

HMNB Clyde Strategic Delivery and Development Framework (SDDF) Senior Management Group Meeting

22nd August 2022 at 14h00, by MS Teams

Note of Meeting

In attendance:

1. Fergus Murray (**CHAIR**), Head of Development and Economic Growth, Argyll and Bute Council
2. Anthony Standing, Head of Operations (H&I), Skills Development Scotland
3. [REDACTED] FAM Implementation Lead, MOD
4. David Allan, Estates Manager, Argyll and Bute Council
5. David Moore, Group Commander, Scottish Fire and Rescue
6. Derek McCrindle, Head of Place, Scottish Enterprise
7. Douglas Morgan, Head Teacher – Hermitage Academy, Argyll and Bute Council
8. [REDACTED] Senior Regional Press Officer, Royal Navy
9. Gillian Cay, Project Manager – Innovation and Place Team, Scottish Enterprise
10. [REDACTED] Internal Comms, Royal Navy
11. [REDACTED] Business Strategy Team (Clyde), MOD
12. [REDACTED] Commander, Base Executive Officer (current), Royal Navy
13. Matt Mulderrig, Development Policy and Housing Manager, Argyll and Bute Council
14. [REDACTED] Captain of the Base, Royal Navy
15. [REDACTED] Lieutenant Commander, Base Executive Officer, Royal Navy
16. Ruth Crosbie, Senior Communications Officer, Argyll and Bute Council
17. Sharon Doyle, More Homes Division, Scottish Government
18. Stuart Green, Corporate Support Manager, Argyll and Bute Council
19. Fiona Bornman, Admin Support Officer, Argyll and Bute Council

Apologies:

Argyll and Bute Council: Kirsty Flanagan, Rona Gold, Jim Smith, Ross McLaughlin
Police Scotland: Samantha Glasgow
Royal Navy: [REDACTED]
MOD: [REDACTED]

NOTE OF MEETING

1. Welcome and Apologies

Fergus welcomed all to the meeting and apologies were noted as above.

2. Introductions

All in attendance introduced themselves.

3. Purpose of Management Group

Fergus referred to the enclosed paper (*Proposed HMNB Clyde Strategic Delivery and Development Framework (SDDF)*) and highlighted paragraph 3.1 which outlines the purpose of the HMNB Clyde SDDF and the governance arrangements.

4. Minute of last Management Group Meeting – 28 April 2020

Agreed as an accurate record.

Nick said arrangements to cover Niall Carney's work will be provided in future.

5. Minute of last Board Meeting – 9 February 2022

The minute of the last Board Meeting was noted.

Stuart gave an overview of the relationship between the SDDF Management Group and the SDDF Board for the benefit of new members. The Board is co-chaired by the Chief Executive of the Council, on behalf of the Community Planning Partnership, and the Commodore of HMNB Clyde.

The Board meets after the Management Group meeting and sets priorities and objectives for the Management Group. Any progress, issues raised and opportunities noted at the Management Group meeting is reported to the next Board meeting.

██████████ said that, in addition to the military, support personnel and their families re-locating to the Clyde area are finding it difficult to secure accommodation due to lack of private rental stock. Local health care services are also difficult to access.

Fergus acknowledged the issue and advised that a key action for the group is to assess housing demand and implement work to deliver additional accommodation. There have been some developments and additional houses have been built in Helensburgh however progress has been slow and exacerbated by the pandemic.

6. Office Accommodation

a. Off-Base Commercial Suppliers Demand Assessment

Gillian provided the following update:

- Due to capacity constraints, commercial suppliers providing services to the Base may need to be accommodated outside the Base.
- A preferred site was identified at Colgrain.
- Stantec have been appointed as consultants to support the development of the Rural Growth Deal (RGD) business cases for Colgrain.
- Scottish Enterprise had initial discussions with suppliers prior to covid. The team are now at the stage where 1:1 meetings are being arranged with individual suppliers.
- The suppliers who have engaged have provided good feedback however the challenge is that not all suppliers have engaged.
- A true demand assessment is required to fully scope the project. The timeline is tight as the RGD business case is to be developed by the end of November.

Fergus advised that Pippa Milne (Council CEO) and Commodore ██████████ have discussed the issue. Fergus added that engagement from industry is critically important for the RGD. This is a great opportunity which offers huge potential for economic benefits to the wider area.

Derek re-affirmed the importance of the group getting the full picture of the issues inhibiting companies from re-locating to the area and doing all they can to address these.

██████████ provided context which may explain the lack of engagement:

- There have been major changes in terms of contractual suppliers to the Naval Base.
- New suppliers need to understand Base structures, how they fit in to the Base and the Base requirements.
- The replacement contract was delayed which caused some challenges.

In addition, the new 'hybrid work model' has generated some capacity within the base as the number of staff now working from home has increased. The case for business accommodation out with the base (pre-covid) was predicated on the fact that staff would be based on site. As a result there was pressure on contractors to be re-located off site.

██████████ added that the long term office accommodation requirements now need to be reviewed.

Following group discussion, it was noted:

- It is important to get evidence to inform future interventions and make best use of funding;
- Timing is critical and decisions should be made based on the available evidence;
- Contact details for the suppliers would be helpful so that meetings can be arranged to explain the potential benefits of the business park;
- This is an opportunity to design something fit for purpose;
- ██████████ referred to the Waverly House (Edinburgh) business concept as a good template to have a look at;
- To explore the possibility of Stantec looking at what external or non-public sector demand there is for re-location to the area. (This would complement the work they are doing as part of the RGD) **Action 1: Fergus to discuss with the RGD team.**

b. MOD Office Rationalisation

██████████ referred to earlier comments made by ██████████ and added that some internal work needs to take place to understand how the hybrid model of working impacts earlier assumptions however there are still requirements to have areas off site.

Action 2: ██████████ to provide a timeline for the above.

c. Colgrain Site Progress

David Allan provided the following update:

- Colgrain is still a greenfield site and at this stage, progress and development activity is still mainly in the planning and negotiation stage.
- The site is in private ownership and represented by an agent.
- Looking at multiple uses, however there are limits to what can be achieved within current planning consent.
- Discussions taking place with the landowner to establish what sites the council and its partners can secure for development of a business park.

Matt said the agent and landowners have submitted a planning application for a larger site area. The extra 30% expansion makes the development more viable. The development will be a joint council-private initiative.

d. Rural Growth Deal (RGD) STEM Hub

Fergus said skills, education and training is a key area in the RGD with a focus on STEM (science, technology, engineering, and mathematics) education. It is intended to deliver modern, purpose-built immersive classrooms allowing for online and face to face learning experiences and to encourage young people into STEM education. The first STEM Hub is being developed in Dunoon and will act as a pilot for the wider STEM hubs delivered through the deal. The challenge is the huge cost, and it means it may not be possible to have a dedicated hub in Helensburgh.

7. Living Accommodation

a. FAMM Accommodation Model

Brian provided the following update:

- The pilot will end on 31st March 2023, a ministerial announcement will confirm.
- At that point the three pilot sites will stop offering the FAMM package and there will be a six-month gap before the new model will roll out in October 2023.
- Currently capturing data and lessons learned from the pilot.
- FAMM has been successful in various ways across the different sites. The pilot tested much of what was already known. The Royal Navy operates differently from the Army and RAF and the models were therefore not equally attractive across the board.
- The pandemic also affected the three pilot sites. The shortage of accommodation in the local rental market scuppered the proposed modelling in the private rental sector.
- There is only anecdotal evidence of a shortage of private rental accommodation as service accommodation has been taken up.
- Awaiting the Defence Accommodation Strategy which will outline a plan for the next 10 or 20 years.

██████████ added that it is unlikely further accommodation will be built on site. Pressure lies in building operational support facilities rather than accommodation. There is little space for new builds and taking down older buildings is too costly. On-site accommodation doesn't meet the value for money criteria in terms of MOD financing.

b. Single Living Accommodation

██████████ said there are two pinch-points:

- 1) When the new submarine type is introduced by the end of the decade;
- 2) The new submarine training school that is to be established in the area. New students will be coming in. The Navy will have to match requirements against what accommodation is available on site.

Data not yet available for the number of families to be accommodated.

8. Transport

a. Transport Green Travel Plan and Associated Delivery

Fergus said the transport options have hit a brick wall. Under consideration is how the base will be accessed by car and/or a subsidised bus service. A STAG appraisal is being progressed by Transport Scotland looking at a possible rail link but this is

beyond the means of the Council. There is the issue of on-site parking and site accessibility however no progress has been made on the transport issue.

██████████ added that transport is an issue with retention of staff. It is part of the offer the Navy needs to improve. Also need to take into consideration that unfavourable shift patterns will necessarily encourage private car usages over public transport.

9. Joint Communications

Ruth said no recent communications have been issued on the development and there is not much that can be shared with the public at the moment.

Action 3: Comms team to jointly publicise the imminent opening of the sports centre.

10.A.O.C.B.

a. Board Meeting – anticipated to take place August/September

Stuart advised that the next Board meeting will take place in October. The group will be notified once the date is confirmed.

11. Date of Next Meeting

The next meeting of the group will take place after the Board meeting.