

# HMNB Clyde Strategic Delivery and Development Framework (SDDF)

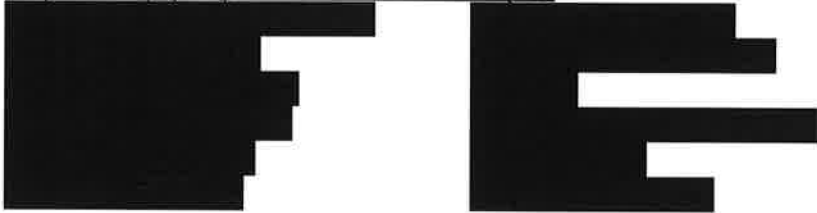
## Senior Management Group Meeting

9 August 2016 at 1000hrs  
Seabank Room, Helensburgh Civic Centre

### Note of Meeting

**PRESENT :**

Royal Navy (RN) - HM Naval Base Clyde



Argyll & Bute Council (A&BC)

Angus Gilmour (AG) - CHAIR	Head of Planning and Regulatory Service
Fergus Murray (FM)	Head of Economic Development and Strategic Transportation
Jim Smith (JS)	Head of Roads and Amenity Services
Anne Paterson (AP)	Head of Education
Moirra MacVicar (MMV)	Housing Services Manager
Matt Mulderrig (MM)	Development Policy Manager
Fiona Bornman (FB)	Note Taker

**APOLOGIES:**

None

No	Agenda Item	Action
1	<p><b>Introductions</b></p> <p>The Chair welcomed all to the meeting and round table introductions were made.</p>	
2	<p><b>A&amp;BC Recap of purpose of SDDF Framework and Board arrangements.</b></p> <p><i>Reference Paper: Proposed HMNB Clyde Strategic Delivery and Development Framework (SDDF)</i></p> <ul style="list-style-type: none"> <li>• AG provided the group with an overview of the SDDF and background to the initiative.</li> <li>• The role of the Board and the governance arrangements were discussed.</li> <li>• Membership and structure of the SDDF Board to be agreed by the A&amp;BC Chief Executive and the Naval base Commander, HMNB Clyde.</li> <li>• The date of first Board meeting has been set for Sept / Oct.</li> <li>• Membership of the Senior Management Group can be fluid. Group to meet formally every 6 months with an annual report to the Board.</li> <li>• Project Working Group members to be identified and actions agreed.</li> <li>• CM advised the group of high level interest in this initiative, not only from within the base but also from UK Ministers.</li> <li>• Broader communication, media, PR needs to be initiated to engage</li> </ul>	

	<p>communities and create opportunities for partnerships. Need to alter some negative perceptions of the Base.</p> <ul style="list-style-type: none"> <li>The group confirmed agreement with meeting frequency and structure.</li> </ul> <p><b>ACTIONS:</b></p> <ol style="list-style-type: none"> <li><b>Cleland Sneddon (CS), A&amp;BC Chief Executive and Commodore [REDACTED] [REDACTED] HMNB Clyde to discuss further the Board structure and membership. For example, should other community partners / Babcock be invited to attend or participate?</b></li> <li><b>If MoD contractors are to be invited onto the Board or Senior Management Group, no preference should be given to any particular supplier.</b></li> <li><b>The Senior Management Group to have a general informal update on a monthly basis. This update can be through existing channels.</b></li> </ol>	<p><b>CS/MG</b></p> <p><b>CS/MG</b></p> <p><b>AG</b></p>
<p><b>3</b></p>	<p><b>A&amp;BC update on early activities following Chief Executives meeting with Commodore [REDACTED]</b></p> <p><b>Education trip to Devonport (Update from AP):</b></p> <ul style="list-style-type: none"> <li>Two officers went down to Devonport, as part of a personnel SME team headed by CM. Presentations were made to 400 RN personnel and families.</li> <li>CM congratulated AP and her team. The message that A&amp;BC will work alongside HMNB Clyde to support families was effective.</li> <li>A&amp;BC Education Services has produced an information booklet for serving personnel and veterans called 'Welcoming Our Armed Forces' which AP showed to the group.</li> <li>A discussion took place on the role of the Service Pupil Advisor which has been created to provide advice and support to Armed Forces families in Argyll &amp; Bute. Davina Blair is in post. MC and AP agreed that the role is pivotal in this initiative.</li> <li>All aspects of education are to be considered in addition to primary and secondary. Potential to explore early learning, childcare, tertiary areas.</li> <li>Providing employment for Service spouses is important and opportunities should be explored within education.</li> <li>JH gave a breakdown of the number of service personnel on the Base. <ul style="list-style-type: none"> <li>3400 active service personnel associated with the Base</li> <li>2100 live on the Base</li> <li>375 in married quarters</li> <li>75% live on the Base</li> <li>125 don't live on the Base – commuters</li> <li>275 live out with 10 miles</li> <li>Delta of 450 (assumption live local)</li> <li>Thus 725 of the 3400 live in local communities</li> </ul> </li> <li>CM stated that the numbers do not cover partners and personnel of the Army and RAF.</li> <li>JH informed the group that the Base needs to get out of providing service accommodation.</li> </ul> <p><b>ACTIONS:</b></p> <ol style="list-style-type: none"> <li><b>AP to distribute the presentation and the information booklet to the group.</b></li> <li><b>AP to circulate feedback received from her team on the trip to Devonport.</b></li> </ol> <p><b>Street Lighting approaching the Base (Update from JS):</b></p> <ul style="list-style-type: none"> <li>Now fully operational and working.</li> </ul>	<p><b>AP</b></p> <p><b>AP</b></p>

	<ul style="list-style-type: none"> <li>• JS advised that A&amp;BC is in the process of converting from luminaires to LEDs and teams will be at the Base to perform the swap. <b>ACTIONS:</b> 1. <b>JS to send timelines for the conversion to CM.</b> 2. <b>DT to add this item to one of the workstreams.</b></li> </ul> <p><b>Economic Development / Business Growth staff to meet Babcock Head of Supply Chains (Update from FM):</b></p> <ul style="list-style-type: none"> <li>• The A&amp;BC Chief Executive (CS) had a productive meeting with the Babcock representatives.</li> <li>• Craig Wilson (Economic Growth Officer - Tourism) is providing sectoral support and is looking at making contact with other RN contractors or industry partners.</li> <li>• FM advised that he is keen to explore opportunities to create other industrial sites off the Base.</li> <li>• JH advised that 2018-19 is likely to be a time of peak development at the Base and the challenge will be to minimise the volume of traffic on the Base. There is an opportunity through this forum to address this. The team will need to be aware of the peak times and the frequency. <b>ACTIONS:</b> 1. <b>FM to provide an update on contact made with industry partners ahead of the next Clyde Board meeting that MG will be chairing.</b> 2. <b>FM to work with JH and DT to explore local site opportunities.</b></li> </ul> <p><b>Include Babcock in the SDDF Framework (Update from MM):</b></p> <ul style="list-style-type: none"> <li>• Levels of representation by MOD Industrial Partners is one of the first issues for the Board to discuss. <b>ACTION: CS and MG to discuss at their meeting on Monday 15<sup>th</sup> Aug.</b></li> </ul> <p><b>Education to provide Babcock [REDACTED] link to Argyll 100 (Update from AP):</b></p> <ul style="list-style-type: none"> <li>• AP advised the group that she requires more clarity on this item. <b>ACTION: AP to provide update to the Group once she has further information.</b></li> </ul>	<p><b>JS DT</b></p> <p><b>FM FM/JH/ DT</b></p> <p><b>CS/MG</b></p> <p><b>AP</b></p>
4	<p><b>Update on Naval / MoD position (Update from CM)</b></p> <ul style="list-style-type: none"> <li>• Once the framework is agreed and in place it should be business as usual.</li> <li>• The base infrastructure programme is challenging but may provide opportunities externally (e.g. employment, real estate). There is much to be done within a tight timescale adding pressure to the naval base and wider transport infrastructure.</li> <li>• RN is keen to ensure the local community better understands what the naval base brings to the area. There are opportunities for mutual benefit and the working group assigned must investigate this.</li> <li>• There is a lot of high level interest and support of the initiative.</li> <li>• CM provided a brief update on Drumfork Club in Churchill Square which received £2m LIBOR funding. Work is being done on a consumer analysis for a family needs centre.</li> <li>• There is particular interest in Base representation in the Helensburgh Waterfront project.</li> <li>• CM proposed that the Senior Management Group work together to provide direction to the project working groups to identify 'quick-wins' for early delivery. The group agreed with the proposal.</li> <li>• One of the Base priorities is to encourage more submariners and their families</li> </ul>	

	<p>to relocate to the local community. The emphasis is on housing, jobs (particularly spousal employment) and education.</p> <ul style="list-style-type: none"> <li>IA advised that the RN will explore raising the general profile using social media channels to become more visible and demonstrate progress as the initiative moves forward.</li> </ul>																						
<p><b>5</b></p>	<p><b>Discussion of any refinement to SDDF Framework as proposed (all)</b></p> <ul style="list-style-type: none"> <li>Paragraph 2.1 on page 1 to be updated to reflect the decision of the vote in the House of Commons in July this year.</li> <li>SISOP (Single Integrated Submarine Operating Base) is the modern vernacular to replace “UK Submarine Centre of Specialisation”.</li> <li>Paragraph 2.5, submarines will be active for a further 10 years, end of service likely to be late 2030s.</li> <li>The document tabled at this meeting will be the version sent for Board review and approval.</li> </ul> <p><b>ACTIONS:</b></p> <ol style="list-style-type: none"> <li><b>CM to revise and send comments and updates to AG to include in the document.</b></li> <li><b>Revised framework to be reviewed and approved by the Board.</b></li> </ol>	<p><b>AG/CM</b> <b>CS/MG</b></p>																					
<p><b>6</b></p>	<p><b>Discussion of and addition to proposed work streams in draft action plan (all)</b></p> <p><i>Reference Paper: Proposed workstreams for discussion and addition.</i></p> <ul style="list-style-type: none"> <li>It was agreed that the workstreams be grouped into areas and each area to be assigned a lead from A&amp;BC and RN. Each lead to then identify and assign project resources, define scope and delivery milestones.</li> <li>Workstreams and leads agreed as follows:</li> </ul> <table border="1" data-bbox="256 1205 1329 1462"> <thead> <tr> <th>Area / Project Working Group</th> <th>RN Lead</th> <th>A&amp;BC Lead</th> </tr> </thead> <tbody> <tr> <td>Education / Training</td> <td>[REDACTED]</td> <td>AP</td> </tr> <tr> <td>Accommodation</td> <td>[REDACTED]</td> <td>MMV</td> </tr> <tr> <td>Infrastructure and Transportation</td> <td>[REDACTED]</td> <td>JS</td> </tr> <tr> <td>Economy and Regeneration</td> <td>[REDACTED]</td> <td>FM</td> </tr> <tr> <td>Community Facilities</td> <td>[REDACTED]</td> <td>Donald MacVicar</td> </tr> <tr> <td>Communication and Engagement</td> <td>[REDACTED]</td> <td>Jane Jarvie</td> </tr> </tbody> </table> <ul style="list-style-type: none"> <li>FA said that is important that the working groups identify and list a clear set of assumptions.</li> <li>A discussion took place on the project methodology to be adopted by each work group to ensure governance and consistency in reporting. It was agreed to use the Prince 2 project methodology but to develop a ‘light-touch’, easy to use reporting framework similar to the Highlight Reports used by A&amp;BC.</li> <li>Initial meetings of the project working groups to outline scope</li> <li>CM raised the Helensburgh Waterfront project. FM provided an overview of the committee approval process and progress to date. Procurement will follow committee approval.</li> <li>CM said that there is an expectation that the MoD / RN will be invited to engage in the project as the LIBOR fund was made available to support servicemen and their families. In addition it would be mutually beneficial to be seen to be working together on the project.</li> </ul> <p><b>ACTIONS:</b> <b><u>Project Working Groups</u></b></p>	Area / Project Working Group	RN Lead	A&BC Lead	Education / Training	[REDACTED]	AP	Accommodation	[REDACTED]	MMV	Infrastructure and Transportation	[REDACTED]	JS	Economy and Regeneration	[REDACTED]	FM	Community Facilities	[REDACTED]	Donald MacVicar	Communication and Engagement	[REDACTED]	Jane Jarvie	
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	<ol style="list-style-type: none"> <li>1. Leads to provide direction to their working groups within a week of this meeting.</li> <li>2. Each group to deliver project definition (scope, delivery, timelines, resources – including wider partners) by end of October.</li> <li>3. FA to co-ordinate and advise each group on the project definition task and on project delivery methodology / templates which are to be used on a consistent basis.</li> <li>4. FM to send FA a Highlight Report template and an example of a Highlight Report</li> </ol> <p><b><u>Helensburgh Waterfront Project</u></b></p> <ol style="list-style-type: none"> <li>1. FM to advise if MoD identified as a stakeholder in the Project Initiation Document (PID).</li> <li>2. FM to arrange for Helen Ford (Capital Projects (CHORD) Programme Manager) to brief the RN on the project and explore potential for engagement / integration in project activities.</li> </ol>	<p>Leads</p> <p>Leads</p> <p>FA</p> <p>FM</p> <p>FM</p> <p>FM</p>
7	<p><b>Agreement of mission statement for the Board (all)</b></p> <ul style="list-style-type: none"> <li>• A discussion took place on the wording of the mission statement which was tabled. It was agreed that the mission statement should include the wider area of Argyll &amp; Bute.</li> </ul> <p><b>ACTION: CM to provide a revised mission statement for consideration at the meeting between the A&amp;BC Chief Executive and RN Commodore (HMNB Clyde) which is to be held on Monday (15/8).</b></p>	<p>CM/ CS/MG</p>
8	<p><b>A.O.B</b></p> <p><b>Email Group:</b></p> <ul style="list-style-type: none"> <li>• An email contact group to be created for the SDDF senior management group.</li> </ul> <p><b>ACTION: FB to create email contact group and forward this to the team members.</b></p>	<p>FB</p>
9	<p><b>Date of next meeting</b></p> <ul style="list-style-type: none"> <li>• To be set for early November.</li> </ul> <p><b>ACTION: CM to investigate possibility of holding the next meeting at the Naval Base.</b></p>	<p>CM</p>



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

### **Senior Management Group Meeting**

**17 May 2017 at 10am  
Seabank Room, Helensburgh Civic Centre**

#### **Agenda**

- 1. Introductions**
- 2. Previous Minutes (9<sup>th</sup> August 2016)**
- 3. Update on Activity and Actions from workstreams**
  - a. Accommodation**
  - b. Communication and Engagement**
  - c. Economy and Regeneration**
  - d. Education**
- 4. Potential sale of Blairvadach (JL)**
- 5. Changes to personnel (JL)**
- 6. AOB**
- 7. Date of next meeting – 8<sup>th</sup> November 2017**





# HMNB Clyde Strategic Delivery and Development Framework (SDDF)

## Senior Management Group Meeting

17 May 2017 at 10am  
Seabank Room, Helensburgh Civic Centre

### Note of Meeting

**PRESENT :**

Royal Navy (RN) - HM Naval Base Clyde



Argyll & Bute Council (A&BC)

Pippa Milne (PM) (CHAIR)  
Donald MacVicar  
Fergus Murray (FM)  
Matt Mulderrig (MM)  
Jane Jarvie (JJ)  
Arlene Kerr (AK)

Executive Director of Development and Infrastructure  
Head of Community and Culture  
Head of Economic Development and Strategic Transportation  
Development Policy Manager  
Communications Manager  
Note Taker

**APOLOGIES:**

Moira MacVicar  
Anne Paterson

No	Agenda Item	Action
1	<p><b>Introductions</b></p> <p>The Chair welcomed all to the meeting and round table introductions were made.</p>	
2	<p><b>Previous Minutes (9<sup>th</sup> August 2016)</b></p> <p>Minutes agreed.</p> <p>CM informed the meeting that on a recent trip to Devonport RN took Argyll and Bute Armed Forces Brochure. Message is getting out there. There were positive questions and mood appears to be changing in the right direction.</p> <p>FM advised ABC are launching new publicity.</p> <p>CM will scope out next visit to Devonport and invite appropriate representatives from ABC. Ahead of trip, RN to provide any feedback for our information.</p> <p>JH informed the meeting that Babcock will be keen to generate a wider supply chain. JH will talk to Babcock to establish what they can facilitate.</p> <p>CM advised there will be a Clyde Board meeting with partners of the Navy base taking place within the next two weeks. CM will make it known ABC are interested in developing discussions.</p>	<p><b>CM</b></p> <p><b>JH</b></p> <p><b>CM</b></p>

	<p>FM to provide CM with a short note of objectives and what we are trying to achieve to get message out to Clyde Board in advance of meeting. CM will confirm date of Clyde Board meeting.</p> <p>PM advised Helen Ford has left the Council and it is John Gordon who is the lead contact for Helensburgh Waterfront. John Gordon to meet with RN early in the next phase and provide them with overview, timeframe, and process.</p>	<p><b>FM</b></p> <p><b>CM</b></p> <p><b>FM/JG</b></p>
<p><b>3</b></p>	<p><b>Update on Activity and Actions from Workstreams</b></p> <p>(a) <u>Accommodation</u></p> <ul style="list-style-type: none"> <li>• JL advised he had received a letter of support from Cleland which is hugely appreciated.</li> <li>• Persimmon homes have been in touch with JL to register interest for new properties.</li> <li>• CM advised that if given the go ahead, a pilot study will go live in September. (2 year pilot, 10 year scheme)</li> <li>• JH advised that the RN are looking for people to buy rather than rent. Pilot will help trial what RN want to achieve.</li> <li>• Agreement round the table that there is a need to engage with the private sector now.</li> <li>• JH advised Savills are keen to talk to RN. However this could have issues in that they may want a guaranteed rent for a specified number of years which is something RN could not do.</li> <li>• Need to promote pipeline whilst being mindful of development plan and ensure it supports housing.</li> <li>• Need to continue to develop market intelligence and identify trends which will help to pitch opportunities to a range of providers. Must give as much certainty and good quality information as possible.</li> <li>• Bring pilot to SDDF meeting.</li> <li>• JH to contact ABC housing rep.</li> <li>• ABC needs to support JH in lead up to September. ABC is conduit for getting information out to developers.</li> </ul> <p>(b) <u>Communication and Engagement</u></p> <ul style="list-style-type: none"> <li>• Having ABC information electronically is great to put on Faslane website as people down south use it. JJ will work with RN on this.</li> <li>• Arrange for RN representatives to come and speak to elected Members in Helensburgh offices in August.</li> </ul> <p>(c) <u>Economy and Regeneration</u></p> <ul style="list-style-type: none"> <li>• Workshop in January was a big success. Mhairi Gardner came up with action plan following meeting. Community Councils are developing an action plan for Helensburgh. Science, Education and light industry is now they see Helensburgh developing.</li> <li>• Love Loch Lomond have joined AITC. AITC have joined up with Glasgow Tourist Board.</li> <li>• Challenge is how to engage with business community – focus on trying to get them involved.</li> <li>• <b>St Andrew's site</b> - MOD does not have any long term requirement for it. Feedback from Community Council - asking for some sort of innovation centre. CM to speak to Defence Infrastructure Organisation (DIO), understand position and make a decision. MM advised building should be made wind and water tight.</li> </ul>	<p><b>JH</b></p> <p><b>JJ</b></p> <p><b>JJ</b></p> <p><b>CM</b></p>

	<p>Can we entice Scottish Enterprise to do scoping/feasibility? FM to follow up with Maurice Corry.</p> <ul style="list-style-type: none"> <li>• Subcontractors will be put off site first. We need to offer solutions to keep them in Argyll and Bute.</li> <li>• Rural Deal – SG and UK Ministers feel Faslane is key to access skilled people. Would be powerful to have MOD on side. SDDF shows demonstrable progress.</li> </ul> <p>(d) <u>Education</u></p> <ul style="list-style-type: none"> <li>• Spouses who are Teachers – conversion of English qualifications to Scottish qualifications. JJ to capture these positive case studies.</li> <li>• Change in Head Teacher at Hermitage Academy – meeting to be set up with new Head Teacher and RN representatives once Head Teacher is in place.</li> </ul> <p>(e) <u>Infrastructure and Transportation</u></p> <ul style="list-style-type: none"> <li>• Strategic Transport meeting to be arranged to look at alternative methods of travel and pull together a framework for travel plans to the base. Meeting will include Network Rail, Transport Scotland, Royal Navy and Argyll and Bute Council.</li> </ul>	<p>FM</p> <p>JJ</p> <p>AP</p> <p>JS</p>
<p><b>4</b></p>	<p><b>Potential sale of Blairvadach</b></p> <p>JL had meeting on 18<sup>th</sup> May with Ross McLaughlin. Points from meeting were as follows:</p> <ul style="list-style-type: none"> <li>• Developers suggested 25% of the development could be identified for user requirements with the remainder being entirely to the developer's satisfaction. This actually aligns with government direction to make all new developments 25% affordable housing.</li> <li>• Studio apartments were not a preferred developer solution.</li> <li>• Explained that defence do not want to get into the game of property ownership. The intent of the Future Accommodation Model (FAM) is to reduce the ownership burden to the MOD and to exploit innovative ways of providing rental options or enhanced packages to allow SP to purchase properties. What was not wanted was, effectively, a Navy 'ghetto' whereby an entire portion of any development was totally RN. The whole idea is that SP integrate within the local community.</li> <li>• Customer engagement should be undertaken within the base to ascertain what housing types would be preferred by Service personnel (SP). This was agreed to be undertaken but there was a dialogue to occur between Ross and the developers first.</li> <li>• Whilst the meeting was specific to Blairvadach, the wider intent of making all new developments known to SP at the first opportunity was highlighted and the advertising of new developments was as important as the provision of quantities of properties.</li> </ul> <p>CM advised we need get finger on pulse and do something sooner rather than later, perhaps a survey.</p> <p>Key – engagement between now and September.</p>	
<p><b>5</b></p>	<p><b>Changes to Personnel</b></p> <p>Confirmation of leads for each area:</p>	

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6	<p><b>A.O.B</b></p> <ul style="list-style-type: none"> <li>• CA814 culverts/flooding/ditches - CM advised RN are partly responsible for fixing this. RN trying to liberate funds to sort the issue. This should be fed back to roads team in ABC.</li> <li>• St Andrews site – should be considered under Economy and Regeneration work stream.</li> <li>• Field Gun Public Run event is in Helensburgh on Wednesday 24<sup>th</sup> May.</li> </ul>																						
7	<p><b>Date of next meeting</b></p> <p>Next meeting will take place on Wednesday 8<sup>th</sup> November at RN Base.</p>																						

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

### **Senior Management Group Meeting**

**8<sup>th</sup> November 2017 at 10am  
Seabank Room, Helensburgh Civic Centre**

#### **Agenda**

- 1. Introductions**
- 2. Previous Minutes (17<sup>th</sup> May 2017)**
- 3. a. Future Accommodation Model (FAM) Project**
  - (a) Update on pilot project**
  - (b) Update on housing development**
- b. St Andrew's site**
  - (i) Update on potential site disposal**
  - (ii) Next steps**
- c. Commercial Development**
  - (i) Update (FM)**
  - (ii) Libor Bid Update (FM)**
  - (iii) Other actions to progress this**
- 4. Update on Activity and Actions from workstreams**
  - (a) Accommodation**
  - (b) Communication and Engagement (nil)**
  - (c) Economy and Regeneration**
  - (d) Education**
  - (e) Transportation**
- 5. Communication (AR)**
- 6. AOB**
- 7. Date of next meeting – 28<sup>th</sup> February 2018**



# HMNB Clyde Strategic Delivery and Development Framework (SDDF)

## Senior Management Group Meeting

08 November 2017 at 10am  
Seabank Room, Helensburgh Civic Centre

### Note of Meeting

#### PRESENT :

Royal Navy (RN) - HM Naval Base Clyde



#### Argyll & Bute Council (A&BC)

Pippa Milne (PM) (CHAIR)

Jim Smith (JS)

Matt Mulderrig (MM)

Mhairi Gardiner (MG)

Arlene Kerr (AK)

Executive Director of Development and Infrastructure

Head of Roads and Amenity Services

Development Policy Manager

Development Officer

Note Taker

#### **APOLOGIES:**



Fergus Murray (FM)

Angus Gilmour (AG)

Anne Paterson (AP)

Jane Jarvie (JJ)

No	Agenda Item	Action
1	<p><b>Introductions</b></p> <p>The Chair welcomed all to the meeting and round table introductions were made.</p>	
2	<p><b>Previous Minutes (17<sup>th</sup> May 2017)</b></p> <p>Minutes agreed.</p> <p>CM advised there will be an Industry Day mid-December with contractors on site to understand what is required. Will explore opportunities and report back to this meeting.</p> <p>PM advised John Gordon is the lead of Capital projects. John Gordon to make contact with CM.</p>	<p><b>CM</b></p> <p><b>JG</b></p>

<p>3</p>	<p><b>(a) Future Accommodation Model (FAM) Project</b></p> <p><b>(i) Update on Pilot Project</b></p> <p>Faslane will be a pilot site. Still awaiting overall FAM business case approval. CM thanked team for work with presentation.</p> <p>Local FAM survey was conducted. ABC have commissioned Housing Market Survey which started 8<sup>th</sup> November. Those undertaking the FAM survey and ABC Housing Market Survey have been put in contact with each other.</p> <p>JL will forward on the email from those conducting the FAM survey. Will get outcome of their deliberations at end November. There may be an engagement opportunity arising from this.</p> <p><b>(ii) Update on Housing Development</b> MM provided the following update:</p> <ul style="list-style-type: none"> <li>• Persimmon – a lot of objections locally. Hearing in December, report to January Planning committee. Roads construction consent is being done.</li> <li>• Taylor Wimpey – concluding missives with the Council re Hermitage site. Could be on site next year.</li> <li>• Blairvadach – had some interest – currently in discussions.</li> <li>• Roseneath – Link Housing involved here. Site paid for by Scottish Government. Will be funding available to do some form of social housing.</li> </ul> <p><b>(b) St Andrew’s site</b> JH asked if ABC would oversee any future project to develop the site. PM advised the Council’s priority is the site at Colgrain which is being considered for Libor bid. PM did not rule out ABC involvement in St Andrew’s site but advised that it would be subject to the condition of the site, potential occupants and financial business case. PM flagged a potential role for SE. <b>Take this matter to SDDF Board in December.</b></p> <p><b>(c) Commercial Development</b> CM advised that an Estate Development Plan (EDP) is being developed for the base. It will look at everyone on the base site and at whether they need to be on the base. EDP needs to be cognisant of what is available outside of the wire. Will be put on Agenda for the next meeting of this group in February for an update on this. What is displacement outside of the base? Amount of floor space? Type of floor space being displaced? What is coming to Faslane that can be out with the wire? NS to link in with FM so that ABC can factor this into its plans.</p> <p>JH and NS to speak re Scottish Enterprise involvement in Industry Day.</p> <p>PM advised that a design team has been appointed for Helensburgh Pier Head. CM understood £5m allowed the design to be more ambitious. PM</p>	<p>JL</p> <p>SG</p> <p>NS/FM</p> <p>JH/NS</p> <p>PM/JG</p>
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	<p>advised it enabled funding gap to be filled. PM to ask JG to provide clarity on the conditions of £5m for CM.</p> <p>Need to get engagement between John Gordon, Andrew Collins and Navy personnel. Meeting will involve visuals, specification, and what it will offer. Meeting required before Board meeting in December.</p> <p><b>Items for SDDF Board in December:</b></p> <ul style="list-style-type: none"> <li>• McKenzie site – analysis of direction of travel</li> <li>• St Andrew’s site – establish if DIO have an interest for accommodation. Discussion around what would be helpful from MOD point of view and concerns from ABC.</li> <li>• Update on the scope of studies underway at sites.</li> <li>• Update on confidence FAM is coming to Faslane</li> <li>• Joint marketing/possible change to Rural Resettlement Fund.</li> <li>• Update to board on Industry Day and what we can get from it.</li> </ul>	<p><b>JG</b></p> <p><b>JH/FM</b> <b>JH/FM</b></p> <p><b>JL</b> <b>JL</b> <b>FM</b> <b>NS</b></p>
<p><b>4</b></p>	<p><b>Update on Activity and Actions from Workstreams</b></p> <p><b>(a) Accommodation</b> PM advised she is keen to get some performance data so there is an outcome for this workstream e.g. number of requests for RRF from MOD. (JL/MS to provide this) and number of eligible staff relocating in the area.</p> <p><b>(b) Communication and Engagement</b></p> <ul style="list-style-type: none"> <li>• No significant deliverables. Other workstreams to feed AR and JJ tangible information when things happen.</li> <li>• Communication plan to be developed including - <ul style="list-style-type: none"> <li>(1) High level message – simple paragraph to understand what SDDF is. Should be clear and a selling point for local community e.g. maximising benefits of base expansion</li> <li>(2) Working together – ABC and RN collaborative working for economic benefit</li> <li>(3) Marketing piece for target audience – look at how message can be put across to as wide an audience as possible</li> <li>(4) Promote the successful outcomes – promote what the Board/Mgt Group have achieved by working together.</li> </ul> </li> </ul> <p>Provide outline at Board meeting in December.</p> <ul style="list-style-type: none"> <li>• Is there something we can do with social media to up the profile? RN have reached just shy of £2.5m to refurbish Drumfork Centre. This will not go public until December. Comms to work up story so it will be ready to go when it is announced.</li> </ul> <p><b>(c) Economy and Regeneration</b> Potential with Sports Hub –Speak to Rona Gold’s team and Social enterprise team to consider support that ABC can provide.</p> <p><b>(d) Education</b></p>	<p><b>JL/MS</b></p> <p><b>ALL</b></p> <p><b>AR/JJ</b></p> <p><b>AR/JJ</b></p> <p><b>FM</b></p>

	<p>It was noted that the Education Framework relating to the transition of pupils from England is much appreciated by the Management Group and this appreciation is to be passed on to the SDDF Board and fed back to the Education team. The key selling point was the embracing of the children in to the area.</p> <p><b>(e) Transportation</b>          JS advised he is planning to organise a meeting of stakeholders with a view to looking at and providing a transport plan at the base. Meeting is likely to take place in the New Year.</p> <p>NS advised she is keen to look at Transportation workstream to focus on key areas which are relevant to group and ensure resource is focused on relevant issues to maximise real benefit.</p> <p>CM advised of the need to reduce the number of less vehicles coming into the base. Could there be a potential for peak flow traffic lights at the oil fuel depot exit to the base? Could there be a bus stop at south gate? Could there be a bus turning circle?          PM suggested devising a travel plan with short, medium and long term plans. The long term would include park and ride, railway, and ferries.</p> <p>JS had an approach from a civil servant at Glen Douglas about closing A814 to reload vessels. Keep this on the horizon. Continue to update as part of Transportation Workstream.</p> <p>PM to share letter sent to Scottish Government re Kilcreggan ferry.</p>	<p><b>JS</b></p> <p><b>NS</b></p> <p><b>JS/NS</b></p> <p><b>JS</b></p> <p><b>PM</b></p>
<p><b>5</b></p>	<p><b>Communication</b></p> <p>There have been no significant deliverables from the work streams therefore nothing to communicate from either perspective.</p> <p>The one possible topic was the use of MOD owned estate to supplement ABC housing requirement however this did not end well from MOD perspective given the damage caused to the property therefore not communicated.</p>	
<p><b>6</b></p>	<p><b>A.O.B</b></p> <ul style="list-style-type: none"> <li>• MM advised he thought having navy personnel involved with litter at Arrochar could be a potential PR opportunity. CM will provide update at next meeting of this group re pollution in port/Arrochar.</li> <li>• SG asked if everyone was happy for workstream documents to be simplified. Everyone was in agreement. SG to update paperwork and circulate ahead of next meeting.</li> </ul>	<p><b>CM</b></p> <p><b>SG</b></p>
<p><b>7</b></p>	<p><b>Date of next meeting</b></p> <p>Next meeting will take place on Wednesday 28<sup>th</sup> February 2018 at 10am in the Helensburgh and Lomond Civic Centre.</p>	

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

### **Senior Management Group Meeting**

**28<sup>th</sup> February 2018 at 10am  
Community Room, Helensburgh Civic Centre**

#### **Agenda**

- 1. Introductions**
- 2. Previous Minutes (8<sup>th</sup> November 2017)**
- 3. a. Future Accommodation Model (FAM) Project**
  - (a) Update on pilot project**
  - (b) Update on housing development**
- b. St Andrew's site**
  - (i) Update on potential site disposal**
  - (ii) Next steps**
- c. Commercial Development**
  - (i) Update**
- 4. Update on Activity and Actions from workstreams**
  - (a) Accommodation**
  - (b) Communication and Engagement**
  - (c) Economy and Regeneration**
  - (d) Education**
  - (e) Transportation**
- 5. Project Plan Update**
- 6. AOB**
- 7. Date of next meeting – 30<sup>th</sup> May 2018**



# HMNB Clyde Strategic Delivery and Development Framework (SDDF)

## Senior Management Group Meeting

28 February 2018 at 10am  
Community Room, Helensburgh Civic Centre

### Note of Meeting

**PRESENT :**

Royal Navy (RN) - HM Naval Base Clyde

[Redacted names and titles]

Argyll & Bute Council (A&BC)

Pippa Milne (PM) (CHAIR)  
Matt Mulderrig (MM)  
Mhairi Gardiner  
Arlene Kerr (AK)

Executive Director of Development and Infrastructure  
Development Policy Manager  
Development Officer  
Note Taker

**APOLOGIES:**

[Redacted]  
Fergus Murray  
Angus Gilmour  
Jim Smith  
Anne Paterson  
Jane Jarvie

No	Agenda Item	Action
1	<b>Introductions</b>  The Chair welcomed all to the meeting and round table introductions were made.	
2	<b>Previous Minutes (8<sup>th</sup> Nov 2017)</b>  Minutes agreed.	
3	<b>(a) Future Accommodation Model (FAM) Project</b>  <b>(i) Update on Pilot Project</b>  <ul style="list-style-type: none"> <li>o Currently in implementation phase.</li> <li>o Funding approval is expected end March.</li> <li>o There are 5 sites selected as pilot sites, Faslane will be the first, starting in December.</li> <li>o Married quarters will be offered to non-married personnel when pilot starts.</li> </ul>	

	<ul style="list-style-type: none"> <li>○ Allowances commence in December. Consultation will take place with the Council regarding allowances. Allowances will be available to those in long term relationships, which will increase overall cost of project.</li> <li>○ Team working on this, staff being trained, policy team working on legalities.</li> <li>○ Treasury want to know details of cost.</li> <li>○ First Plymouth based submarine moves to Faslane in July 2019.</li> </ul> <p><b>(ii) Update on Housing Development</b></p> <ul style="list-style-type: none"> <li>○ McKenzie Estate – JL waiting for information. Possibly a way forward by demolishing maisonettes.</li> <li>○ Two housing studies are running in parallel, both reports are due at end March 2018. Those undertaking studies will be in contact with each other before studies are published.</li> <li>○ Site in Cardross – currently land ownership issues.</li> <li>○ Blairvadach – unlikely to happen quickly, possibly 12-24 months before anything will happen on site.</li> <li>○ AR to progress signposting civil servants to what is available. Outline opportunities, produce factsheet. Can be shared with civilians, service personnel and industrial partners.</li> </ul> <p><b>(b) St Andrew's site</b> NS working on Estates Development Plan. Potential for non-married quarters but not something ABC have considered.</p> <p><b>(c) Commercial Development</b></p> <ul style="list-style-type: none"> <li>○ NS working on Development Plan for short, medium and long term plans, which looks at services required in the future, optimising space both in the base and outside the wire. This is due to complete end March 2018.</li> <li>○ Scottish Enterprise have agreed to undertake a study from Maritime Change programme. Initial scoping workshop was held in January. MG to circulate to group members for comments.</li> <li>○ SE have requested they have representation on this group. Group agreed they are happy to extend an invite to a Scottish Enterprise representative.</li> </ul>	<p style="text-align: center;">AR</p> <p style="text-align: center;">NS</p> <p style="text-align: center;">MG</p> <p style="text-align: center;">MG</p>
4	<p><b>Update on Activity and Actions from Workstreams</b></p> <p><b>(a) Accommodation</b></p> <ul style="list-style-type: none"> <li>○ MM to provide JL with point of contact for Taylor Wimpey.</li> <li>○ Scope out what can be done with empty unit in super mess for advertising.</li> <li>○ MM's team to speak to Persimmon to ask them to respond to enquiries.</li> </ul> <p><b>(b) Communication and Engagement</b></p> <ul style="list-style-type: none"> <li>● Establish if Julie Millar has information to share from recent trip to Devonport. If so share with AR.</li> <li>● Drumfork – Council comment required for next press release. Jane Jarvie to liaise with AR.</li> </ul>	<p style="text-align: center;">MM</p> <p style="text-align: center;">MM/JL</p> <p style="text-align: center;">MM</p> <p style="text-align: center;">PM/AK</p> <p style="text-align: center;">JJ</p>

	<ul style="list-style-type: none"> <li>Put out SDDF Comms message towards the end of the year with positive aspect – general growth, including references to SDDF joint working achievements.</li> </ul> <p><b>(c) Economy and Regeneration</b></p> <ul style="list-style-type: none"> <li>Promotion and Branding recruitment video – opportunity to include Navy personnel. Flag to CPP to include case studies.</li> <li>Wendy to pass information to AR on case study.</li> <li>Transport Study – Colin Young to provide further detail on reporting back in Spring.</li> <li>Sports Hub – stakeholders have put money in for feasibility study. Challenge is leadership of group. MG to pick up with Live Argyll to determine if there is anyone suitable that could assist?</li> </ul> <p><b>(d) Education</b></p> <ul style="list-style-type: none"> <li>Wendy to provide stats and case studies to AR re teachers who have qualified in England gaining GTCS registration.</li> <li>Commercial partnership between Strathclyde University and Infrastructure. Liaison re further education - [REDACTED] (Royal Navy) to have discussion with MG/Moya Ingram and Jonathan Welch, ABC).</li> <li>Oban as a University Town – recognising maritime link. MG pass contact details to AR.</li> </ul> <p><b>(e) Transportation</b></p> <ul style="list-style-type: none"> <li>Snow on Haul Road – can anything be done? Bad press associated with it. Jane Jarvie to provide AR with Comms information on Priority routes.</li> <li>Jim Smith to provide information to AR on the mechanism which would allow work to be carried out, and provide information on costs.</li> <li>Roads Capital Plan – provide information to CM as to whether or not the south approach road is included in plan.</li> </ul>	<p><b>JJ/AR</b></p> <p><b>MG</b></p> <p><b>WB</b></p> <p><b>CY</b></p> <p><b>MG</b></p> <p><b>WB</b></p> <p><b>MG</b></p> <p><b>MG</b></p> <p><b>JJ</b></p> <p><b>JS</b></p> <p><b>JS</b></p>
<b>5</b>	<p><b>Project Plan Update</b></p> <ul style="list-style-type: none"> <li>SDDF members to review and provide any updates/amendments to Stuart Green</li> </ul>	<b>ALL</b>
<b>7</b>	<p><b>A.O.B</b></p> <ul style="list-style-type: none"> <li>Potential for SDDF Board meeting to change. CM to liaise with Stuart Green to confirm.</li> </ul>	<b>CM/SG</b>
<b>8</b>	<p><b>Date of next meeting</b></p> <ul style="list-style-type: none"> <li>Next meeting will take place on Wednesday 30<sup>th</sup> May 2018 at 10am in the Helensburgh and Lomond Civic Centre.</li> <li>A stand alone Housing meeting will take place mid-April. AK will organise.</li> </ul>	<b>AK</b>





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

### **Senior Management Group Meeting**

**30<sup>th</sup> May 2018 at 10am  
Carslaw Room, Helensburgh Civic Centre**

#### **Agenda**

- 1. Welcome and Apologies**
- 2. Previous Minutes (28<sup>th</sup> February 2018)**
- 3. a. Future Accommodation Model (FAM) Project**
  - (a) Update on pilot project**
  - (b) Update on housing development**
- b. St Andrew's site**
  - (i) Update on potential site disposal**
  - (ii) Next steps**
- c. Commercial Development**
  - (i) Update**
- 4. Update on Activity and Actions from workstreams**
  - (a) Accommodation**
  - (b) Communication and Engagement**
  - (c) Economy and Regeneration**
  - (d) Education**
  - (e) Transportation**
- 5. Housing Research Study**
- 6. Engagement with West Dunbartonshire Council**
- 7. AOB**
- 8. Date of next meeting – 22<sup>nd</sup> August 2018**



# HMNB Clyde Strategic Delivery and Development Framework (SDDF)

## Senior Management Group Meeting

30 May 2018 at 10am  
Carslaw Room, Helensburgh Civic Centre

### Note of Meeting

**PRESENT :**

Royal Navy (RN) - HM Naval Base Clyde

[Redacted]

Argyll & Bute Council (A&BC)

Pippa Milne (PM) (CHAIR)  
Fergus Murray  
Matt Mulderrig (MM)  
Mhairi Gardiner  
Arlene Kerr (AK)

Executive Director of Development and Infrastructure  
Head of Economic Development and Strategic Transportation  
Development Policy Manager  
Development Officer  
Note Taker

Scottish Enterprise (SE)

Theresa Correia

Senior Manager, Stakeholders and Partnerships

**APOLOGIES:**

Angus Gilmour  
Jim Smith  
Anne Paterson  
Wendy Brownlie  
Jane Jarvie

[Redacted]

No	Agenda Item	Action
1	<p>[Redacted] Update</p> <p>Commodore [Redacted] is leaving the base on 19<sup>th</sup> June. Commodore [Redacted] will take over.</p>	
2	<p><b>Previous Minutes (28<sup>th</sup> Feb 2018)</b></p> <p>Minutes agreed.</p>	
3	<ul style="list-style-type: none"> <li><b>Future Accommodation Model (FAM) Project</b></li> <li>Secretary of State announced funding for first year of pilot.</li> </ul>	

	<ul style="list-style-type: none"> <li>• 3<sup>rd</sup> December is go live date for Faslane pilot.</li> <li>• FAM communication on hold until funding key positions is sorted</li> </ul> <p><b>SG to put wording together to promote opportunities to Secretary of State and Secretary of State for Scotland. Get agreement form Cleland then pass on to JL for comment.</b></p> <ul style="list-style-type: none"> <li>• <b>St Andrew's site</b></li> <li>• CM advised St Andrew's site could be linked to FAM. The disposing of this site is currently on hold.</li> <li>• St Andrew's site identified for potential logistics hub. CM/JL to provide timeline of process re contractors.</li> </ul> <ul style="list-style-type: none"> <li>• <b>Commercial Development</b></li> <li>• St Andrew's site identified for potential logistics hub.</li> <li>• Craighendron Business Park - variety of uses at this site. St Andrew's site and Colgrain sites both have issues.</li> <li>• Estate Development Plan (EDP) is currently with Directors within the Navy for comment. EDP will drive Directors towards a decision. Information will be back with NS within a few weeks who will then develop a plan. Priority is to get the right people in the right area within the base. NS will provide summary of EDP to SDDF group as early as possible.</li> <li>• EDP – Align work of ABC and RN, put together presentation for SDDF Board meeting – what is going to happen, timeline, how we can work together. Get decision from Board as to whether they agree to support this.</li> </ul>	<p><b>SG</b></p> <p><b>CM/JL</b></p> <p><b>NS</b></p> <p><b>NS/FM</b></p>
<p><b>4</b></p>	<p><b>Update on Activity and Actions from Workstreams</b></p> <p><b>(a) Accommodation</b></p> <ul style="list-style-type: none"> <li>○ MM to provide JL with point of contact for Taylor Wimpey.</li> <li>○ Persimmon starting site work. Cala starting site investigation. Link own a site in Rosneath which is in the early stages.</li> <li>○ Blairvadach is on the back burner for now.</li> <li>○ Timeline for shortfall in single living accommodation – January 2021.</li> <li>○ Meeting on 8<sup>th</sup> June to map timeline. Lay out clear position to SDDF Board.</li> <li>○ MM's team to speak to Persimmon to ask them to respond to enquiries.</li> </ul> <p><b>(b) Communication and Engagement</b></p> <ul style="list-style-type: none"> <li>• JJ and AR to link up re communications piece around the grand re-opening of the refurbished estate (near rugby club in Helensburgh) on 28<sup>th</sup> June.</li> </ul> <p><b>(c) Economy and Regeneration</b></p> <ul style="list-style-type: none"> <li>• First sub group meeting will take place on 12<sup>th</sup> June. ■■■ (lead) will provide proposed timeline for this piece of work. Take this item to SDDF Board meeting.</li> </ul>	<p><b>MM</b></p> <p><b>JL/MM</b></p> <p><b>MM</b></p> <p><b>JJ/AR</b></p> <p><b>TC</b></p>

	<p><b>(d) Education</b></p> <ul style="list-style-type: none"> <li>No update provided.</li> </ul> <p><b>(e) Transportation</b></p> <ul style="list-style-type: none"> <li>FM advised ABC is pitching for a feasibility study for how rail network operates in Shandon/Rhu. FM advised a better bus service may be preferable over the rail option. FM will keep JL updated on this.</li> </ul>	<b>FM</b>
<b>5</b>	<p><b>Housing Research Study</b></p> <ul style="list-style-type: none"> <li>MM advised there has been a preliminary presentation to Members. A further presentation will be made at Area Committee on 21<sup>st</sup> June.</li> <li>JL advised the first English based submarine will be coming to Faslane in July 2019. 160 personnel and their families. Families want to be settled before start of school year. Take presentation on findings to SDDF Board – align with Navy piece of work. Combine set of findings and ensure they line up. Take key findings and put in single presentation to SDDF Board. MM and JL to do joint presentation (15 mins).</li> </ul>	<b>MM/JL</b>
<b>6</b>	<p><b>Engagement with West Dunbartonshire Council (WDC)</b></p> <ul style="list-style-type: none"> <li>Group agreed to liaise with WDC on an ad hoc basis outside of the SDDF meeting structure. It was agreed to include them in correspondence updates which go out to adjacent local authorities.</li> </ul>	
<b>7</b>	<p><b>A.O.B</b></p> <ul style="list-style-type: none"> <li>CM advised Drumfork is completing late August. Formal opening will be January 2019.</li> <li>Mental Health and the Community – MOD does not provide medical support for personnel families. Local organisations are dealing with Mental Health and the MOD service family population. CM will provide more detail and a proposal. Possibility for involving Health and Social Care partnership representative for this issue.</li> </ul>	<b>CM</b>
<b>8</b>	<p><b>Date of next meeting</b></p> <ul style="list-style-type: none"> <li>Next meeting will take place on Wednesday 22<sup>nd</sup> August 2018 at 10am in the Helensburgh and Lomond Civic Centre.</li> </ul>	



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

### **Senior Management Group Meeting**

**22<sup>nd</sup> August 2018 at 10am  
Carslaw Room, Helensburgh Civic Centre**

#### **Agenda**

- 1. Welcome and Apologies**
- 2. Previous Minutes (30<sup>th</sup> May 2018)**
- 3. SE report progress**
- 4. Update on Estate Development Plan**
- 5. a. Future Accommodation Model (FAM) Project**
  - (a) Update on pilot project**
  - (b) Update on housing development**
  - (c) Single Living Accommodation options in Argyll and Bute**  
  - b. Commercial Development**
    - (i) Update**
- 6. Update on Activity and Actions from workstreams**
  - (a) Accommodation**
  - (b) Communication and Engagement**
  - (c) Economy and Regeneration**
  - (d) Education**
  - (e) Transportation**
- 7. AOB**
  - (a) Date of next Board meeting**
- 8. Date of next meeting – 28<sup>th</sup> November 2018**





# HMNB Clyde Strategic Delivery and Development Framework (SDDF)

## Senior Management Group Meeting

22<sup>nd</sup> August 2018 at 10am  
Carslaw Room, Helensburgh Civic Centre

### Note of Meeting

**PRESENT :**

Royal Navy (RN) - HM Naval Base Clyde

[Redacted]

Argyll & Bute Council (A&BC)

Pippa Milne (PM) (CHAIR)  
Fergus Murray (FM)  
Douglas Whyte (DW)  
Donald McAllister (DM)  
Mhairi Gardiner (MG)  
Arlene Kerr (AK)

Executive Director of Development and Infrastructure  
Head of Economic Development and Strategic Transportation  
Housing Team Leader  
Education Officer  
Development Officer  
Directorate Support Officer

Scottish Enterprise (SE)

Mark Newlands (MN)

Head of Partnerships (West)

**APOLOGIES:**

[Redacted]

Angus Gilmour  
Jim Smith  
Anne Paterson  
Wendy Brownlie  
Jane Jarvie  
Matt Mulderrig  
Stuart Green  
Theresa Correia

No	Agenda Item	Action
1	<b>Welcome and Apologies</b>  Introductions made and apologies noted.	
2	<b>Previous Minutes (30<sup>th</sup> May 2018)</b>  Minutes agreed.	
3	<b>SE Report Progress</b>	

	<p>MN advised that SE are continuing to gather information. Report will be delivered mid-October.</p> <p>FA advised that the facility management contract is going out to tender. Two market days have been held. Pre-qualification questionnaires should be out end August. Negotiations will take place around October.</p> <p>ABC and SE to work together to support local businesses. MG to speak to Jane Jarvie and [REDACTED] re framing a press release at the appropriate time.</p>	<p>MG/MN MG/JJ/ AR</p>
4	<p><b>Estate Development Plan Update</b></p> <p>CM advised a bid has gone in to relocate facilities in the base and they are awaiting the outcome of bid.</p> <p>Churchill Square – very early stages but is a real opportunity to do more for the community.</p> <p>Drumfork – completion date has slipped and is likely to be end of this year. Building manager now in place. Engagement taking place with provider of nursery services. Nursery is not exclusively for military children, it is open to the wider community.</p> <p>McKenzie Estate – Defence Infrastructure Organisation (DIO) submitting funding and approval to flatten maisonettes.</p> <p>CM to liaise with [REDACTED] the new Head of Navy Infrastructure in Portsmouth. [REDACTED] had offered to lead a team to undertake work on how this can be taken forward.</p> <p>FM advised ABC have been working on options to present to Navy colleagues. FM to send options to CM. CM to respond before meeting with Secretary of State.</p> <p>MN to organise small group of MOD/SE/ABC to look at timeline and EDP. ABC reps will be Mhairi Gardiner and Ishabel Bremner</p>	<p>CM</p> <p>FM/CM</p> <p>MN</p>
5	<p><b>Future Accommodation Model (FAM) Project</b></p> <p>Pilot will now start in April 2019 at the earliest. Issue to be raised with Secretary of State at meeting on 28<sup>th</sup> August.</p> <p>Housing options information has been provided to Navy. DW to pick up with [REDACTED] [REDACTED] to ensure ABC and RN are speaking with one voice at Area Committees/Business Days.</p>	<p>PM</p> <p>DW</p>
6	<p><b>Update on Activity and Actions from Workstreams</b></p> <p><b>(a) Accommodation</b></p> <ul style="list-style-type: none"> <li>○ DW to liaise with Stuart Mearns at National Park re development at Rosneath.</li> </ul>	<p>DW</p>

	<p><b>(b) Communication and Engagement</b></p> <ul style="list-style-type: none"> <li>No comments.</li> </ul> <p><b>(c) Economy and Regeneration</b></p> <ul style="list-style-type: none"> <li>Making Places report will be available in September.</li> <li>SE report will be available in October.</li> <li>Armed forces page on ABC website has been updated.</li> </ul> <p><b>(d) Education</b></p> <ul style="list-style-type: none"> <li>DM to provide CM with information on new training opportunity to qualify as a teacher.</li> <li>New nursery at Drumfork will be looking to recruit and train local staff. JH to provide information to Comms to promote.</li> </ul> <p><b>(e) Transportation</b></p> <ul style="list-style-type: none"> <li>Noted that there is no bus service from Airport to Helensburgh. Colin Young to liaise with SPT to establish if there has been a study done on this or if there is a viable commercial opportunity.</li> </ul>	<p>DM</p> <p>JH</p> <p>CY</p>
7	<p><b>Items to go to SDDF Board meeting in November</b></p> <ul style="list-style-type: none"> <li>EDP</li> <li>Studies – report back to board</li> <li>SE report in October</li> <li>Rural Growth Deal proposal</li> <li>Making Places report outcome</li> </ul>	<p>ALL</p>
8	<p><b>A.O.B</b></p> <ul style="list-style-type: none"> <li>CM advised there is still a perception that the base does not do anything for the community. CM will attend Rhu and Shandon Community Council.</li> <li>Helensburgh Waterfront Development – in process for detailed planning consent. Feedback has been taken on board. Retail space will go to market once pool is constructed.</li> </ul>	
9	<p><b>Date of next meeting</b></p> <p>AK to arrange SDDF SMT meeting for early November. SG to arrange Board meeting for later in November.</p>	<p>AK</p> <p>SG</p>



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

### **Senior Management Group Meeting**

**7<sup>th</sup> November 2018 at 10am  
Community Room, Helensburgh Civic Centre**

#### **Agenda**

- 1. Welcome and Apologies**
- 2. Previous Minutes (22<sup>nd</sup> August 2018)**
- 3. SE report progress**
- 4. Rural Growth Deal**
- 5. Update on Estate Development Plan**
- 6. a. Future Accommodation**
  - (a) Single Living Accommodation options in Argyll and Bute**
  - (b) Update on housing development****b. Commercial Development**
  - (i) Update**
- 7. Update on Activity and Actions from workstreams**
  - (a) Accommodation**
  - (b) Communication and Engagement**
  - (c) Economy and Regeneration**
  - (d) Education**
  - (e) Transportation**
- 8. Items to go to SDDF Board meeting**
  - (a) Estate Development Plan**
  - (b) Studies**
  - (c) SE report**
  - (d) Rural Growth Deal proposal**
  - (e) Making Places report outcome**

**9. AOB**

**10. Date of Next Meeting – 27<sup>th</sup> February 2019**

# HMNB Clyde Strategic Delivery and Development Framework (SDDF)

## Senior Management Group Meeting

7<sup>th</sup> November 2018 at 10am  
Community Room, Helensburgh Civic Centre

### Note of Meeting

**PRESENT :**

Royal Navy (RN) - HM Naval Base Clyde



Argyll & Bute Council (A&BC)

Pippa Milne (PM) (CHAIR)  
Matt Mulderrig (MM)  
Donald McAllister (DM)  
Mhairi Gardiner (MG)  
Stuart Green (SG)  
Arlene Kerr (AK)

Executive Director of Development and Infrastructure  
Development Policy and Housing Strategy Manager  
Education Officer  
Development Officer  
Corporate Support Manager  
Directorate Support Officer

Scottish Enterprise (SE)

Mark Newlands (MN)

Head of Partnerships (West)

**APOLOGIES:**

Fergus Murray  
Jane Jarvie  
Theresa Correia

No	Agenda Item	Action
1	<b>Welcome and Apologies</b>  Introductions made and apologies noted.	
2	<b>Previous Minutes (22<sup>nd</sup> August 2018)</b>  MM queried action 6a from previous minutes. Agreed that action does not need to be followed up.  Minutes agreed.	
3	<b>Supply Chain Study Progress</b>  MN advised that information from procurement exercise will not be available until January therefore work has been postponed until then.	

	<p>In the intermediate, it was agreed that a group get together to start shaping information for January. SE, ABC and Fiona get together to sketch out so study can move swiftly in January.</p> <p>Mhairi to re-send meeting request to [REDACTED].</p>	<b>MG</b>
<b>4</b>	<p><b>Rural Growth Deal (RGD)</b></p> <p>PM provided update. ABC has firmed up the ask to UK and SG ministers. Paper went through Council on 18<sup>th</sup> October. High level information is in the public domain.</p> <p>Items included for Helensburgh and Lomond area:          Creating a business Hub          Potential for innovation Hub.          Place making – sustainable transport links.          Regenerate villages along peninsula          Stem support, skills development to support business requirements in the area.</p> <p>JL advised Navy could show their support for RGD. PM and CM to discuss and set out proposal mechanism and key messages for SDDF to support RGD to Board in December.</p> <p>PM advised Michael Matheson, MSP, had indicated that he would visit Argyll particularly to see sites proposed in the RGD. CM advised SDDF features on information they give to senior visitors. Navy colleagues to advise if there are any specific visitors coming to Faslane too whom the RGD could be promoted and if possible a joint session could be arranged.</p>	<p><b>CM/PM</b></p> <p><b>CM/JH</b></p>
<b>5</b>	<p><b>Estate Development Plan Update</b></p> <p>NS advised outcome of bid was not what they were looking for. Priority is to develop more focused programme of work within the wire to better utilise what is already there. Timescale for this is between now and 2020.</p> <p>CM advised if they can identify synergies they should frame Project Initiation Document (PID) to exploit opportunities to support office solutions.</p> <p><b>Action</b> – Build consideration into PID. Flag to Board in December as an awareness to the Board. There is a clear requirement which needs to progress and another element on a slight lag.</p>	<b>CM/Board</b>
<b>6</b>	<p><b>Future Accommodation Model (FAM) Project</b></p> <p>FAM Pilot is now being deferred to July 2019 at the earliest.          Meeting took place with MOD, Council and other stakeholders on 6<sup>th</sup> November and it was agreed to put together a project to address the challenge post 2019. [REDACTED] will lead on this.</p> <p>JL advised that the completion of 2 blocks inside the base and the renovations at Churchill this will suffice until end of 2019.</p>	



	<p>JH advised PID will give latitude to look at full range of solutions. DIO thinking along conventional lines. JH wants to go through whole spectrum and get best solution for people to live in their own houses. JH will pull PID together with input from all stakeholders. CM advised they will get message out about the Clyde Accommodation Project which JH is leading on and the delay of FAM.</p> <p><b>Action</b> – CM set up meeting with Commodore [REDACTED], NS, JH and JL re governance of PID/project. Draft PID to go back to Board if possible.</p> <p><b>Action</b> - Agreed to invite HSCP rep to next meeting of SDDF group meeting.</p>	<p><b>CM</b></p> <p><b>AK</b></p>
7	<p><b>Update on Activity and Actions from Workstreams</b></p> <p><b>(a) Accommodation</b></p> <ul style="list-style-type: none"> <li>○ No further information.</li> </ul> <p><b>(b) Communication and Engagement</b></p> <ul style="list-style-type: none"> <li>● Some negative press news stories. CM concerned there is not an automatic joined up approach between RN and ABC comms teams. CM will look into and establish if they are joined up.</li> </ul> <p><b>(c) Economy and Regeneration</b></p> <ul style="list-style-type: none"> <li>● Making Places – summary to Board in December</li> <li>● Agreed to change SE report name to Supply Chain Study.</li> <li>● Drumfork programme is behind schedule.</li> </ul> <p><b>(d) Education</b></p> <ul style="list-style-type: none"> <li>● DM to make contact with [REDACTED] replacement, [REDACTED].</li> <li>● Application for Education Support Fund is in. DM to provide key message to CM who will pass on to correct person in RN.</li> </ul> <p><b>(e) Transportation</b></p> <ul style="list-style-type: none"> <li>● Park and Ride – RN looking for help to identify an area of usable space where people can park. Base would provide bus.</li> <li>● CM advised RN are hoping to get another gate open next week. RN also looking at start and finish times of personnel.</li> <li>● Query regarding an additional lane or line painting opportunities.</li> <li>● Colin Young looking at cycle path to base. Issue is maintenance and repair between Rhu and naval base.</li> </ul>	<p><b>CM</b></p> <p><b>DM</b></p> <p><b>DM</b></p> <p><b>JH/CY</b></p>
8	<p><b>Items to go to SDDF Board meeting in November</b></p> <ul style="list-style-type: none"> <li>● Accommodation – single presentation on FAM/PID (JL/DW/JH)</li> <li>● EDP</li> <li>● Making Places</li> <li>● Joint comms with Leader of Council and Commodore [REDACTED] following meeting (to be agreed at Board meeting)</li> </ul>	
8	<p><b>A.O.B</b></p> <ul style="list-style-type: none"> <li>● As this is JL's last SDDF management team meeting, PM thanked JL for his excellent work and participation in the group.</li> </ul>	

<b>9</b>	<b>Date of next meeting</b>  CM to provide availability to AK for early February 2019. AK will then arrange meeting and circulate invitation.	<b>CM/AK</b>
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**HMNB Clyde Strategic Delivery and Development Framework (SDDF)**

**Senior Management Group Meeting**

**6<sup>th</sup> February 2019 at 10am  
Carslaw Room, Helensburgh Civic Centre**

**Agenda**

- 1. Welcome and Apologies**
- 2. Previous Minutes (7<sup>th</sup> November 2018)**
- 3. Supply Chain Study Progress**
- 4. Update on Estate Development Plan**
- 5. a. Future Accommodation**
  - (a) Single Living Accommodation options in Argyll and Bute**
  - (b) Update on housing development****b. Commercial Development**
  - (i) Update**
- 6. Update on Activity and Actions from workstreams**
  - (a) Accommodation**
  - (b) Communication and Engagement**
  - (c) Economy and Regeneration**
  - (d) Education**
  - (e) Transportation**
- 7. AOB**
- 8. Date of Next Meeting – Wednesday 15<sup>th</sup> May 2019 (provisional)**



# HMNB Clyde Strategic Delivery and Development Framework (SDDF)

## Senior Management Group Meeting

6<sup>th</sup> February 2019 at 10am  
Carslaw Room, Helensburgh Civic Centre

### Note of Meeting

#### PRESENT :

##### Royal Navy (RN) - HM Naval Base Clyde



##### Argyll & Bute Council (A&BC)

Pippa Milne (PM) (CHAIR)  
Fergus Murray (FM)  
Matt Mulderrig (MM)  
Mhairi Gardiner (MG)  
Arlene Kerr (AK)

Executive Director of Development and Infrastructure  
Head of Economic Development and Strategic Transportation  
Development Policy and Housing Strategy Manager  
Development Officer  
Directorate Support Officer

##### Scottish Enterprise (SE)

Mark Newlands (MN)  
Theresa Correia

Head of Partnerships (West)  
Senior Manager, Stakeholders and Partnerships

##### Scottish Government (SG)

Sharon Doyle

More Homes Divison

#### **APOLOGIES:**

Fergus Murray  
Stef Lach  
Donald McAllister  
Stuart Green



Jim Smith  
Anne Marie Thomson

No	Agenda Item	Action
1	<b>Welcome and Apologies</b>  Introductions made and apologies noted.	
2	<b>Previous Minutes (7<sup>th</sup> November 2018)</b>  Minutes agreed.  Previous SDDF Board meeting minutes (7 <sup>th</sup> December 2018) noted.	

<p><b>3</b></p>	<p><b>Supply Chain Study Progress</b></p> <p>Aim of Supply Chain Study is to articulate the economic opportunity from the expansion of the Navy Base.</p> <p>Supply Chain Study was put on hold whilst exercises were going on in the Base. Information has now been provided to SE which will allow assumptions to be made from the information provided.</p> <p>Those who have submitted tenders are being asked to resubmit them due to dates.</p> <p>Meeting on 5<sup>th</sup> March – essential to get the right people attending. Will require a representative from ABC. Ideal opportunity to look at expectations and growth potential.</p> <p><b>Action</b> - Between 5<sup>th</sup> March and next SDDF management meeting in May develop timeline of next steps/actions. Look at what information can be sent out to landowners. Pull together an information sheet which can be shared.</p> <p><b>Action</b> - With regards to Supply Chain Study dates, TC will email dates to the group.</p>	<p><b>ALL</b></p> <p><b>TC</b></p>
<p><b>4</b></p>	<p><b>Estate Development Plan Update</b></p> <p>First focus was inside the wire. Finalised options for relocation plan should be with RN Directors for decision by end of February.</p> <p>Next step is looking at the variety of functions which can go off site. Clarified it is detached office space that is needed outside of the wire.</p> <p>St Andrews site – first step would be for RN to arrange for a survey of the building to be carried out given the last survey was in 2009. The de-listing of the building would be the decision of Historic Environment Scotland (HES).</p> <p><b>Action</b> – Start looking at master planning of available sites when commercial and residential studies are complete. MM to lead with input from all required.</p> <p><b>Action</b> – RN to agree strategy for St Andrews site.</p>	<p><b>MM to lead</b></p> <p><b>CM</b></p>
<p><b>5a</b></p>	<p><b>Future Accommodation Model (FAM) Project</b></p> <p>FAM Pilot now expected to start at Faslane from October 2019.</p> <p>Will take a two pronged approach.</p> <p>(1) Put together a set of packages, small change to allowances to act as an incentive to navy personnel to buy a house in the area.</p> <p>(2) Need to turn historical evidence in to a statement of need is now being deferred to July 2019 at the earliest.</p> <p>Meeting on Tuesday 12<sup>th</sup> February which will provide a clearer understanding of the direction of travel.</p> <p><b>Action</b> – CM/JH to provide an update after 12<sup>th</sup> Feb meeting takes place.</p>	<p><b>CM/JH</b></p>

	<p>MOD refurbishing Churchill Estate property and getting property back into use.  <b>Action</b> – ABC and RN Comms team to speak about it. Do a joint press release with a positive message about Churchill estate regeneration. Show home type concept. Local councillor to look around show home.  <b>Action</b> - Put a comms plan together for short to medium term in terms of SDDF actions and things coming to fruition.</p> <p>JH advised RN will be spending £5k on a Community engagement project. Ice Cream Architecture are running this project which is developing a tool for community engagement/re-se and measuring social impact.</p>	<p><b>AR/SL</b></p> <p><b>AR/SL</b></p>
<p><b>5b</b></p>	<p><b>Housing Development</b></p> <p>Main commercial sites going well.</p> <p>Looking to create a one-stop shop on the base and better linkages between commercial housing and the base. Contact points of Forces Mutual and officers already dealing with this.</p>	
<p><b>6</b></p>	<p><b>Update on Activity and Actions from Workstreams</b></p> <p><b>(a) Accommodation</b></p> <ul style="list-style-type: none"> <li>○ No further information.</li> </ul> <p><b>(b) Communication and Engagement</b></p> <ul style="list-style-type: none"> <li>● No further information.</li> </ul> <p><b>(c) Economy and Regeneration</b></p> <ul style="list-style-type: none"> <li>● Update on Helensburgh Waterfront – detailed planning consent now granted, moving now to tender stage.</li> <li>● Drumfork – delivery delayed.</li> <li>● Department of Community Mental Health into Churchill Square. Potential opportunity for getting Mental Health workers in to here and out of base.  <b>Action</b> - Flag to Joanna MacDonald, Chief Officer, Health and Social Care Partnership.</li> <li>● Could do things better by supporting veterans in the community. SG focus on veterans.  <b>Action</b> – SD to feedback to SG.</li> <li>● Rural Growth Deal update – working up proposals for Helensburgh and Lomond area.  <b>Action</b> – FM to distribute document to group to get them up to speed.</li> </ul> <p><b>(d) Education</b></p> <ul style="list-style-type: none"> <li>● Hermitage Academy gained the Young Investors in People Award.</li> </ul> <p><b>(e) Transportation</b></p> <ul style="list-style-type: none"> <li>● Moved access to base at key times by opening another gate. This appears to have taken pressure off roads around base each morning. This will now be a full time policy.</li> <li>● Concern over gate taking people out of base is on to a 60mph road. Is there a longer term solution for this.  <b>Action</b> – CMcN to continue engagement with Stuart Watson.</li> </ul>	<p><b>PM/AK</b></p> <p><b>SD</b></p> <p><b>FM</b></p>

	<ul style="list-style-type: none"> <li>• Southern Access road is now at a point where vehicles are being damaged regularly. <b>Action</b> – establish if road is part of Capital Programme and feedback to CM/MF.</li> <li>• Moving towards putting in a lift share app to reduce pressure on base and road.</li> <li>• Planning application for multi storey car park on base which will be delivered by July 2022.</li> </ul>	<p><b>CMcN</b></p> <p><b>PM/AK</b></p>
<p><b>9</b></p>	<p><b>Date of next meeting</b></p> <p>AK to email dates for vote of which is most suitable.</p>	<p><b>AK</b></p>



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

**Senior Management Group Meeting**

**9<sup>th</sup> May 2019 at 2pm  
Community Room, Helensburgh Civic Centre**

**Agenda**

- 1. Welcome and Apologies**
- 2. Previous Minutes (6<sup>th</sup> February 2019)**
- 3. Employability Support (A. Standing)**
- 4. Supply Chain Study Progress**
- 5. Update on Estate Development Plan**
- 6. a. Future Accommodation**
  - (a) Single Living Accommodation options in Argyll and Bute**
  - (b) Update on housing development****b. Commercial Development**
  - (i) Update**
- 7. Update on Activity and Actions from workstreams**
  - (a) Accommodation**
  - (b) Communication and Engagement**
  - (c) Economy and Regeneration**
  - (d) Education**
  - (e) Transportation**
- 8. AOB**
- 9. Date of Next Meeting – Wednesday 28<sup>th</sup> August (provisional)**



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# HMNB Clyde Strategic Delivery and Development Framework (SDDF)

## Senior Management Group Meeting

9<sup>th</sup> May 2019 at 2pm  
Community Room, Helensburgh Civic Centre

### Note of Meeting

**PRESENT :**

Royal Navy (RN) - HM Naval Base Clyde

[Redacted]

Argyll & Bute Council (A&BC)

Pippa Milne (PM) (CHAIR)	Executive Director of Development and Infrastructure
Matt Mulderrig (MM)	Development Policy and Housing Strategy Manager
Douglas Morgan (DM)	Education Officer
Mhairi Gardiner (MG)	Development Officer
Stef Lach (SL)	Senior Communications Officer
Arlene Kerr (AK)	Directorate Support Officer

Scottish Enterprise (SE)

Mark Newlands (MN)	Head of Partnerships (West)
Theresa Correia (TC)	Senior Manager, Stakeholders and Partnerships

Scottish Government (SG)

Sharon Doyle (SD)	More Homes Divison
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Skills Development Scotland

Anthony Standing (AS)	Head of Region (North)
Sandra Cheyne (SC)	

**APOLOGIES:**

Fergus Murray  
Stuart Green  
Jim Smith  
Rona Gold  
[Redacted]

No	Agenda Item	Action
1	<b>Welcome</b>  Chair welcomed everyone to the meeting.	
2	<b>Previous Minutes (6<sup>th</sup> February 2019)</b>  Minutes agreed.	

3	<p><b>Employability Support – Anthony Standing and Sandra Cheyne</b></p> <p>AS and SC provided a brief overview of the work they do with RAF and Army and are keen to work with Royal Navy and make appropriate linkages to support personnel and their families. Would like to set up a partnership approach and look at what could be done to support those transitioning to military, supporting military families and children, and those transitioning out of military.</p> <p><b>Action</b> - CM to provide contact details of Royal Navy colleagues to AS and SC.  <b>Action</b> - MG to provide Employability and Business Gateway details to AS and SC.</p>	<p><b>CM</b> <b>MG</b></p>
4	<p><b>Supply Chain Study Progress</b></p> <p>Meeting on 5<sup>th</sup> March took place with industry and SE now have the information from industry they need. However there is a gap in information from the base. Information is required by the consultant to complete the full scope of the works.</p> <p><b>Action</b> – NS to have discussion with [REDACTED] and Commodore and hopefully provide clarity needed for consultant.</p> <p><b>Action</b> – MN to review baseline report and share with SDDF group.</p>	<p><b>NS</b></p> <p><b>MN</b></p>
5	<p><b>Estate Development Plan Update</b></p> <p>Estate optimisation draft development plan should have formal endorsement in the near future. 200 office based staff will be displaced. Can we lobby for keeping 200 staff in Helensburgh and Lomond?</p> <p><b>Action</b> – Facilitate a discussion between Council’s Chief Executive and Commodore regarding next steps.</p> <p><b>Action</b> – Add this to SDDF Board agenda in June.</p>	<p><b>NS</b></p> <p><b>AK/SG</b></p>
6a	<p><b>Future Accommodation Model (FAM) Project</b></p> <p>FAM Pilot commences 30<sup>th</sup> September 2019 and will run for 3 years. MOD implemented a policy change on 1<sup>st</sup> April. Those in long term relationships can now go into service family accommodation.</p> <p>Meeting taking place on 10<sup>th</sup> May between DIO, JLL and Naval Base for JLL to present outcome of their studies.</p> <p>JLL meeting Douglas Whyte and Ross McLaughlin from ABC re research into local market and how the shortfall can be dealt with.</p> <p>Demolition of maisonettes at McKenzie estate starts next month for 30 weeks. 57 houses in Churchill Estate have been converted into SLA.</p> <p>Persimmon development going well. Taylor Wimpey slower as price point is higher. Cala have decided Helensburgh is not for them however others are interested in the site.</p> <p><b>Action</b> – Put on SDDF Board agenda to discuss the results of JLL meeting on 10<sup>th</sup> May.</p>	<p><b>AK/SG</b></p>

	<b>Action</b> – Presentation of FAM to SDDF members. MF to confirm when new employee will be in a position to do presentation.	<b>MF</b>
<b>7</b>	<p><b>Update on Activity and Actions from Workstreams</b></p> <p><b>(a) Accommodation</b></p> <ul style="list-style-type: none"> <li>○ Update noted.</li> </ul> <p><b>(b) Communication and Engagement</b></p> <ul style="list-style-type: none"> <li>● Drumfork Centre – should be functional at beginning of Autumn</li> <li>● McKenzie Estate – ABC and RN to do joint Comms on this positive development.</li> <li>● Churchill SLA – publicise appropriately the take up of this accommodation</li> <li>● FAM launch in September</li> </ul> <p><b>Action</b> – SL and [REDACTED] to team up to do joint comms pieces on the above items.</p> <p><b>(c) Economy and Regeneration</b></p> <ul style="list-style-type: none"> <li>● Cross sectoral workforce planning looking to engage with defence sector.</li> <li>● Making Places project report has been finalised and is now available for use as an evidence base for other projects/funding bids.</li> </ul> <p><b>(d) Education</b></p> <ul style="list-style-type: none"> <li>● Looking at evaluating support and collating feedback. Will be seeking for applications for 19/20 funding. Will take 2 or 3 weeks to allocate funds. Will look to put together an improvement plan.</li> <li>● Change in Head Teachers. Johanna MacLelland is retiring from Colgrain Primary and will be replaced by Pauline Walsh in August. Kelly Girling will take over at Cardross Primary. Caroline Lamond is the Acting Head at Rosneath Primary.</li> </ul> <p><b>(e) Transportation</b></p> <ul style="list-style-type: none"> <li>● Quarry car park multi storey – public consultation was done in April and was not hugely attended. RN are very focused looking at potential ways of reducing the number of vehicles in the base every day.</li> </ul> <p><b>Action</b> – MF to link with Moya Ingram, Strategic Transportation and Infrastructure Manager, to feed in views to STPR.</p>	<b>SL/AR</b>
<b>8</b>	<p><b>AOB</b></p> <p><b>St Andrew's site</b> – NS advised RN are still working with DIO and Historic Environment Scotland (HES).</p> <p><b>Electric Vehicle Infrastructure</b> – NS asked if there is anything available for the base? PM advised Scottish Government funding allowed some charging points throughout Argyll and Bute however ABC have no expansion plan beyond what we can get external funding for. Will share funding information if we become aware of any other funds.</p>	
<b>9</b>	<p><b>Date of next meeting</b></p> <p>Next meeting will take place on Wednesday 28<sup>th</sup> August 2019</p>	<b>AK</b>



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

### **Senior Management Group Meeting**

**28<sup>th</sup> August 2019 at 10am  
Newark and Seabank Room, Helensburgh Civic Centre**

#### **Agenda**

- 1. Welcome and Apologies**
- 2. (a) Previous Minutes (9<sup>th</sup> May 2019)  
(b) SDDF Board Minutes (12<sup>th</sup> June 2019)**
- 3. Supply Chain Study Progress**
- 4. Update on Estate Development Plan**
- 5. a. Future Accommodation  
(a) Single Living Accommodation options in Argyll and Bute  
(b) Update on housing development**  
**b. Commercial Development  
(i) Update**
- 6. Update on Activity and Actions from workstreams  
(a) Accommodation  
(b) Communication and Engagement  
(c) Economy and Regeneration  
(d) Education  
(e) Transportation**
- 7. AOB**
- 8. Date of Next Meeting – Wednesday 6<sup>th</sup> November (provisional)**





# HMNB Clyde Strategic Delivery and Development Framework (SDDF)

## Senior Management Group Meeting

28<sup>th</sup> August 2019 at 10am  
Newark and Seabank Room, Helensburgh Civic Centre

### Note of Meeting

**PRESENT :**

Royal Navy (RN) - HM Naval Base Clyde

[Redacted names and titles for Royal Navy attendees]

Argyll & Bute Council (A&BC)

Pippa Milne (PM) (CHAIR)	Executive Director of Development and Infrastructure
Matt Mulderrig (MM)	Development Policy and Housing Strategy Manager
Mhairi Gardiner (MG)	Development Officer
Stef Lach (SL)	Senior Communications Officer
Arlene Kerr (AK)	Directorate Support Officer

Scottish Enterprise (SE)

Theresa Correia (TC)	Senior Manager, Stakeholders and Partnerships
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Scottish Government (SG)

Sharon Doyle (SD)	More Homes Divison
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***APOLOGIES:***

Fergus Murray  
 Stuart Green  
 Jim Smith  
 Rona Gold  
 [Redacted]  
 Douglas Morgan

No	Agenda Item	Action
1	<b>Welcome</b>  Chair welcomed everyone to the meeting.	
2	<b>Previous Minutes (9<sup>th</sup> May 2019)</b>  Minutes agreed.  <b>Previous SDDF Board Minutes (12<sup>th</sup> June 2019)</b>	

	<p>Action 1 – Consider development and promotion of a case study on their engagement with communities with regards to Faslane Maritime Change Programme. <b>Action</b> - MF to provide a couple of paragraphs to tie into Best Value 3.</p> <p>Action 2 – Commodore considering inviting media into base for visit and make a joint effort with Community Planning Partnership. Council communications will support liaison with media. <b>Action</b> - AR to advise if this has been taken forward.</p> <p>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. <b>Action</b> - PM to link up with AITC.</p> <p>Action 8 – Establish a workshop session linked to Rural Growth Deal (RGD) to explore propositions to encourage supply chain organisations to set up off site and preferably in the form of a cluster. <b>Action</b> - PM to provide dates for RGD stakeholder meetings and pass on to Royal Navy colleagues [REDACTED] and [REDACTED].</p>	<p><b>MF</b></p> <p><b>AR</b></p> <p><b>PM</b></p> <p><b>PM</b></p>
<b>3</b>	<p><b>Supply Chain Study Progress</b></p> <p>Final report which includes comments from everyone still needs to be amended. Workshop needed prior to Scottish Government workshop on RGD.</p> <p><b>Action</b> – TC will arrange for Stephen Frew to circulate report to those who did not receive a copy.</p> <p><b>Action</b> – Respond with comments asap.</p> <p><b>Action</b> – meeting to be set up with ABC, Royal Navy, SE, SDS colleagues. MF/NG to confirm who will be involved from Royal Navy side.</p>	<p><b>TC</b></p> <p><b>ALL TC/MF/NG</b></p>
<b>4</b>	<p><b>Estate Development Plan Update</b></p> <p>Draft plan was presented to senior stakeholders and endorsed. Infrastructure away day planned for 13<sup>th</sup> September to discuss options/way forward. Offsite - NC is going to look at physical options. Looking to start physical project by end of March 2020.</p> <p><b>Action</b> – Provide key council contact details to NC for engagement to begin asap.</p>	<p><b>NC</b></p>
<b>5a</b>	<p><b>Future Accommodation Model (FAM) Project</b></p> <p>Jun-Sept soft launch. Personnel posted into Faslane during this period can apply for FAM. From 30<sup>th</sup> Sept personnel access FAM payments. People have applied already.</p> <p>Mid Sept – 50 estate agents meeting in Churchill to discuss FAM. Geographic spread of FAM is 50 miles.</p> <p><b>Action</b> – Provide ABC Housing contact details to BT.</p> <p><b>Action</b> – Refresh information which was sent to RN previously and ensure updated information is included in brochures.</p>	<p><b>AK MG</b></p>
<b>5b</b>	<p><b>Update on Housing Development</b></p> <p>Awaiting Housing Options Appraisal from JSL.</p>	

	<p>Persimmon and Taylor Wimpey still on site. Sawmill site – Bellway secured site. May 2020 start on site. <b>Action</b> – link BT with Bellway to ensure they are aware of FAM.</p>	<b>MM/BT</b>
<b>7</b>	<p><b>Update on Activity and Actions from Workstreams</b></p> <p><b>(a) Accommodation</b></p> <ul style="list-style-type: none"> <li>○ Have had the first change at base re submarine. Next sub delayed until 2020.</li> </ul> <p><b>(b) Communication and Engagement</b></p> <p><b>Action</b> – SL and [REDACTED] to work together re outside the wire comms of FAM.</p> <p><b>(c) Economy and Regeneration</b></p> <ul style="list-style-type: none"> <li>• Update noted.</li> </ul> <p><b>(d) Education</b></p> <ul style="list-style-type: none"> <li>• Education are putting together MOD Armed Forces bid for supporting armed forces personnel in local schools. Positive in terms of positive destinations for young people going to higher/further education.</li> </ul> <p><b>(e) Transportation</b></p> <ul style="list-style-type: none"> <li>• Cyclepath into base crosses the road on a bend. <b>Action</b> – Pick up with RIS team and Active Travel team.</li> <li>• STAG – Peter Brett associates have now been appointed to look at options for transport to base.</li> </ul>	<p><b>SL/AR</b></p> <p><b>PM/AK</b></p>
<b>8</b>	<p><b>AOB</b></p> <p>No issues raised.</p>	
<b>9</b>	<p><b>Date of next meeting</b></p> <p>Next meeting will take place on Wednesday 6<sup>th</sup> November 2019 at 10am in the Community Room, Helensburgh and Lomond Civic Centre.</p>	<b>AK</b>



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

### **Senior Management Group Meeting**

**6<sup>th</sup> November 2019 at 10am  
Community Room, Helensburgh Civic Centre**

#### **Agenda**

- 1. Welcome and Apologies**
- 2. (a) Previous Minutes (28<sup>th</sup> August 2019)**
- 3. Supply Chain Study Progress**
- 4. Update on Estate Development Plan**
- 5. a. Future Accommodation**
  - (a) Single Living Accommodation options in Argyll and Bute**
  - (b) Update on housing development****b. Commercial Development**
  - (i) Update**
- 6. Update on Activity and Actions from workstreams**
  - (a) Accommodation**
  - (b) Communication and Engagement**
  - (c) Economy and Regeneration**
  - (d) Education**
  - (e) Transportation**
- 7. Ownership of Initiatives**
- 8. AOB**
- 9. Date of Next Meeting – Wednesday 12<sup>th</sup> February (provisional)**



# HMNB Clyde Strategic Delivery and Development Framework (SDDF)

## Senior Management Group Meeting

6<sup>th</sup> November 2019 at 10am  
Community Room, Helensburgh Civic Centre

### Note of Meeting

**PRESENT :**

Royal Navy (RN) - HM Naval Base Clyde

[Redacted]

Argyll & Bute Council (A&BC)

Pippa Milne (PM) (CHAIR)	Executive Director
Matt Mulderrig (MM)	Development Policy and Housing Strategy Manager
Lorna Pearce (LP)	Senior Development Officer
Arlene Kerr (AK)	Directorate Support Officer

Scottish Enterprise (SE)

Theresa Correia (TC)	Senior Manager, Stakeholders and Partnerships
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Scottish Government (SG)

Sharon Doyle (SD)	More Homes Divison
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**APOLOGIES:**

Fergus Murray  
Stuart Green  
[Redacted]  
Rona Gold

No	Agenda Item	Action
1	<b>Welcome</b>  Chair welcomed everyone to the meeting.	
2	<b>Previous Minutes (28<sup>th</sup> August 2019)</b>  Minutes agreed.  Actions from last board meeting still to be actioned. <b>Previous SDDF Board Minutes (12<sup>th</sup> June 2019)</b> Action 1 – Consider development and promotion of a case study on their engagement with communities with regards to Faslane Maritime Change Programme. <b>Action</b> - MF to provide a couple of paragraphs to tie into Best Value 3.	<b>MF</b>

	<p>Action 2 – Commodore considering inviting media into base for visit and make a joint effort with Community Planning Partnership. Council communications will support liaison with media. <b>Action</b> - AR to advise if this has been taken forward.</p> <p>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. <b>Action</b> - PM to link up with AITC.</p>	<p><b>AR</b></p> <p><b>PM</b></p>
<b>3</b>	<p><b>Supply Chain Study Progress</b></p> <p>Final report has been circulated. Meeting to be organised before Board meeting in December in order to provide an update to Board meeting. Royal Navy looking to get desk space for 150-200 people off base as quickly as possible. Delivery to start by next summer. Key areas around this are timescales for delivery and implications for provision in Argyll, flexibility, clarity on requirements, funding, and ability to prioritise provision of accommodation will be in Argyll. Discussions to look at temporary and permanent solutions.</p> <p><b>Action</b> – NG to confirm to TC who will be involved from Royal Navy side <b>Action</b> – TC to arrange meeting date <b>Action</b> – At meeting work on understanding requirements and timescales and how work can be aligned between Royal Navy and Council to enable provision to be made in Argyll. <b>Action</b> – TC to contact PM before Board meeting to provide update before Board meeting</p>	<p><b>NG</b></p> <p><b>TC</b></p> <p><b>ALL</b></p> <p><b>TC</b></p>
<b>4</b>	<p><b>Estate Development Plan Update</b></p> <p>Work continuing inside the wire. As above Royal Navy are looking for desk space for 150-200 people as quickly as possible. Will be discussed at meeting mentioned above.</p>	
<b>5a (i)</b>	<p><b>Future Accommodation Model (FAM) Project</b></p> <p>70 applications for FAM so far. Discussions taking place in Royal Navy around funding and ownership issues. Housing options are available in local housing market. Work is continuing to look at Churchill and other options. Scoring matrix for selecting preferred options to be shared. JLL draft report on housing options looks at the sites available.</p> <p><b>Action</b> – Share statistics on 70 applications to SDDF Board and provide ongoing updates with this group. <b>Action</b> – Share scoring matrix with ABC <b>Action</b> – Identify whether JLL report can be shared</p>	<p><b>BT</b></p> <p><b>NC</b></p> <p><b>NC</b></p>
<b>5a (ii)</b>	<p><b>Update on Housing Development</b></p>	



	<p>600 bed spaces needed by end of 2020. Information should be fed into housing developers.</p> <p><b>Action</b> – Discuss housing needs with Bellway.</p>	<b>NC</b>
<b>5b</b>	<p><b>Commercial Development</b></p> <p>Office accommodation is key for those displaced from the base.  Site near Waitrose could be commercially viable.  Colgrain site not likely to work due to tight timeline for summer 2020.  Need to find interim solution.  Place Making peninsula for people to relocate. Members are keen to see benefits for community re Place Making.  Discuss at meeting TC is setting up.</p>	
<b>6</b>	<p><b>Update on Activity and Actions from Workstreams</b></p> <p><b>(a) Accommodation</b></p> <ul style="list-style-type: none"> <li>○ Update paper noted.</li> </ul> <p><b>(b) Communication and Engagement</b></p> <p><b>Action</b> – [REDACTED] and Jane Jarvie to work on publicity around Board meeting at Drumfork Centre.</p> <p><b>(c) Economy and Regeneration</b></p> <ul style="list-style-type: none"> <li>• Update paper noted.</li> <li>• Lorna to contact SDS colleagues for an update on their work re spousal employment and those retiring from the base. MF to contact colleague [REDACTED] on this issue also.</li> </ul> <p><b>(d) Education</b></p> <ul style="list-style-type: none"> <li>• No update paper provided.</li> <li>• MF advised that a new appointment will be starting in January in the base to lead on the Education piece.</li> </ul> <p><b>(e) Transportation</b></p> <ul style="list-style-type: none"> <li>• STAG – LP to establish when we can give updates on progress to SDDF group.</li> <li>• STPR2 – Stephen Frew is SE rep on group. Jonathan Welch to provide feedback from working group to Royal Navy colleagues to enable views to be represented.</li> </ul>	<p><b>AR/JJ</b></p> <p><b>LP/MF</b></p> <p><b>LP</b></p> <p><b>JW</b></p>
<b>7</b>	<p><b>Ownership of Initiatives</b></p> <p>Agreed that initiative 3 (transport management) transfers to [REDACTED] and initiative 4 (St Andrews Site) transfers to [REDACTED].</p>	
<b>8</b>	<p><b>AOB</b></p> <p>Drumfork Centre had a soft launch on 26<sup>th</sup> October and 6-700 people attended. Highlight as a community asset. [REDACTED] to send press release to Jane Jarvie to put it on Council social media.</p>	<b>AR/JJ</b>

9	<p><b>Date of next meeting</b></p> <p>Next meeting will take place on Wednesday 12<sup>th</sup> February 2020 at 10am in the Newark and Seabank Room, Helensburgh and Lomond Civic Centre.</p>	AK
10	<p><b>Issues to take to Board in December</b></p> <ul style="list-style-type: none"> <li>• Supply Chain Study progress (TC) <ul style="list-style-type: none"> <li>○ EKOS report - to be the basis for discussion</li> <li>○ Update Board on meeting taking place between now and Board meeting</li> </ul> </li> <li>• FAM stats and if possible heat maps with locations (BT)</li> <li>• Update to board on local housing market (MM)</li> <li>• Update to board on three stages (NC/MM) <ul style="list-style-type: none"> <li>○ Now</li> <li>○ Short term – update on assessment, update on new builds</li> <li>○ Long term – local housing market, local development plan</li> </ul> </li> <li>• Looking for get clarity from Board on ability to agree shared objective of siting accommodation (commercial and residential) in Argyll.</li> <li>• Drumfork Centre formal launch in January – to be a discussion point for Board.</li> </ul>	

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

### **Senior Management Group Meeting**

**12<sup>th</sup> February 2020 at 10am  
Newark and Seabank Room, Helensburgh Civic Centre**

#### **Agenda**

- 1. Welcome and Apologies**
- 2. (a) Previous Minutes (6<sup>th</sup> November 2019)  
(b) Board Minutes (6<sup>th</sup> December 2019)**
- 3. Supply Chain Study Progress**
- 4. Update on Estate Development Plan**
- 5. a. Future Accommodation  
(a) Single Living Accommodation options in Argyll and Bute  
(b) Update on housing development**  
**b. Commercial Development  
(i) Update**
- 6. Update on Activity and Actions from workstreams  
(a) Accommodation  
(b) Communication and Engagement  
(c) Economy and Regeneration  
(d) Education  
(e) Transportation**
- 7. AOB**
- 8. Date of Next Meeting – Wednesday 13<sup>th</sup> May 2020 (provisional)**



# HMNB Clyde Strategic Delivery and Development Framework (SDDF)

## Senior Management Group Meeting

12<sup>th</sup> February 2020 at 10am  
Newark and Seabank Room, Helensburgh Civic Centre

### Note of Meeting

**PRESENT :**

Royal Navy (RN) - HM Naval Base Clyde

[Redacted names]

Argyll & Bute Council (A&BC)

Fergus Murray (FM) (CHAIR)  
Stuart Green (SG)  
Ruth Crosbie (RC)  
Douglas Morgan (DM)  
Rona Gold (RG)  
Colin Young (CY)  
Arlene Kerr (AK)

Head of Development and Economic Growth  
Corporate Support Manager  
Senior Communications Officer  
Education Manager  
Community Planning Manager  
Strategic Transportation Delivery Officer  
Directorate Support Officer

Scottish Enterprise (SE)

Theresa Correia (TC) Senior Manager, Stakeholders and Partnerships

**APOLOGIES:**

Kirsty Flanagan  
Matt Mulderrig  
Lorna Pearce

[Redacted name]

Sharon Doyle

No	Agenda Item	Action
1	<b>Welcome and Apologies</b>  Chair welcomed everyone to the meeting. Apologies were noted as above.	
2	<b>Previous Minutes (6<sup>th</sup> November 2019)</b>  Previous minutes noted. FAM – With regards to sharing statistics, details are being gathered and will be shared when there is meaningful data.	

	<p><b>Previous SDDF Board Minutes (6<sup>th</sup> December 2019)</b> Previous Board Minutes noted.</p>	
3	<p><b>Supply Chain Study Progress</b></p> <p>Study is now complete. The Action Plan for the Clyde Maritime Opportunities Programme is structured around four themes of employment, skills, suppliers and infrastructure. This was taken to the SDDF Board in December. The Board agreed to take the action plan forward and this will be taken back to the next Board meeting with recommendations.</p> <p><b>Action</b> – Theresa to pick up with Rona Gold re Third Sector Interface (TSI) involvement.</p> <p><b>Action</b> – Ask Skills Development Scotland (SDS) to attend these meetings and take the lead on Skills within action plan.</p> <p><b>Action</b> – Theresa to link up with [REDACTED] from Royal Navy to assist with recommendations.</p>	<p>TC</p> <p>TC</p> <p>TC</p>
4	<p><b>Estate Development Plan Update</b></p> <p>Work continuing inside the wire with the first initiative starting in summer 2020. Unlocking funding at the right time is difficult and critical. Defence review taking place which will define the future size and shape of the navy so it is difficult to give certainty just now. However, the key outlooks from the Clyde should be unchanged.</p>	
5a	<p><b>Future Accommodation Model (FAM) Project</b></p> <p>Living accommodation – Looking to house 600 people by end of 2020.</p> <p>[REDACTED] has developed scoring matrix, two separate models, one for office (see item 5b) and one for living accommodation.</p> <p>[REDACTED] is working closely with ABC colleagues to look at possible housing options. There are a number of credible options at this stage. Options include: Sawmill site (Bellway); tenement flats in town centre; local developers buildings at top of town; Blairvadach for 50 but not 200.</p>	
5b	<p><b>Commercial Development</b></p> <p>Office accommodation – Royal Navy need 200 staff moved offsite, 50 of those 200 by July 2020. Royal Navy will look at functions and move staff by groups. Trial sticking point is getting office accommodation in Helensburgh.</p> <p>Local Development Plan 2 out for consultation and has received 900 responses. Bellway have put in detailed planning consent. Access to site has been discussed. Industrial site – flooding issues. Golf course site – discussions are ongoing.</p> <p>[REDACTED] advised St Andrews site has issues given it is a listed building.</p> <p><b>Action</b> – [REDACTED] to look at wider community planning partnership estate and Rona to feed into this.</p>	<p>NC/RG</p>

	<p><b>Action</b> - SDDF SMT meeting to take place ahead of Board meeting in April. Initial options will be identified by end March to be discussed at SDDF SMT meeting in April and taken forward to SDDF Board also in April.</p> <p><b>Action</b> – █████ to identify issues and let Council know who will then provide advice on site issues.</p>	<p><b>NC</b></p> <p><b>NG</b></p>
<b>6</b>	<p><b>Update on Activity and Actions from Workstreams</b></p> <p><b>(a) Accommodation</b></p> <ul style="list-style-type: none"> <li>○ Update paper noted.</li> </ul> <p><b>(b) Communication and Engagement</b></p> <p><b>Action</b> – Ruth has recently taken up the Senior Communications Officer post and will link up with █████. More proactive planning needed. Refresh advertising of area to Royal Navy personnel and families and include testimonials/success stories.</p> <p><b>(c) Economy and Regeneration</b></p> <ul style="list-style-type: none"> <li>● Update paper noted.</li> </ul> <p><b>(d) Education</b></p> <ul style="list-style-type: none"> <li>● Post of Service Pupil Advisor will be partially funded for next year therefore need to find funding for the rest of the post. Worry is that if we only have funding for a 0.75 post we will lose the member of staff.</li> </ul> <p><b>Action</b> – Douglas to contact █████ replacement to discuss, and continue to raise issue with Maurice Corry, and raise issue with Education Scotland.</p> <p><b>(e) Transportation</b></p> <ul style="list-style-type: none"> <li>● STAG – study looking at transport to Faslane. Consultants are still looking for information from Royal Navy side. Take an update to SDDF Board in Dec 2020 for further discussion.</li> </ul>	<p><b>RC/AR</b></p> <p><b>DM</b></p> <p><b>CY</b></p>
<b>8</b>	<p><b>AOB</b></p> <p><b>Project Plan timescales</b> – Stuart will send out for members of the group to complete and return.</p> <p><b>Templates</b> – people are taking a different approach to completing templates. Templates to be completed with current update and previous meeting update only.</p> <p><b>Supply Chain Study</b> – at future meetings this item should be moved to work stream update section rather than main item on agenda.</p>	<p><b>SG</b></p> <p><b>ALL</b></p>
<b>9</b>	<p><b>Date of next meeting</b></p> <p>Arlene to look at dates in April for next SDDF SMT meeting. Stuart to look at dates in April for next Board meeting.</p> <p>SDDF SMT Meeting in April to focus on issues to take to Board.</p> <ul style="list-style-type: none"> <li>● Commercial options for scoring prior to recommendations to Board.</li> <li>● Update on FAM and options.</li> <li>● RGD economic proposition by SE. Outline business case in relation to Faslane.</li> </ul>	<p><b>AK/SG</b></p> <p><b>NC</b> <b>NC/BT</b> <b>TC</b></p>

	<ul style="list-style-type: none"><li>• Action Plan recommendations for the Clyde Maritime Opportunities Programme.</li></ul>	<b>TC</b>
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**HMNB Clyde Strategic Delivery and Development Framework (SDDF)**

**Senior Management Group Meeting**

**28<sup>th</sup> April 2020 at 10am  
Skype/Telephone**

**Agenda**

- 1. Welcome and Apologies**
- 2. Update on FAM and options**
- 3. Commercial Options for Scoring**
- 4. Rural Growth Deal Economic Proposition by SE**
- 5. Action Plan Recommendations for the Clyde Maritime Opportunities Programme**
- 6. AOB**
- 7. Date of Next Meeting**

