

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

07 December 2018 10.00am – 12.00pm

Newark and Seabank Meeting Rooms, Civic Centre, Helensburgh

## NOTE OF MEETING

### In attendance;

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

### Apologies

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

### 1. Welcome

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

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

- a. Agreed as an accurate record.
- b. Matters arising' update on the Community Sports Hub. Kevin Johnson of Helensburgh athletics club has taken the lead and proposes creating a charitable

company to take forward proposal - on track. Funding is a big ask with £3-£5m being sought to deliver everything desired. Next step is securing agreement of two separate land owners to a joint scheme. Plan B is the sports site at Rhu with a backstop at East King Street identified although noted that this site is much more contentious given disputes between existing site users. Action 1; share update with Ross McLaughlin of Council Estates Team.

### 3. Rural Growth Deal

- a. Pippa Milne updated the Board on the Rural Growth Deal (RGD) which was approved by the Council and recently submitted to the respective UK and Scottish Governments. Next major milestone, following intensive negotiation, is to secure an agreed Head of Terms towards the end of 2019.
- b. Split into 3 key areas; growing, attracting and connecting. Proposes a number of key projects within these themes with links to key sectors include tourism, food and drink, aquaculture, housing, business accommodation, transport and digital connectivity, marine science etc.
- c. Designed to respond to our overall objective in relation to growing our economy and population and is essentially a 10 year plan.
- d. Value of proposed RGD is circa £170m and is now the subject of negotiations with governments which will be influenced by the political climate.
- e. Success of approval and delivery wholly dependent on successful partnership working.
- f. Public consultation resulted in an endorsement of 98% to proceed as proposed.

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

- a. Commodore provided an update and the base is now very busy and full reflecting the urgent need for change as per the programme. 2019 is very much the year of delivery with a number of critical and significant milestones that need to be delivered.
- b. 'Develop, Recapitalise and Grow' are three key themes for the success of the programme. Ambitions are high including developing a world class facility and organisation; bulk of capital spend is in engineering.
- c. Training facilities are now well advanced on site of which some are being relocated from Plymouth.
- d. New and final Single Living Accommodation units within the base will be completed in March 2019 and there is an urgency to secure accommodation for ongoing arrival of personnel.

- e. Due to lack of space, recapitalisation is required to ensure facilities are refitted for new requirements.
- f. Anecdotal evidence suggests that new intake of navy personnel are keen to relocate their families to the area.
- g. Argyll and Bute Council keen to maximise relocation specifically to within Argyll and Bute.

## 5. Accommodation

- a. Presentation; Housing Update; Douglas Whyte/ Commander [REDACTED]
  - i. Accommodation Funding and Delivery Strategy (AFDS); DIO are committed to doing things differently to increase chance of success.
  - ii. Contract awarded to JLL as advisor to bring commercial expertise to strategy.
  - iii. [REDACTED] outlined existing and required accommodation units for personnel and families.
  - iv. [REDACTED] outlined forecasted deficit number of beds by year up to 2032 assuming no changes to behaviour; assumes deficit of 1,629 by 2031. Number of variables likely to change outcome which will need to be constantly adjusted as actual behaviour informs the assumptions.
  - v. Post 2020 Clyde Future Accommodation Project Mandate; two additional submarines arriving 2019 which will fill remaining accommodation.
  - vi. Married quarters in Churchill are currently undersubscribed significantly and are being converted Single Living Accommodation (SLAs) to accommodate 115 personnel and targeted at senior ratings (middle management). Pippa checking if House in Multiple Occupancy (HMO) license is required. Work is being done in batches of 10 with first batch complete by February 2019.
  - vii. Opportunity to change behaviours of personnel with regards to decisions about accommodation.
  - viii. RN also seeking to reduce demand for SLA at HMS Neptune by reducing barriers to private accommodation market.
  - ix. The Future Accommodation Model pilot (FAM) has been delayed as HM Treasury are yet to be convinced of long term savings; hopeful this will eventually be approved.
  - x. Behavioural change; noted increasingly that submarine personnel are seeking to relocate to Scotland. There is another joint visit to Devonport planned for February/ March 2019 as part of the 'winning hearts and minds'

approach. Education now largely understood and representatives from enterprise/business growth might ideal. Action 2; ■■■ to provide dates and advice on sectorial representatives required which partners will arrange.

- xi. Douglas Whyte provided an overview on social and private housing development in the area.
  - b. Findings from HNDA surveys in 2016 and 2018 demonstrates there is sufficient supply for indigenous demand.
  - c. The emerging Local Development Plan (LDP2) identifies Helensburgh and Lomond as a potential growth area with reference to Faslane Maritime Change Programme.
  - d. In 2018 there are 1,303 housing units either approved or allocated within the existing LDP.
  - e. DW outlined a list of existing development sites in the area with a total of 962 units constructed/ planned in the area. Options available with regards to tenure. Action 3; DW will email ■■■ information on low cost home ownership.
  - f. The conclusion is that there is sufficient land and housing supply in the area to accommodate the demand needs on the Royal Navy (RN) and the Council and partners are keen to support the RN in meeting their needs.
  - g. Noted that the RN intended providing information at HMNB Clyde for service personnel on housing options. Agreed similar information should be available at Devonport. Action 4: ■■■ to ensure availability of housing options information in the Helensburgh and Lomond area is available at the Devonport site.
  - h. Suggested that an event engaging housing developers could be arranged to provide a level of demand information that may increase developer confidence. This event to be considered as soon as practicable given the lead in times for development.
- i. Business Accommodation Requirements.
  - i. Scottish Enterprise funding Supply Chain Study and commissioned EKOS to scope the work. Currently on hold until the new/replacement principal defence contract is in place and principal contractor confirmed. Other work has been ongoing include looking at supply chain models elsewhere in advance of key work progressing early 2019.

- ii. Action 5; notwithstanding negotiations currently ongoing with defence contractor, DD will link Mark and Pippa into four defence contractors /industry and in a manner to encourage innovative thinking.
  - iii. Action 6; trial to move personnel out of the base to better understand how accommodation models work. Ensure council and RN personnel sufficiently connected to coordinate effort including identification of premises/ land. Meeting to be convened as soon as possible.
- j. Clyde Future Accommodation Project; Project Initiation Document (PID); Commander [REDACTED]
- i. [REDACTED] outlines the principles of the PID which seeks to bridge the gap between the demand and supply for suitable accommodation for 600 personnel between 2020 and 2021 and preferably in a manner that supports the longer term of socio-economic development of the communities.
  - ii. Requires understanding on types of accommodation personnel seek.
  - iii. Assumes increased SLA only required in the short to medium term. It is noted a high number of Navy personnel own their own home.
  - iv. A suite of incentives currently available to navy personnel to support accommodation.
  - v. The project seeks to explore and develop innovative approaches to solving the accommodation problem with a focus on the Helensburgh and Lomond area.
  - vi. New child care facility for 75 children at Drumfork Club will be completed February 2019.
  - vii. Looking at colocation opportunities for partners to create a sense of a hub in Churchill e.g. health, enterprise, child care etc.
  - viii. AM suggests that guarantees/certainty around numbers seeking visitor accommodation could positively influence future investment in quality visitor accommodation in Helensburgh.
  - ix. PID does not include consideration for contractors which may further boost visitor accommodation assuming there is sufficient supply.
  - x. The Board is comfortable to endorse the PID.
  - xi. Agreed there are additional tasks required.
    - 1. The first relates to communications to the private sector and Registered Social Landlords and could possibly include a marketing event to provide certainty and confidence to market.

2. Smart design to future proofing demands on new property (i.e. simple conversions) could support long term sustainable use of buildings.
  3. Creation of promotional video of 'virtual tours' of area and property to encourage relocation into the community.
- xii. █████ considers there is insufficient understanding of what civilians require (i.e. MOD civilian personnel, defence contractors etc) and this needs to be factored into future research and thinking.

## 6. Communications

### a. Communications Action Plan – Communications Managers

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

### b. Online hosting/promotion of useful information;

- i. CS outlined the emergence of an external promotional site in development; [www.argyll-bute.gov.uk/abplace2b](http://www.argyll-bute.gov.uk/abplace2b) and
- c. 50 Years Continuous at Sea Deterrent (CASD) – Commodore [REDACTED]
- i. 2019 is significant milestone and incredible achievement and event will recognise and acknowledge this.
  - ii. The commemorative activity will focus on the sacrifice and commitment of all parts of the 'National Endeavour' that is CASD.
  - iii. There will be a series of events over the year starting with visit from the First Sea Lord in January.
  - iv. There will be national service in Westminster Abbey in early May.
  - v. A formal parade will take place 'on Base' in July; this should include representation from all supporting elements of the CASD endeavour and will hopefully include the dedication of a new Queens Colour. The day will include the opening of a CASD memorial and a capability demonstration/family's lunch; a Family Fun Day will be held on the following day.
  - vi. The year will end with an event at Edinburgh Castle for approx. 200 people.
  - vii. Action 7; [REDACTED] will circulate current draft diary of events.
  - viii. A logo has emerged from an internal competition; this will be available for key partners – including the Council – to use on their correspondence for the year of CASD50.
  - ix. [REDACTED] has the lead for co-ordination of CASD50 internal and external messaging in Scotland – this will be delivered across a range of channels.
  - x. A documentary to highlight the CASD50 endeavour is in the planning stage.
  - xi. 2019 represents a real opportunity to highlight and develop the close link between HMNB Clyde and the community in which its people live.
  - xii. The CASD50 team are alive to the potential for 'hijacking' of the core CASD50 message by those opposed to the UK's policy on nuclear weapons. Defensive lines will be prepared to attempt to bring attention back to the core message of commitment and sacrifice.
  - xiii. [REDACTED] has left an opportunity open in his VVIP request for a potential event in the town as the VVIP transits between the Base and their next commitment; it was agreed that an appropriate opportunity might arise around the refurbished war memorial in Hermitage Park.
  - xiv. [REDACTED] will be the RN point of contact on matters CASD50 with CS leading for the Council.

- xv. BA requested the Council consider a memorial in the open air museum within Colhoun Square.
- xvi. [REDACTED] highlighted the lack of RN presence at the 2018 Helensburgh Summer Festival and suggested that 2019 would represent a good opportunity to rekindle the support that had previously been present for the 'Faslane Fair' and asked for the Council's support when this is pitched to the Chamber of Commerce.

7. For information

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