards the end of June 2017.</p> <p>It was further agreed that the Senior Management Group will meet quarterly and that the cycle will be such that they will have a meeting ahead of the Board meeting to ensure that the Board has the most up to date information.</p>	<p>Stuart/ ■</p> <p>Stuart/ ■</p>

**HMNB Clyde Strategic Delivery and Development Framework Board  
(SDDF)**

**21 June 2017 – 09.30am**

**HMNB Clyde, Faslane, Helensburgh**

**AGENDA**

1. Welcome from the Chair
2. Minutes of the previous meeting 06.12.17
3. Senior Management Group – Highlight Report on Workstreams; P Milne
4. Construction Traffic Holding Areas; Cdr Livesey
5. Priorities of the Board; Discussion to agree outcomes, priorities and timescales to inform the strategic direction of the Senior Management Group.
6. Date of next meeting
7. AOB





**HMNB Clyde Strategic Delivery and Development Framework Board (SDDF)**

**21 June 2017 – 09.30 – 11.30am**

**Faslane, HMNB Clyde, Helensburgh**

**MINUTES**

**In attendance;**

1. Cleland Sneddon, CEO, Argyll and Bute Council, Chair of SDDF Board (CS)
2. Commodore [REDACTED], HMNB Clyde, Royal Navy (MG)
3. Superintendent Gail McClymont, Police Scotland. (GM)
4. Commander GM John McShane, Scottish Fire and Rescue Service (JS)
5. Pippa Milne, Executive Director Development and Infrastructure, Argyll and Bute Council/ Chair of Senior Management Group (PM)
6. [REDACTED], Strategic Communications, HMNB Clyde (AR)
7. Andrew Wells, Head of Property, Crown Estate Scotland (AW)
8. Commander [REDACTED], Base Executive Officer, HMNB Clyde, Royal Navy (JL)
9. Captain [REDACTED], Captain of the Base HMNB Clyde, Royal Navy (CM)
10. Arlene Kerr, Executive Support Officer, Argyll and Bute Council (AK)
11. Stuart Green, Corporate Support Manager, Argyll and Bute Council (SG)

**Apologies**

1. Rear Admiral [REDACTED], FOSNI, Royal Navy
2. Neil Francis, International Operations Director, Scottish Enterprise/ SDI

<b>No</b>	<b>Item</b>	<b>Lead</b>
1	<p>Minutes of the SDDF Board Meeting 06.12.16 – agreed</p> <p>Matters arising;</p> <ol style="list-style-type: none"> <li>1. Argyll and Bute Local Development Plan;               <ol style="list-style-type: none"> <li>a. Key time to flag up issues with (potential) sites to the Council's Planning Policy Team.</li> <li>b. The Chair asked if time can be scheduled in for cross discussion between relevant teams.</li> </ol> </li> <li>2. CS provided an overview of the Scottish Government's Education Governance Review and announcement by the Cabinet Secretary for Education John Swinney MSP.               <ol style="list-style-type: none"> <li>a. There will be significant changes in education governance (e.g. powers moved from Local</li> </ol> </li> </ol>	PM/CM

	<p>Authorities to Regional Board) and we will be monitoring this closely.</p> <ul style="list-style-type: none"> <li>b. The Board is assured that these changes will have no impact on objectives relating to route to teaching qualifications.</li> <li>c. Notes that Early Learning Care does not feature as part of the education governance review and will remain with Local Government.</li> </ul>	
2	<p><b>Senior Management - Highlight Report on Workstreams</b> PM provided an overview with key points highlighted below.</p>	
	<p><b>Accommodation</b></p> <ul style="list-style-type: none"> <li>1. Future Accommodation Model (FAM) <ul style="list-style-type: none"> <li>a. Royal Navy has direct involvement and is liaising with a new senior Civil Servant.</li> <li>b. MG has an objective to have FAM approved within 3 months.</li> <li>c. Agreed that CS will write to the UK Government to encourage progress on what is an innovative approach in advance of a visit by the Secretary of State for Scotland to HMNB Clyde in August.</li> <li>d. JL will provide appropriate contact detail.</li> </ul> </li> <li>2. Working with private developers/ agents. <ul style="list-style-type: none"> <li>a. JL advised they are pushing this hard and continue to meet with a range of private organisations regarding key sites and sharing information.</li> <li>b. Private sector seeking evidence of need. A recent survey to confirm demand from personnel was inconclusive although it is understood that families of personnel already established elsewhere in the UK are resistant to change and younger personnel are more likely to take advantage of the FAM scheme.</li> <li>c. FAM entitlements unknown at this point.</li> <li>d. CS considers that we need to develop a compelling proposition to take this to the next stage. How do we do this?</li> <li>e. Accommodation should feature as part of future plans for regeneration of settlements on the peninsula.</li> </ul> </li> </ul>	<p>CS</p> <p>JL</p>

	<p><b>Infrastructure &amp; Transportation</b></p> <p>Helensburgh Waterfront Leisure Project; Council currently recruiting specialist advisers to complete the project team to take the project forward.</p>	
	<p><b>Education / training</b></p> <p>Recruitment for a new Head of Hermitage Academy was unsuccessful and an interim will be appointed before recruitment for a permanent head commences again.</p>	
	<p><b>Economy &amp; Regeneration</b></p> <ol style="list-style-type: none"> <li>1. Economic Development Workshop held with industry and partners in January 2017. Conclusion was drawn that we need to engage with private sector better (i.e. supply chain, sub-contractors etc.)</li> <li>2. St Andrews Site. <ol style="list-style-type: none"> <li>a. Continues to be a key site of interest.</li> <li>b. Royal Navy keen to dispose of this site which requires careful handling due to security sensitivities.</li> <li>c. The Board agreed that its disposal and future use needs to be managed in a way that supports socio-economic growth i.e. not solely to the highest bidder without consideration to sustainable development.</li> <li>d. MG agreed to secure agreement with the DIO as soon as possible to proceed to disposal and work with partners for a satisfactory outcome on its future use.</li> </ol> </li> </ol>	
	<p>The Board agreed that there is a lot of good work going on within the workstreams and the Chair asked for the thanks of the board to go back to the Senior Management Group.</p> <p>There is a desire to secure quick wins to support communications with all stakeholders and it was further agreed that currently there are no promotable deliverables to date to assist with promoting the narrative. Key deliverables for the next few months need to be agreed and will be discussed under the separate agenda item Priorities of the Board.</p>	PM

3	<p><b>Construction Traffic Holding Areas</b></p> <ol style="list-style-type: none"> <li>1. JL presented a helpful overview which relates to the recognition that there will be a significant increase of HGVs travelling to HMNB Clyde on top of an already significant amount of traffic.</li> <li>2. The purpose is to create a new holding area in close proximity to the base specifically to hold HGVs to act not only as a parking area to support traffic flow but also to assist with security.</li> <li>3. This will be required between February 2018 and May 2019 and activity will peak around October 2018 with an estimated additional 40 HGVs per day.</li> <li>4. This needs to be ready by February 2018 and a number of options have been developed with clear preferred options emerging. The selection process will be completed by end of July 2017 at which point relevant permissions will be sought.</li> <li>5. It was agreed that JL should open discussions with the Planning Authority now and PM will ensure the relevant office is geared up to support the planning process as effectively as possible.</li> <li>6. A key issue identified is significant planned utility works by Scottish Water on the main route into the base. Starting at the Ardencaple Hotel in October 2017, work will last approximately 9 months and will include the traffic being managed via a controlled convoy with traffic being reduced to single carriageway.</li> <li>7. The board recognises that with planned additional HGV and associated contract traffic coupled with increased tourism traffic that action needs to be taken to prevent serious traffic issues and a PR disaster.</li> <li>8. CS agreed the Council will facilitate liaisons between Council, Royal Navy, Scottish Water, Police Scotland, West Dunbartonshire Council and any other relevant partner to ensure this is managed as well as possible.</li> <li>9. JL has data around the HGV movements which he will share with CS/PM</li> </ol>	<p>JL/PM</p> <p>PM</p> <p>JL</p>
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	<p><b>Strategic Priorities of the Board</b></p> <p>SG shared the discussion paper to support the board in considering its own priorities. As the board has only met once before and whilst the Senior Management Group (SMG) are continuing its work, it was considered necessary for the Board to establish its own priorities from a Community Planning Partnership perspective for over the next period which in turn provides certainty to the SMG. The top short term priorities were agreed as follows;</p> <ol style="list-style-type: none"> <li>1. Future Accommodation Model (FAM)</li> <li>2. St Andrews Site</li> <li>3. Commercial Development <ol style="list-style-type: none"> <li>a. Promoting private sector investment</li> <li>b. Mitigating increased traffic on road from Helensburgh to HMNB Clyde during construction.</li> </ol> </li> </ol> <p>In addition, it was noted that collectively from the workstreams there is a wide and diverse range of objectives which creates difficulty for the board to have a clear sense of what is happening and next steps. It was agreed that the respective work streams provide a short narrative on activity to date and next steps to support the board.</p> <p>It was further agreed to develop a project plan using existing information to provide a glance key activities and timescales to allow the board to assess progress. This will be developed by the SMG for submission to the board.</p> <p>With regards to promoting visible leadership to communities, stakeholders and national decision makers, the board is not satisfied that the scale, opportunity and more importantly the story is universally promoted sufficiently nor understood.</p> <p>The board recognises that there is much good promotional activity going on (i.e. private sector accommodation, personnel families etc) and more must be done and is a matter for the board to consider.</p> <p>Therefore it was agreed that a standardised communication should be developed for use when representatives are meeting community groups, private sector and politicians etc. This will provide a helpful brief for representatives and ensure a consistency in our messaging. [REDACTED] will liaise with the Council's Communications Manager (Jane Jarvie) to develop the narrative.</p>	<p>PM</p> <p>SG/PM</p> <p>AR/JJ</p>
5	<p>AOB</p> <p><b>Drumfork Club/ Early Learning Childcare (ELC)</b></p>	

	<p>CM provided an update on plans for the refurbishment of the Drumfork Community Club and the community consultation response for child care which has been factored into the design.</p> <p>This is a top community priority and fully addressing demands for child care is resulting in prohibitive capital costs and therefore the scope and capability is being reviewed. CM asks if a collaborative approach could provide a financially feasible solution.</p> <p>CS outlined the Scottish Government's manifesto pledge and legislation on hours to be provided for ELC and the need for significantly increased capacity across Scotland. Whilst capital will be provided by the Scottish Government, it is deemed at this point to fall short of projected costs. CS asked CM to forward details and he will arrange for this to be shared with Kathleen Johnston who is the Council's lead officer in meeting ELC obligations.</p> <p><b>Armed Forces Champion</b> With the departure of former Councillor Maurice Corry, the Council will soon appoint a new Armed Forces Champion and CS will advise asap of the successful appointee.</p> <p><b>Next Meeting</b> will be in December with date to be finalised soon. The meeting will be at the Helensburgh and Lomond Civic Centre.</p>	<p>CM/CS</p> <p>CS</p> <p>Stuart/ JL</p>
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**HMNB Clyde Strategic Delivery and Development Framework Board  
(SDDF)**

**06 December 2017 – 11.15am**

**Templeton Building, Civic Centre, Helensburgh**

**AGENDA**

1. Welcome; C Sneddon
2. Presentation on Housing Workstream
3. Discussion on Future Accommodation Model and Housing
4. Minutes of SDDF Board Meeting 21 June 2017
5. Update on Faslane Maritime Change Programme
6. Specific issues from Management Group for Boards Consideration
  - i. Scope of Studies
  - ii. Rural Resettlement Fund
  - iii. Update on Industry Day
  - iv. Communications
  - v. Construction Traffic Holding Areas
  - vi. St Andrews Site/ McKenzie Housing Estate, Rhu
7. Supply Chain Study Project Proposal – herewith
8. Draft high level project plan - herewith
9. Date of next meetings

For Information; Note of Senior Management Group Meeting 08.11.17 herewith





# HMNB Clyde Strategic Delivery and Development Framework Board (SDDF)

06 December 2017 – 11.15am

Helensburgh and Lomond Civic Centre, Helensburgh

## MINUTES

### **In attendance;**

1. Cleland Sneddon, CEO, Argyll and Bute Council, Chair of SDDF Board (CS)
2. Commodore [REDACTED], HMNB Clyde, Royal Navy (MG)
3. Superintendent Gail McClymont, Police Scotland. (GM)
4. Senior Fire Officer Stuart McLean, Scottish Fire and Rescue Service (JS)
5. Pippa Milne, Executive Director Development and Infrastructure, Argyll and Bute Council/ Chair of Senior Management Group – via teleconference (PM)
6. [REDACTED], Strategic Communications, HMNB Clyde (AR)
7. Commander [REDACTED], Base Executive Officer, HMNB Clyde, Royal Navy (JL)
8. Captain [REDACTED], Captain of the Base HMNB Clyde, Royal Navy (CM)
9. Neil Francis, International Operations Director, Scottish Enterprise/ SDI
10. Stuart Green, Corporate Support Manager, Argyll and Bute Council (SG)
11. Douglas Whyte, Housing Services Manager – item 2 and 3 (DW)

### **Apologies**

1. Andrew Wells, Head of Property, Crown Estate Scotland (AW)
2. Chief Superintendent Hazel Hendren, Police Scotland

No	Item	Lead
1	<b>Welcome</b>  Apologies noted from Andrew Wells and Hazel Hendren	
2	<b>Presentation on Housing Workstream – DW/ JL</b>  A joint presentation on the known status of housing in Helensburgh and Lomond was presented including background on related surveys and studies that are presently ongoing. A copy of the presentation is attached for information.  <b>Actions;</b> 1. Planning Permissions House Building Allocations – breakdown of number of bed rooms.	DW

	<p>2. Push message at next visit to Devonport of housing coming online e.g. Taylor Wimpey development.</p> <p>3. CM to consider other areas of joint promotional activity with Council or other e.g. education, spousal employment etc. and will advise Chair of requirements from Council.</p> <p>4. Development of a single set of conclusions and recommendations from the two separate housing surveys.</p> <p>Note that page is being created on council website for armed forces personnel to promote housing options.</p>	<p>CM</p> <p>CM</p> <p>DW/JL</p>
3	<p><b>Future Accommodation Model and Housing</b></p> <p>JL in fortnightly liaison with MOD Policy Team who have a key role on FAM. There is an assumption of approval and decision likely June 2018 with implementation commencing December 2018 although training for HR already being looked at.</p>	
4	<p>Minutes of the SDDF Board Meeting 21.06.17 – agreed</p> <p>Matters arising;</p> <ol style="list-style-type: none"> <li>1. Argyll and Bute Local Development Plan; Main Issues Report now out for consultation closing 11 December.</li> <li>2. Waterfront Regeneration Project; there is now a Royal Navy representative on the project team.</li> <li>3. Councillor Barbara Morgan is new Armed Forces Champion and is already in liaison with Royal Navy.</li> <li>4. Drumfork Club – received £3m funding for its refurbishment as a community facility. Next stage is invitation to tender for works. Early Learning Facilities planned to open August 2018.</li> </ol>	
5	<p><b>Update on Faslane Maritime Change Programme</b></p> <p>MG provided a helpful update and key message was move from planning to delivery. There are 5 key change programmes now ongoing with significant expenditure this financial year and will continue for next 10 years. Arrival of additional submarines progressing as planned.</p>	
6	<p><b>Specific Issues from Management Group for Boards Consideration</b></p>	

	<ol style="list-style-type: none"> <li>1. Scope of studies – a helpful list of existing and planned activity.</li> <li>2. Rural Resettlement Fund; whilst armed forces personnel already qualify for relocation expenses, civil servants do not and it was agreed to promote this better. This should also be promoted to contracting organisations who do not offer relocation assistance.</li> <li>3. Construction Traffic Holding Areas; <ol style="list-style-type: none"> <li>a. Old Breaking Yard is preferred site (not training centre) for holding vehicles and other sites required for holding materials.</li> <li>b. Required by mid-April 2018 and planning consenting process not yet commenced.</li> <li>c. With regards to increased HGVs and Scottish Water utility works, the Commodore advised the Chair that he is satisfied with progress on coordination and communications.</li> </ol> </li> <li>4. Communications – high level plan will be presented to next board meeting. There will be a focus on proactive communications to celebrate the first anniversary of the formal signing of the MoU (27.02.17). Joint activity between AR and Jane Jarvie from Council.</li> <li>5. St Andrews / McKenzie Housing Estate <ol style="list-style-type: none"> <li>a. Future use of St Andrews will be informed of the supply chain study proposal and no final decision should be made until then.</li> <li>b. McKenzie estate part of DIO Housing Needs Survey and recommendations will emerge over next period.</li> </ol> </li> </ol>	AR
7	<p><b>Supply Chain Study Proposal</b></p> <p>The board agreed the recommendation to accept an offer from Scottish Enterprise to undertake a study to provide an analysis of the current supply chain with the following amendment.</p> <p>The study will not be restricted to the supply chain only and may consider other activity such as HR, training, transport etc. All activity will be confirmed after an initial scoping is completed.</p>	

8	<p><b>Project Plan</b></p> <p>An effort has been made to attempt to capture key activity into a single high level project plan which will be updated for future meetings.</p>	
9	<p><b>AOB</b></p> <p>CM asked if there was scope for the Council to consider the installation of traffic lights at the oil fuel depot to support traffic management. PM agreed to explore with her team and advise on costs which the Royal Navy may be able to contribute towards.</p>	PM
10	<p><b>Next Meeting</b></p> <p>The Board agreed to stick to the planned schedule and next meeting will be June 2018; date to follow.</p>	SG

## HMNB Clyde Strategic Delivery and Development Framework Board (SDDF)

07 December 2018 10.00am – 12.00pm

Newark and Seabank Meeting Rooms, Civic Centre, Helensburgh

### AGENDA

1. Welcome
2. Minutes of SDDF Board Meeting 06 December 2017; herewith
3. Rural Growth Deal – Cleland/ Pippa
4. High level update on Faslane Maritime Change Programme
5. Accommodation
  - a. Presentation; Housing Update
  - b. Business Accommodation Requirements; verbal update on Supply Chain/ Estate Development Plan Update
  - c. Clyde Future Accommodation Project; Project Initiation Document
6. Communications
  - a. Communications Action Plan – Communications Managers; herewith
  - b. Online hosting/promotion of useful information; [www.argyll-bute.gov.uk/abplace2b](http://www.argyll-bute.gov.uk/abplace2b)
7. For information
  - a. Note of SDDF Senior Management Team Meeting 07.11.18
  - b. Highlight Progress Reports as issued for 07.11.18
    - i. Accommodation
    - ii. Economy and Regeneration
    - iii. Infrastructure and Transportation Initiative 3
    - iv. Infrastructure and Transportation Initiative 4
    - v. Infrastructure and Transportation Initiative 5
    - vi. Communications
  - c. Making Places Report - Helensburgh Charrette
8. Date of next meeting



## HMNB Clyde Strategic Delivery and Development Framework Board (SDDF)

07 December 2018 10.00am – 12.00pm

Newark and Seabank Meeting Rooms, Civic Centre, Helensburgh

### NOTE OF MEETING

#### **In attendance;**

1. Cleland Sneddon, CEO, Argyll and Bute Council, Chair of SDDF Board (CS)
2. Cllr Aileen Morton, Leader, Argyll and Bute Council (AM)
3. Commodore [REDACTED], HMNB Clyde, Royal Navy (DD)
4. Inspector Roddy MacNeil, Police Scotland. (RM)
5. Paul Devlin, Local Senior Officer, Scottish Fire and Rescue Service (JS)
6. Pippa Milne, Executive Director Development and Infrastructure, Argyll and Bute Council/ Chair of Senior Management Group – via teleconference (PM)
7. [REDACTED], Strategic Communications, HMNB Clyde (AR)
8. Commander [REDACTED], Base Executive Officer, HMNB Clyde, Royal Navy (JL)
9. Mark Newlands, Director, Scottish Enterprise/ SDI (MN)
10. [REDACTED], Innovation Projects, HMNB Clyde (HT)
11. Stuart Green, Corporate Support Manager, Argyll and Bute Council (SG)
12. Douglas Whyte, Housing Services Manager – item 2 and 3 (DW)

#### **Apologies**

1. Andrew Wells, Head of Property, Crown Estate Scotland (AW)
2. Captain [REDACTED], Captain of the Base HMNB Clyde, Royal Navy (CM)
3. Chief Superintendent Brian Gibson, Police Scotland

#### **1. Welcome**

- a. Thanks to Commander [REDACTED] for the terrific work and contribution and wish him all the best.

#### **2. Minutes of SDDF Board Meeting 06 December 2017;**

- a. Agreed as an accurate record.

#### **3. Rural Growth Deal**

- a. Pippa Milne updated the Board on the Rural Growth Deal (RGD) which was approved by the Council and recently submitted to the respective UK and

Scottish Governments. Next major milestone, following intensive negotiation, is to secure an agreed Head of Terms towards the end of 2019.

- b. Split into 3 key areas; growing, attracting and connecting. Proposes a number of key projects within these themes with links to key sectors include tourism, food and drink, aquaculture, housing, business accommodation, transport and digital connectivity, marine science etc.
- c. Designed to respond to our overall objective in relation to growing our economy and population and is essentially a 10 year plan.
- d. Value of proposed RGD is circa £170m and is now the subject of negotiations with governments which will be influenced by the political climate.
- e. Success of approval and delivery wholly dependent on successful partnership working.
- f. Public consultation resulted in an endorsement of 98% to proceed as proposed.

#### 4. High level update on Faslane Maritime Change Programme

- a. Commodore █████ provided an update and the base is now very busy and full reflecting the urgent need for change as per the programme. 2019 is very much the year of delivery with a number of critical and significant milestones that need to be delivered.
- b. 'Develop, Recapitalise and Grow' are three key themes for the success of the programme. Ambitions are high including developing a world class facility and organisation; bulk of capital spend is in engineering.
- c. Training facilities are now well advanced on site of which some are being relocated from Plymouth.
- d. New and final Single Living Accommodation units within the base will be completed in March 2019 and there is an urgency to secure accommodation for ongoing arrival of personnel.
- e. Due to lack of space, recapitalisation is required to ensure facilities are refitted for new requirements.
- f. Anecdotal evidence suggests that new intake of navy personnel are keen to relocate their families to the area.
- g. Argyll and Bute Council keen to maximise relocation specifically to within Argyll and Bute.

#### 5. Accommodation

- a. Presentation; Housing Update; Douglas Whyte/ Commander █████



- i. Accommodation Funding and Delivery Strategy (AFDS); DIO are committed to doing things differently to increase chance of success.
  - ii. Contract awarded to JLL as advisor to bring commercial expertise to strategy.
  - iii. JL outlined existing and required accommodation units for personnel and families.
  - iv. JL outlined forecasted number of beds required in future years. Number of variables likely to change outcome which will need to be constantly adjusted as actual behaviour informs the assumptions.
  - v. Post 2020 Clyde Future Accommodation Project Mandate; two additional submarines arriving 2019 which will fill remaining accommodation.
  - vi. Married quarters in Churchill are currently undersubscribed significantly and are being converted Single Living Accommodation (SLAs) to accommodate 115 personnel and targeted at senior ratings (middle management). Pippa checking if House in Multiple Occupancy (HMO) license is required. Work is being done in batches of 10 with first batch complete by February 2019.
  - vii. Opportunity to change behaviours of personnel with regards to decisions about accommodation.
  - viii. RN also seeking to reduce demand for SLA at HMS Neptune by reducing barriers to private accommodation market.
  - ix. The Future Accommodation Model pilot (FAM) has been delayed as HM Treasury are yet to be convinced of long term savings; hopeful this will eventually be approved.
  - x. Behavioural change; noted increasingly that submarine personnel are seeking to relocate to Scotland. There is another joint visit to Devonport planned for February/ March 2019 as part of the 'winning hearts and minds' approach. Education now largely understood and representatives from enterprise/business growth might ideal. Action 2; JL to provide dates and advice on sectorial representatives required which partners will arrange.
  - xi. Douglas Whyte provided an overview on social and private housing development in the area.
- b. Findings from HNDA surveys in 2016 and 2018 demonstrates there is sufficient supply for indigenous demand.
  - c. The emerging Local Development Plan (LDP2) identifies Helensburgh and Lomond as a potential growth area with reference to Faslane Maritime Change Programme.

- d. In 2018 there are 1,303 housing units either approved or allocated within the existing LDP.
- e. DW outlined a list of existing development sites in the area with a total of 962 units constructed/ planned in the area. Options available with regards to tenure. Action 3; DW will email JL information on low cost home ownership.
- f. The conclusion is that there is sufficient land and housing supply in the area to accommodate the demand needs on the Royal Navy (RN) and the Council and partners are keen to support the RN in meeting their needs.
- g. Noted that the RN intended providing information at HMNB Clyde for service personnel on housing options. Agreed similar information should be available at Devonport. Action 4: JL to ensure availability of housing options information in the Helensburgh and Lomond area is available at the Devonport site.
- h. Suggested that an event engaging housing developers could be arranged to provide a level of demand information that may increase developer confidence. This event to be considered as soon as practicable given the lead in times for development.
- i. Business Accommodation Requirements.
  - i. Scottish Enterprise funding Supply Chain Study and commissioned EKOS to scope the work. Currently on hold until the new/replacement principal defence contract is in place and principal contractor confirmed. Other work has been ongoing include looking at supply chain models elsewhere in advance of key work progressing early 2019.
  - ii. Action 5; notwithstanding negotiations currently ongoing with defence contractor, DD will link Mark and Pippa into four defence contractors /industry and in a manner to encourage innovative thinking.
  - iii. Action 6; trial to move personnel out of the base to better understand how accommodation models work. Ensure council and RN personnel sufficiently connected to coordinate effort including identification of premises/ land. Meeting to be convened as soon as possible.
- j. Clyde Future Accommodation Project; Project Initiation Document (PID);  
Commander [REDACTED]

- i. Jim outlines the principles of the PID which seeks to bridge the gap between the demand and supply for suitable accommodation for personnel between 2020 and 2021 and preferably in a manner that supports the longer term of socio-economic development of the communities.
- ii. Requires understanding on types of accommodation personnel seek.
- iii. Assumes increased SLA only required in the short to medium term. It is noted a high number of Navy personnel own their own home.
- iv. A suite of incentives currently available to navy personnel to support accommodation.
- v. The project seeks to explore and develop innovative approaches to solving the accommodation problem with a focus on the Helensburgh and Lomond area.
- vi. New child care facility for 75 children at Drumfork Club will be completed February 2019.
- vii. Looking at colocation opportunities for partners to create a sense of a hub in Churchill e.g. health, enterprise, child care etc.
- viii. AM suggests that guarantees/certainty around numbers seeking visitor accommodation could positively influence future investment in quality visitor accommodation in Helensburgh.
- ix. PID does not include consideration for contractors which may further boost visitor accommodation assuming there is sufficient supply.
- x. The Board is comfortable to endorse the PID.
- xi. Agreed there are additional tasks required.
  - 1. The first relates to communications to the private sector and Registered Social Landlords and could possibly include a marketing event to provide certainty and confidence to market.
  - 2. Smart design to future proofing demands on new property (i.e. simple conversions) could support long term sustainable use of buildings.
  - 3. Creation of promotional video of 'virtual tours' of area and property to encourage relocation into the community.
- xii. DD considers there is insufficient understanding of what civilians require (i.e. MOD civilian personnel, defence contractors etc) and this needs to be factored into future research and thinking.

## 6. Communications

a. Communications Action Plan – Communications Managers

- i. AR outlined that there is a huge amount of activity and the action plan seeks to identify specific areas of human interest, audiences and outputs.
- ii. Key messages and language are military focussed and AR/JJ will undertake further work to refine the messages as appropriate with emphasis on benefits.
- iii. Channels of communication; whilst there is an emphasis on digital first, there will be traditional media to complement this.
- iv. Risk and mitigations; emphasises of need to communicate what is happening and benefits. Decision makers need to ensure they keep communication managers informed to ensure key messages are being pushed.
- v. Evaluation will be undertaken to support ongoing development of communications (i.e. what worked well and what could be better).
- vi. Coming up to second anniversary of signing of MOU, key question for public interest is so what and is there evidence of progress? Agreed a better focus than a retrospective of the last 2 years was to focus on the things we plan to do in future under the direction of the SDDF.
- vii. The plan was broadly supported and a range of comments from the table are to be taken into consideration and a refreshed version to be circulated. Comments include
  1. Sensitivity of language
  2. Broaden audiences to include universities, civilians and maritime organisations.
  3. Personalise for local communities.

b. Online hosting/promotion of useful information;

- i. CS outlined the emergence of an external promotional site in development; [www.argyll-bute.gov.uk/abplace2b](http://www.argyll-bute.gov.uk/abplace2b) and

7. For information

- a. The board notes the supplementary information and the Chair is pleased with and wishes to acknowledge the good continued joint working between partners as evidenced at the SDDF Management Group.

5a

**HMNB Clyde Strategic Delivery and Development Framework Board (SDDF)**

**12 June 2019 10.00am – 1.00pm**

**Newark and Seabank Meeting Rooms, Civic Centre, Helensburgh**

**AGENDA**

1. Note of SDDF Board Meeting 07 December 2018; (herewith)
2. High level update on Faslane Maritime Change Programme
3. Clyde Future Accommodation Project
4. Business Accommodation/ Supply Chain Requirements; update on Supply Chain/ Estate Development Plan Update
5. Estates Development Plan and Activity for Displaced Personnel
6. Private sector housing update and spatial map to follow
7. Cross Sectoral Working
8. Communications Update
9. For information
  - a. Note of SDDF Senior Management Team Meeting 09.05.19
10. AOB



## HMNB Clyde Strategic Delivery and Development Framework Board (SDDF)

12 June 2019 10.00am – 12.00pm

Newark and Seabank Meeting Rooms, Civic Centre, Helensburgh

### NOTE OF MEETING

#### **In attendance;**

1. Cleland Sneddon, CEO, Argyll and Bute Council, Chair of SDDF Board (CS)
2. Cllr Aileen Morton, Leader, Argyll and Bute Council (AM)
3. Commodore [REDACTED] HMNB Clyde, Royal Navy (DD)
4. Inspector Roddy MacNeil, Police Scotland. (RM)
5. Gregg McKearney, Scottish Fire and Rescue Service (GM)
6. Pippa Milne, Executive Director Development and Infra', Argyll and Bute (PM)
7. Captain [REDACTED], Captain of the Base HMNB Clyde, Royal Navy (CM)
8. Commander [REDACTED], Base Executive Officer, Royal Navy (MF)
9. Mark Newlands, Director, Scottish Enterprise/ SDI (MN)
10. Stef Lach, Communications, Council (SL)
11. Stuart Green, Corporate Support Manager, Argyll and Bute Council (SG)

#### **Apologies**

1. Andrew Wells, Head of Property, Crown Estate Scotland – agreed to depart board
2. Paul Devlin, Local Senior Officer, Scottish Fire and Rescue Service (JS)
3. Chief Superintendent Brian Gibson, Police Scotland
4. [REDACTED], Strategic Communications, HMNB Clyde (AR)
5. [REDACTED], Innovation Projects, HMNB Clyde (HT)

1. Note of SDDF Board Meeting 07 December 2018 agreed. Matters arising;
  - a. Andrew Wells, Crown Estate advised he will step down from the Board although he is happy to be contacted if there are matters related to Crown Estate that require his input.
  - b. Joint promotional visit to Devonport; benefits being felt as it is considered that the message is understood and personnel and families are considering residing in the area around HMNB Clyde; now business as usual.

- c. Rural Growth Deal Update; visit by civil servants from both UK and Scottish Government to Argyll and Bute to explore the development opportunity. Feedback was positive and viewed the proposals as generally acceptable. Our proposal around road infrastructure suggested by civil servants as being better pursued through the Strategic Transport Projects Review rather than the RGD. HMNB Clyde was promoted as a key feature of the deal. We remain confident of securing agreed heads of terms with government by the end of 2019. Mark Newlands advised of the 'inclusive growth' agreement drafted by Glasgow University for the Ayrshire growth deal and could be considered as good practice for the Rural Growth Deal with regards demonstrating potential to socio-economic benefits.
- d. MF/CM advises of their increasing engagement and generally positive activity with community councils. **Action 1**; consider development and promotion of a case study on their engagement with communities with regards to the Faslane Maritime Change Programme MF. **Action 2** Commodore considering inviting media into base for visit and make a joint effort with CPP. AR/SL

2. High level update on Faslane Maritime Change Programme – Commodore [REDACTED]

- a. Taken delivery of last 2 accommodation blocks providing several hundreds of beds and is now full. Regular arrivals of new personnel.
- b. Future Accommodation Model (FAM); decision to progress this and remains the primary tool to accommodate personnel and families.
- c. A number of personnel being accommodated in Churchill estate and will be completed in 2 months and provides primary solution for 2019.
- d. Offsite single living accommodation project – new approach and in process of recruiting a project manager next week to take forward options and proposals to deliver target for next year and beyond. The Council will connect to relevant services with the Project Manager to ensure deliverability of target within Argyll and Bute. Detail considered around the JLL report and options, alternative models for delivery of offsite accommodation and noted the intended survey of service personnel to consider demand for housing other related public services. **Action 4**; agreed for the RN to share the draft survey with partners before issue and share results. MF



- e. Also considering developing offsite office accommodation to release capacity within the HMNB Clyde base and proof of concept pilot to be taken forward. The Council will connect relevant services with the project manager to ensure deliverability on timescale within Argyll and Bute.
- f. HMNB Clyde now receiving additional submarines and additional visitors to base which should have a positive impact on the economy. Personnel enjoying bus tours around Argyll and Bute on days off. **Action 5**; link Royal Navy in with Argyll and Isles Tourism Cooperative (AITC) to provide promotional information regarding places to visit and things to do and experience in the area. PM
- g. MF advises of traffic management controls and opening of different gates to reduce pressure on North Gate and feedback from Police and community councils has been positive.

3. Clyde Future Accommodation Project - Royal Navy

- a. CM advises of efforts to modernise the way accommodation is provided and shared presentation. Dedicated support to deliver FAM and pilot goes live 30 September 2019. **Action 6**; CM links FAM support with key council personnel and will direct initially via PM. **Action 7**; explore resources to increase capacity to progress the projects PM/CM.

4. Business Accommodation/ Supply Chain Requirements; update on Supply Chain/ Estate Development Plan Update - Mark Newlands/ Cpt [REDACTED]

- a. Challenge in securing information deemed as commercially sensitive due to ongoing competitive tendering for defence contracts.
- b. Commodore set up session between SE and defence contractors that was very constructive. Consultants have produced a draft report that is being reviewed and that and contains many caveats. Ultimately will go to MOD departments for review prior to sharing. Commodore seeking to facilitate an improved outcome.
- c. MN considers there is scope to commence development of a business case for offsite office accommodation in the area. Securing an anchor tenant would increase demand for such a facility (potential synergy with need for office accommodation). Potential sites at Craighendran and Helensburgh pier discussed.

- d. **Action 8**; establish a workshop session linked to Rural Growth Deal to explore propositions to encourage supply chain organisations to set up off site and preferably in the form of a cluster. PM will coordinate with support from MN and CM.

5. Private sector housing update and spatial map.

- a. PM provided and talked through the brief and spatial plan issued as part of the pack.
- b. Private developer looking at potential sites in Portincaple and is presenting to next meeting of Garelohead community council.
- c. Add into brief other potential sites including affordable housing around the peninsula, towards Arrochar and at Cardross.

6. Cross Sectoral Working

- a. Board notes brief from Skills Development Scotland who are keen to participate and are looking at office accommodation at the Drumfork Centre with its refurbishment due to be complete January 2020. **Action 9**; agreed for next meeting to be held in Drumfork Club and tie in with soft launch.

7. Communications Update; DD provide an update on developments provided by AR with communications to be developed/published over the following.

- a. Drumfork Club relaunch
- b. McKenzie Estate – strong positive narrative to emerge
- c. Churchill Single Living Accommodation
- d. Future Accommodation Model

8. For information

- a. Note of SDDF Senior Management Team Meeting 09.05.19

9. AOB

- a. Cpt [REDACTED] is retiring from Royal Navy 16<sup>th</sup> July and the Board thank him for all his efforts and wish him all the best for the future.

**HMNB Clyde Strategic Delivery and Development Framework Board (SDDF)**

**06 December 2019 10.00am – 1.00pm**

**Drumfork Centre, Churchill Estate, Helensburgh, G84 9HL**

**AGENDA**

1. Note of SDDF Board Meeting 12 June 2019; (herewith)
2. Argyll and Bute Council CEO Appointment Update
3. High level update on Faslane Maritime Change Programme
4. Office Accommodation – Proof of Concept
5. Supply Chain Study Report
6. Family Accommodation Model – Statistics and Heat Maps
7. Housing Update
8. Arrangements for formal reopening of Drumfork Centre
9. For information
  - a. Note of SDDF Senior Management Team Meeting 06.11.19; (herewith)
10. AOB



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**HMNB CLYDE STRATEGIC DELIVERY AND DEVELOPMENT FRAMEWORK  
BOARD (SDDF)**

**6 DECEMBER 2019**

**DRUMFORK CENTRE, CHURCHILL ESTATE, HELENSBURGH**

**NOTE OF MEETING**

**In attendance;**

1. Cleland Sneddon, CEO, Argyll and Bute Council, Chair of SDDF Board (CS)
2. Commodore [REDACTED], HMNB Clyde, Royal Navy (DD)
3. Inspector Roddy MacNeil, Police Scotland. (RM)
4. Gregg McKearney, Scottish Fire and Rescue Service (GM)
5. Pippa Milne, Executive Director, Argyll and Bute Council (PM)
6. Commander [REDACTED], Base Executive Officer, Royal Navy (MF)
7. Teresa Correia, Scottish Enterprise/ SDI (TC)
8. [REDACTED], Depute Head of Infrastructure, MOD (NS)
9. [REDACTED], Accommodation Programme Manager (NC)
10. Ross McLaughlin, Head of Commercial Services, Argyll and Bute Council (RMcL)
11. Elizabeth Wade, Depute Director, NHS England
12. Mark Lodge, Senior Planning Officer, Argyll and Bute Council (ML)
13. Douglas Whyte, Team Leader, Housing Services, Argyll and Bute Council (DW)
14. [REDACTED] FAM Implementation Lead, MOD (BT)
15. Kirsteen MacDonald, Regeneration Project Manager, Argyll and Bute Council

**Apologies**

1. Cllr Aileen Morton, Leader, Argyll and Bute Council (AM)
2. Chief Superintendent Brian Gibson, Police Scotland
3. Captain [REDACTED], Captain of the Base, Royal Navy
4. Paul Devlin, Local Senior Officer, Scottish Fire and Rescue
5. [REDACTED], Strategic Communications, HMNB Clyde (AR)
6. [REDACTED] Innovation Projects, HMNB Clyde (HT)
7. Stuart Green, Corporate Support Manager, Argyll and Bute Council (SG)

1.	<b>NOTE OF SDDF BOARD MEETING – 12 JUNE 2019</b>  Agreed as an accurate record.
2.	<b>ARGYLL AND BUTE COUNCIL CEO APPOINTMENT UPDATE</b>  The Chair provided an update that this was his final attendance at the SDDF Board as he will be taking up a new post as CEO at South Lanarkshire Council and after an external recruitment process, Pippa Milne will be the new CEO of the Council and therefore the future chair of the board.  The board notes Cleland's contribution to the establishment and development of the board and wish Cleland all the best in new role.

3.	<p><b>HIGH LEVEL UPDATE ON FASLANE MARITIME CHANGE PROGRAMME</b></p> <p>DD provided an overview of the implementation of their programme. As the board is aware, they are on track to continue to receive an increasing number of personnel at the base over the coming period.</p> <p>Training school opening in February 2020 at base (moving from Portsmouth).</p> <p>DD has noted a growing sense of positivity and is liaising with media.</p>
4.	<p><b>OFFICE ACCOMMODATION – PROOF OF CONCEPT</b></p> <p>NC and RMcL provided a joint presentation which will be shared with the note of the meeting.</p> <p>Regarding short term office requirements, RMcL advised of the Council's 'town centre first' approach as the starting point but is also looking at Blairvadach and Colgrain as well as the town centre given the change and appreciation of office requirements of the Navy. Also exploring co-location with Police Scotland but site visit confirmed this space was too small. Land at Colgrain may accommodate portacabin offices until formal new business park/offices completed. This is in the medium term i.e. 2021 to 2025. Blairvadach currently zoned for housing, however office use is a possibility.</p> <p>Long term office requirement; Council supportive of land assembly and purchase if commitment secured. All options require impact assessment before investment authorised.</p> <p>NC confirmed that requirements for both office and residential accommodation were live discussions and were being crystallised. NC was building a scoring matrix with input of MOD Staff to outline the requirements of personnel for both office and residential. It would be used to 'test' options suggested by Council and others. He hoped to have this ready in January with testing in February.</p> <p>CS; recommendations for options to be brought back to the board sooner rather than later (normally June/ July).</p> <p><b>Actions;</b></p> <ol style="list-style-type: none"> <li>1. NC to build and test comparative assessment tool in partnership with end users;</li> <li>2. RMcL to identify options that can be 'fed into' assessment tool and detail site provision and assembly;</li> <li>3. NC and RMcL to utilise scoring matrix to create and recommend options by early April 2020 to allow the Council's Strategic Management Team to consider.</li> </ol>

	<p>4. Provide DD support and facilitation for the creation of an intermediate plan for 2021-2023.</p>
<p>5.</p>	<p><b>SUPPLY CHAIN STUDY REPORT</b></p> <p>TC provided an overview of the economic impact report by EKOS Consulting and went over the actions and specific asks as per the paper issued in advance.</p> <p>All actions within the Action Plan for the Clyde Maritime Opportunities Programme were accepted and recommendations for taking forward the actions are be presented to the next SDDF Board at their next meeting.</p> <p>CS considered there is an opportunity for Argyll College to provide tailored training for spouses to support their integration into the area.</p> <p><b>Actions;</b></p> <ol style="list-style-type: none"> <li>5. MF to liaise with Council and Stephen Brannagan at Scotland Excel to explore local procurement of soft facilities management.</li> <li>6. TC and DD to liaise to support Skills Development Scotland to identify skills shortages and training opportunities for supply chain.</li> <li>7. TC will pull together the delivery groups and put to the SDDF Senior Management Group.</li> <li>8. TC present to next SDDF Board recommendations for taking forward the action plan.</li> </ol>
<p>6.</p>	<p><b>FAMILY ACCOMMODATION MODEL – STATISTICS AND HEAT MAPS</b></p> <p>FAM is a 3 year pilot commencing October 2019 to see how the cultural and social change achieve their desired outputs. Personnel would like to have the choice to live offsite.</p> <p>MF advised that non-commissioned officer take up is very successful. Extrapolation rates are expected to grow as more personnel relocate to Helensburgh.</p> <p>ML clarified that the consultation for the emerging Local Development Plan (LDP) ends January 2020 and advises that his report and map will be available to be circulated with the minutes.</p> <p>CS – asked Mark to confirm that there is capacity in the LDP over and above windfall.</p>

	<p>PM – noted that the private sector housebuilders being very helpful and accommodating along with LINK housing and others formulating flexible solutions to take SCA to FLA/SFA.</p> <p><b>Actions</b></p> <p>9. BT to provide group with regular updates / datasets from implementation of FAM. This may affect calculations for accommodation requirements moving forward</p>
7.	<p><b>ARRANGEMENTS FOR FORMAL OPENING OF DRUMFORK CENTRE</b></p> <p>Formal opening is on Friday 24 January 2020.</p>
9.	<p><b>FOR INFORMATION –</b></p> <p>The Board notes the copy of the SDDF Senior Management Team Meeting 6 November 2019</p>



**HMNB Clyde Strategic Delivery and Development Framework Board (SDDF)**

**13 May 2020 – 11.30am**

**Skype/ Teleconference**

**AGENDA**

1. Note of SDDF Board Meeting 06 December 2019; (herewith)
2. Office and Single Living Expansion – Gateway Review
3. For information
  - a. Note of SDDF Senior Management Team Meeting 28.04.20; (herewith)
4. AOB



## HMNB CLYDE STRATEGIC DELIVERY AND DEVELOPMENT FRAMEWORK BOARD (SDDF)

### Note of Teleconference - 13 May 2020

#### In attendance;

1. Aileen Morton, Cllr, Leader, Argyll and Bute Council (AM)
2. Albert Bruce, Scottish Fire and Rescue Service (GM)
3. [REDACTED], Strategic Communications, HMNB Clyde (AR)
4. Brian Gibson, Chief Superintendent, Police Scotland, (BG)
5. [REDACTED], FAM Implementation Lead, MOD (BT)
6. [REDACTED], Commodore, HMNB Clyde, Royal Navy (DD)
7. Fergus Murray, Head of Growth, Argyll and Bute Council (FM)
8. John Paterson, Divisional Commander, Police Scotland. (RM)
9. Kirsty Flanagan, Interim Executive Director, Argyll and Bute Council (KF)
10. [REDACTED] Commander, Base Executive Officer, Royal Navy (MF)
11. Matt Mulderrig, Development Policy Manager, Argyll and Bute Council (MM)
12. [REDACTED], Accommodation Programme Manager (NC)
13. [REDACTED], Captain of the Base, Royal Navy
14. Pippa Milne, Executive Director, Argyll and Bute Council - Chair (PM)
15. Ross McLaughlin, Head of Commercial Services, Argyll and Bute Council (RMcL)
16. Stuart Green, Corporate Support Manager, Argyll and Bute Council (SG)
17. Teresa Correia, Scottish Enterprise/ SDI (TC)

#### Apologies

1. [REDACTED] Innovation Projects, HMNB Clyde (HT)

1.	<p><b>Note of SDDF Board Meeting – 06 December 2019</b> Agreed as an accurate record.</p>
2.	<p><b>Office and Single Living Expansion – Gateway Review – [REDACTED] Ross McLaughlin.</b></p> <p>The Board thanked [REDACTED] and Ross for their efforts in completing this stage in a robust manner and timeously.</p> <p>The Board notes that of the sites put forward by Argyll and Bute Council, Colgrain is the preferred site to be taken forward to the next stage of the analysis, namely Value For Money / Stage 2 Business Case and a detail risk study.</p> <p>NC and RMcL, in consultation with TC to further set out what these next steps and timescales will look like including potential for local estate plans for Police Scotland and SFRS to be included. A sub group to take this forward will meet 28 May 2020.</p> <p>The sub group will advise of suggested date for next meeting of SDDF Board for a further update on accommodation.</p>

	<p>DD and NC will follow up with industry partners to seek further engagement in the project.</p> <p>NC to develop the thinking on implementation beyond the value for money/ stage 2 business case stage.</p>
3.	<p><b>FOR INFORMATION –</b></p> <p>The Board notes the copy of the SDDF Senior Management Team Meeting 28 April 2020</p>
4.	<p><b>AOCB</b></p> <p>None</p>

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**HMNB Clyde Strategic Delivery and Development Framework Board (SDDF)**

**13 November 2020 – 2pm**

**Skype/ Teleconference**

**AGENDA**

1. Note of SDDF Board 13 May; (herewith)
2. Office Relocation
3. SLA Provision Outwith the Wire
4. FAM Pilot
5. Funded Tree Planting on MoD Land
6. AOCB

