



National
Shipbuilding
Office

SHIPBUILDING ENTERPRISE FOR GROWTH (SEG) #14 - MINUTES

09:45 – 16:00, 07 July 2026

**BMT Offices, Spectrum Building, Solent Business Park, 1600 Parkway, Whiteley, Fareham
PO15 7AH**

Opening remarks

1. Sarah Kenny welcomed Shipbuilding Enterprise for Growth (SEG) members and SEG Shadow Board representatives to SEG 14 at the BMT offices, Fareham, expressing how grateful she was for the good attendance and hope those in person enjoyed the ability to view BMT's new facility and see the capabilities on offer.

2. Sarah stated that since the last SEG, Dan Jarvis is now in post as Secretary of State for Defence and that following the resignation of the Prime Minister, Sir Keir Starmer MP, an announcement is waited on who will become the next Prime Minister.

[* Post SEG note: Andy Burham MP was confirmed as Prime Minister on 20 Jul 2026; Wes Streeting MP is now the Secretary of State for Defence.]

3. Sarah stated that the Defence Investment Plan (DIP) had been published and NSO been working on the further development of the Shipbuilding and Maritime Technology Action Plan (SMTAP). She thanked all teams for being engaged and contributing towards the delivery of the SMTAP. Sarah added thanks to the NSO Team for the leadership on the SMTAP and also for work on the SEG evolution model. She said that it is vital that the SEG acts as a vehicle to champion and deliver for our sector.

4. Rod Paterson provided updates on recent NSO activity and delivery including the publication of the Defence Investment Plan, new guidance for the National Security Exemption within the Procurement Act 2023, market shaping activity, the launch of the British Industrial Competitiveness Scheme, and work to support UK maritime autonomy.

Task and Finish Group Updates

5. Shipbuilding Skills Delivery Group (SSDG)

- SSDG

Paul Sheerin informed the SEG that the SSDG had been considering its place in the world, especially in respect of resource constraints. He briefed that the SSDG is a group of volunteers, and despite excellent support from NSO, they have limited resource. As a result it was decided to do a full review with the group.

Project Keel: Workforce Mobility in the Shipbuilding Sector.

Rue McIlmoyle, NSO Skills Lead, provided an update on feedback from Project Keel survey conducted by Lorefully - Workforce Mobility in the Shipbuilding Sector Study, published May 2026.

6. Finance Updates

- Shipbuilding Credit Guarantee Scheme.

John Hutchinson informed SEG members that the Shipbuilding Credit Guarantee Scheme Review model was still in development to ensure it was fiscally neutral and delivers clear benefits. He said it is being developed jointly by DfT, the NSO and MOD, with options workshops exploring enhanced credit terms, builder refund guarantees and wider sector access. The business case is due for completion by the end of September 2026, ahead of senior review and a planned launch in the next financial year.

- National Wealth Fund.

John informed the meeting that the National Wealth Fund (NWF) has agreed to support the maritime sector, with a focus on projects over £25 million. The review of the Credit Guarantee Scheme is intended to target the sub-£25 million market and support SME inclusion. Together, the NWF and the successor SCGS scheme would provide flexible capital across both larger and smaller projects.

7. UK Maritime Technology Roadmap

Sarah-Louise said MarRI-UK had taken forward the Centre of Excellence Task and Finish Group's recommendation for a roadmap, expanding it into a sector-wide maritime technology roadmap. Funded by DfT and due for publication in September 2026, the roadmap aims to improve sector cohesion, showcase UK capability, strengthen competitiveness and support export opportunities.

Follow-on Defence Investment Plan (DIP) Discussion

8. The discussion focused on reactions to the DIP, its implications for the maritime sector, and the challenges of delivering defence reform in practice. Key points included:

Shipbuilding and Maritime Technology Action Plan (SMTAP)

9. James Whitehouse Hebbourn provided an update on SMTAP publication timeline; the drafting process; stakeholder engagement and the Communication Plan and Launch events. James informed the meeting that the key action in respect of the Shipbuilding and Maritime Technology Action Plan (SMTAP) is to ensure that it is aligned with the language used in the DIP. The aim is to lock down the Action Plan for feedback to conduct a 'Write Round' around Whitehall for finalisation of the Action Plan.

SEG SMTAP Feedback

10. Rod thanked James for his overview and stated that he really wanted to draw attention to those actions that are placed across short, medium, and long term timelines of delivery, stressing that not all of them will be delivered in the first year but the fact that the actions needed to be well worded and have a clear timeline for delivery. Rod then handed back to James to lead the discussion and the main points from the discussion were as follows:

Shipbuilding Enterprise for Growth (SEG) Evolution Model

11. Sarah then moved the meeting to the final agenda item on the SEG Evolution Model. She noted that, three years on from the creation of SEG, members had reflected on the forum's strengths and areas for improvement. Volunteers from the Shadow Board and others had worked through the SEG Evolution Sprint Group to develop recommendations for the future of the community and those it supports.

SEG Evolution Model Discussion

12. Colette then opened the discussion by asking SEG members if they agreed with the potential Growth Partnership Model, its purpose, accountability and overarching group structure, adding that the proposed timeline is to have the Growth Partnership launching in Q1 2027 (January-March).

13. Sarah Kenny reflected feedback on the Shipbuilding and Maritime Technology Growth Partnership proposed model in that:

- The sector is at a pivotal moment following publication of the DIP, with clearer medium- to long-term direction now in place.
- The sector will need to think and work differently to secure, manage and deploy funding effectively.
- The proposed Growth Partnership will be as effective as members choose to make it, and there is clear commitment to making it work.
- The Shipbuilding and Maritime Technology Growth Partnership is timely and relevant and will help establish the foundations for future delivery.

Closing Remarks

14. Rod summarised that the sector had strong momentum, but that capitalising on it would require exceptional leadership, collaboration, determination and new ways of working. He said the SEG / Growth Partnership community would be central to delivering that change, and that the discussion had shown clear commitment to making it succeed. Rod thanked everyone for attending and also thanked the NSO and BMT teams for their support in making the meeting a success.