

SOUTH THAMES GATEWAY BUILDING CONTROL PARTNERSHIP

Draft Business Plan 2008/2009

1. INTRODUCTION

1.1 The Plans Purpose

The South Thames Gateway Building Control Partnership's Business Plan explains how, under the direction of the South Thames Gateway Building Control Joint Committee, will continue to deliver a first class building control service for Gravesham, Medway and Swale whilst expanding its share of the market and retaining the highest calibre staff to do so.

Mission Statement

Delivering a quality building control service through Partnerships.

1.2 Overview

This business plan covers the first full financial year running from 1 April 2008 – 31 March 2009.

Since its launch on 1 October 2007, the Partnership has had to endure a number of challenges in setting up the operation. Data transfer between systems, correspondence generation and resourcing the increased telephone traffic has proved more difficult than expected, but all staff have responded magnificently to ensure customers are not put to any disadvantage and receive a high quality service.

The benefits of using a software provider with a good track record in after sales service has been a major factor in being able to resolve issues quickly, and the excellent cooperation of cross-council linking that proved to be so valuable in the delivery of the project has continued into the post launch phase.

The next year is an exciting prospect as we consolidate our position in the marketplace, identify areas of expansion and reap the benefits of a larger resource to meet the demands of customers for quicker plan vetting and same day inspection.

1.3 Objectives

We have a number of objectives to ensure the Partnership remains customer focussed, continues to improve its service and retains experienced and suitably qualified staff. STG is already delivering an improved service through changes in operation, guaranteeing same day visits notified before 10am and early morning and late afternoon calls. Delivery on all of these was not possible as smaller units. Over the next year we will be inviting customer comments via surveys, focus groups and feedback forms, and will implement changes to meet their expectations. Our objectives will be :

- To use STG as an example of good practice for partnership working within local authorities, and to promote our use as a consultant should other groups or authorities wish to follow the same line.
- Provide an efficient, cost effective, quality building control service to the partner local authorities
- Retain majority market share of building control work.
- Meet customer needs and expectations.

- Develop STG with cohesive team.
- Be more effective at marketing and increase market share of Schedule 1 (Housing) & Schedule 3 (Commercial / Industrial).
- Improve consistency of advice and interpretation of legislation for customers.
- Provide greater career and development opportunities for staff.
- To reduce contributions of each partner local authority through their support of non-fee earning work.

The Partnership offers a number of advantages using increased staff resources to meet fluctuations in customer demand. There is the potential for far greater consistency of approach across the area using the skills, expertise and experience of over 400 combined years in building control of STG staff.

Of course there is the potential to lose work because a client has had a particularly difficult path through the Planning process, or the private sector offer greatly reduced fees as a loss leader to win work. However, we must make use of our local authority connections by developing the Development Team Approach and One Stop Shop. Improvements in the use of IT and mobile communications offer even wider scope to improve the service to the end user.

Increased competition from the growing number of Approved Inspectors is always a threat and the potential market in the Thames Gateway area has increased since the Olympic bid's success. It is even more important that we do not lose contact with colleagues in other parts of the three councils or other parts of the construction industry. We must develop key account holders to win major works in the large companies in the area.

A SWOT analysis is shown in Appendix 1, indicating where the advantages lay and where pressures exist.

2. SERVICES AND MARKETING

2.1 Services Provided

2.1.1 Building Control (Regulatory Service)

The Partnership will provide for the customers of the three Authorities a Building Control plan checking and site inspection service, ensuring that construction works submitted for approval meet the requirements of the Building Regulations.

This work is a statutory requirement for local authorities in accordance with Sections 91 and 92 of the Building Act 1984 and is required to be self financing over three year periods.

Although a statutory duty, the local authorities building control service is in direct competition with the private sector. The expertise offered by the Partnership will ensure that :

- Rapid plan checks are provided.
- Excellent local knowledge.
- Early advice is given to avoid abortive work.
- Fire Authority negotiations take place to obtain best possible solutions for the customer.
- There is consistent interpretation of the regulations throughout the three authorities.
- One point of contact for all application advice.
- Competitive fees are maintained to ensure maximum income.
- We supply key account holders for major companies and partners.
- Same day site inspections are guaranteed on requests received before 10.00 am.
(Statutory requirements range from 24 hours to 7 days)

The enforcement of the regulations will be in accordance with the enforcement concordat, ensuring that illegal works are corrected and where legal action is proposed the appropriate measures are taken. Where fees are relevant they will be collected and recorded in the fee earning account.

2.1.2 There is also a statutory requirement to administer the following services, which the Partnership will undertake responsibility for delivery in accordance with agreed service level agreements, to be developed in the first year with each authority, and are paid for out of Council subsidies.

- Disabled person applications.
- Approved Inspector register.
- Enforcement.
- Competent person scheme registers.
- Safety at Sports Grounds.
- Enquiries from the public.
- Fire Service liaison.
- Dangerous Structures.
- Demolitions.
- Emergency Planning.
- Licensing liaison.

Optional Services that are also paid for from Council subsidies

- Access advice including disability Discrimination Act compliance.
- Information to allow housing grants to be paid.
- Advice on entertainment licensing/ public events / structures.

Included in Appendix 2 is a list of statutory services which STG will either deliver or influence for and on behalf of the partnership authorities.

Services that have been negotiated subject to an SLA, which will generate extra income

- Land searches (Con 29 form information)

2.2 Customer Requirements

The Partnership's customers and stakeholders are wide ranging, including the residents of Gravesham, Medway and Swale, visitors, developers and their agents, commercial, business interests and employers, consultees (including statutory undertakers and public regulatory bodies) DCLG, Councillors and members of the Joint Committee and departments within each of the Partnership Councils.

We will meet our customers' needs by :

- Providing a consistent quality service.
- Asking applicants for their views on the service provided
- Responding to requests and queries quickly and efficiently.
- Holding focus group meetings with a cross section of the construction industry.
- Presenting seminars on changes to the legislation and trade updates.
- Produce advice sheets / leaflets on good working practices and regulation updates.
- Using the website for electronic submission, information, updates and feedback from customers.
- Reviewing service delivery on a regular basis.

The Partnership will change management and local authority staff culture, placing a greater emphasis on the client / service / customer relationship and increase the independence of the service to function as a business. The Partnership will present local authority building control in an innovative way, by taking the service to customers through the marketing strategy, requiring input from each member of staff.

2.3 Markets – Present and Proposed

The partnership is situated in a growing and thriving part of North Kent as endorsed both by the policies in the Kent and Medway Structure Plan and Individual plans. As part of the Thames Gateway, the area has a major regeneration agenda, including the development of 40,000 homes over the next 20 years. This will enable the Partnership to maintain its market share of building work and income.

See Appendix 5 for South Thames Gateway geographic area.

The present market consists of delivering the core and agreed additional building control services for the authorities in the Partnership.

Each authority has brought to the Partnership an existing well established market share generating a healthy fee earning account. Pressure will be on the Partnership to maintain the present market share and gain new contracts.

Market

The building control market is divided into three arms, Residential, which comprises new housing and mixed development sites, Domestic, which includes extensions, loft conversions, garages and some internal alterations and Commercial, including industrial, educational, recreational and retail buildings. The latter is the most lucrative and therefore the most competitive of the markets. We need to capture some work in this area in order to reduce the impact of Approved Inspectors in our area.

Residential

- This accounts for approximately 13% of our present income (around £150K)
- Potential 11,600 new dwellings (Kent and Medway structure plan) within the partnership area between 2006 –12 not including windfall sites.
- Difficult market due to predominance of NHBC warranty scheme and road bonds. However, new LABC house warranty scheme launched this year may offer suitable alternative for house builders to come back to local authority building control.

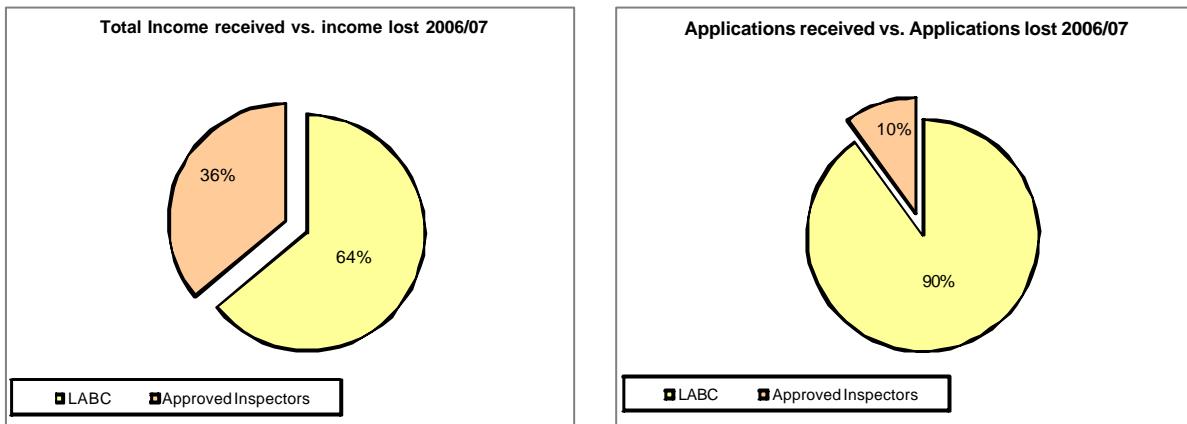
Domestic

- This accounts for approximately 45% of present income
- More Approved Inspectors have moved into this market in the last year. In particular, specialist companies such as loft conversions and garage conversions, have been targeted by AI's
- To combat this we will actively pursue Partnerships, through the LABC partnership scheme, with private practices and companies.

Commercial

- This accounts for approximately 42% of present income.
- The most lucrative market and therefore the most competitive. Vigorous marketing is required to maintain and develop this sector. Leads taken from the Planning list, Planning and Local Plan colleagues are followed up by personal visit, telephone calls and introductory letter with brochure.

The following chart shows both income received and lost to AI's, together with applications received and lost over the financial year 2006/2007 at Medway Council. Data is not available from Swale or Gravesham, but as neither authority has had the resources to partner outside companies or market their services to any great extent the position is thought to be reflected in those areas.

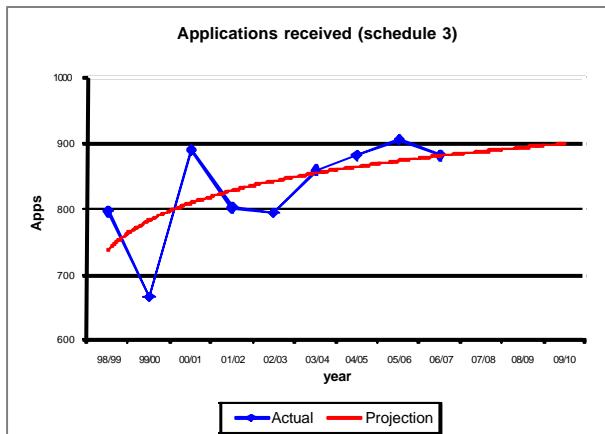
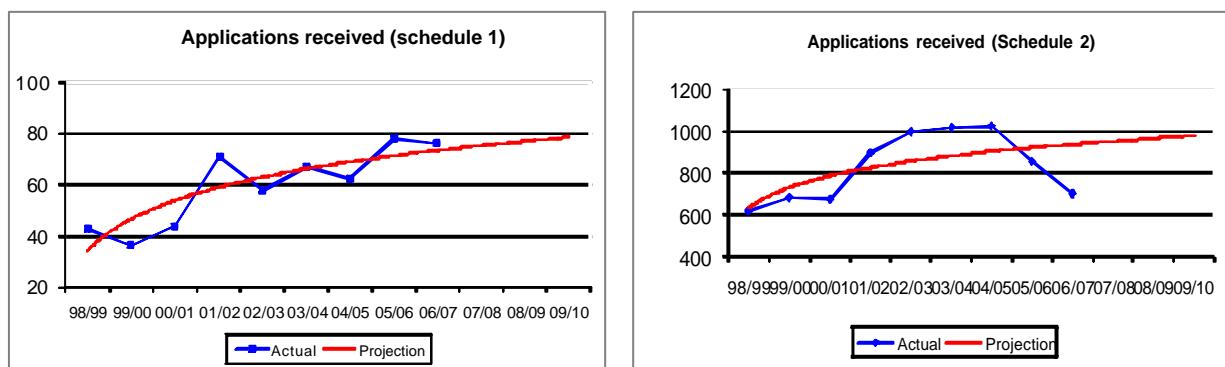


If the percentages remain the same in our proposed income budget for 2008/09 this would indicate a potential loss of income of around £766K and an income of £1.362M.

Whilst the numbers of applications are not coincident with income lost because of difference in fee schedules, it must be the Partnerships aim to reduce the percentage income lost by 5% in the first year.

Data for STG will include quarterly reports on market share both in relation to applications and income.

The following charts show the projected trends over the three fee schedules, again from Medway's perspective, as data is not available from the other two authorities. However, it is felt this is a reflection of workload across Kent.



Interestingly, it is Schedule 2 work, the extensions, loft conversions, etc, which has shown the most negative trend away from the median. Whilst fluctuations in this sector are expected as they quickly reflect economic trends, there are signs, from examining the number of planning applications for domestic work, that work in this sector has reached a plateau and is beginning to recover. Predictions are based on a slight recovery.

2.4 Marketing Opportunities

As a larger organisation we have a number of opportunities that present themselves. One way of generating a sustained income from an architectural practice is to partner with them. Both the number and size of partners can increase because of the size of STG. Our aim over the next year will be to partner a regional or national company, which would introduce a number of large applications with appropriate fees to be plan vetted by STG, irrespective of where the project was to be built in the country.

We also have a number of very experienced and multi skilled surveyors who, with further specialist training, could develop a consultancy service to support the industry through the plethora of confused technical requirements relating to sustainability, energy loss, carbon indexing, as well as designed foundation and means of escape issues. A consultancy would also be able to sell services to other authorities such as a plan checking, inspection or interim management, again using the skills available to generate additional income for STG. Below is a list of opportunities that are available to the Partnership which were not feasible as individual units.

- The three authorities only have two partner architectural practices signed up for the Partner Authority Scheme. Two more have applied since its launch and we are processing several more, including regional companies Cornford Construction Limited of Surrey and Bullivent Piling.
- Invite other local authorities to join the Partnership or to sell our expertise in going through the process as a consultant.
- Form partnerships with the private sector on PFI bid and design and build contracts, in particular with the schools programme.
- Form partnerships with the NHS and PCT's.
- Generate income from SLA's with land charges for replying to CON29 search enquiries.
- Develop a consultancy to utilise the skills and expertise of staff to generate income from plan checking for other authorities, carrying out SBEM calculations as well as SAP calculations for clients.
- Identify major developments such as Power Stations, LNG works, and development of Eurolink.
- Identify unauthorised works to generate additional Regularisation applications, which carry a 20% additional fee.

2.5 Priorities

The opportunities and objectives outlined in the business plan have been refined into the following table. The priorities will form the basis of achieving improvements in the service, ensure additional income for the Partnership and reflect customer expectation through the coming year.

PRIORITIES					
Objective	Action	Milestone	Support from	Ownership	RAC
Improve customer liaison.	Identify gaps in service from customer questionnaires, Carry out joint seminars, arrange focus groups, Carry out personal visits to clients.	Range of seminars arranged by May 08. Focus group arranged for Sep 08.	Products manufacturer's, professional organisations	TVV	G
Increase market share of commercial/industrial sector.	Identify key developments from retail/employment plans of Kent & Medway Structure Plan; interrogate planning lists, use key account holders with major players – ensure regular contact. Introduce Quality Awards. Offer Warranty Scheme Latest Gold.	3% reduction in value of work lost to AI's by end Sept 08. 5% reduction in value of work lost to AI's by March 09. Quality Award Ceremony Nov 09.	Local plans I of G, Gravesham, Swale, Medway, KCC, LABC	Marketing Surveyor	G
Increase market share of housing sector.	Identify key developments from Housing Plans of Kent and Medway Structure Plan, interrogate planning lists. Offer National Partnering Type Approvals. Introduce Quality Awards. Offer Warranty scheme.	Partner medium/large residential developers by end Sept 08. Quality Award Ceremony Nov 09.	Local plans I of G, Gravesham, Swale, Medway, KCC, LABC	Marketing Surveyor	G
Improve consistency of advice and interpretation of requirements.	Use technical meetings to examine interpretation of regulations and methodology on site. Policy document to reinforce decisions and implement across the three authorities.	STG policy document on interpretation available Aug 08.	Professional organisations, other LA's, DCLG	PH	G
Develop consultancy arm of STG	Identify existing skills/expertise within group. Identify saleable services to other authorities and private sector target training for marketable services.	Offer plan checking service to other authorities by May 08. Specialist training in EPC, SAP, SBEM by Oct 08.	Legal, other LA's, outside training bodies.	TVV	G
Develop training schedules for staff.	Identify and form small training and development team. PDR's, identify training needs. Explore opportunities for in-house seminars, internal briefings, external course, information sharing, development of training matrix and CPD log.	All PDR's to be completed May 08. Training matrix by June 08. Training schedule implemented by July 08. All training needs met March 08.	Management teams, Training & Development team. Product manufacturers. Professional bodies.	Chair of Training & Development team	G
Website development	Revisit website to ensure customer friendly. Redesign where necessary to ensure easy access to most used areas. Ensure case histories are included from each area. Create website team, web publisher and web coordinator.	Web team set up by end April 08. Identify areas for improvement end May 08. First revision by end Nov 08.	Web team. IT support team. Alpha 2 Omega	Web coordinator	G

3.0 FINANCIAL ARRANGEMENTS

Below is the forecasted budget for April 2008 – March 2009, the summary figures have been calculated on the following basis.

- The financial year 08/09 takes into account the last six months of STG's first full year of operation and the first six months of its second year. This is significant in this budget forecast as support services are maintained at zero each for April 08 – Sept 08.
- The second six months Oct 08 – March 09 reflects estimates of 50% of the total yearly costs of SLA's with HR, Legal, ICT and Finance support. The SLA's will be negotiated through the first year of operation when evidence can be collected of actual usage of these services.
- Services will be purchased from the most appropriate supplier from any of the authorities, based on cost, reliability and necessity and, where appropriate, could be purchased externally, eg auditing.
- The council subsidies vary on a six month basis, as the first six months continues to follow the agreed formula from the first full year, and the second six months is split on the agreed proportions, 53% Medway, 27% Swale, 20% Gravesham.

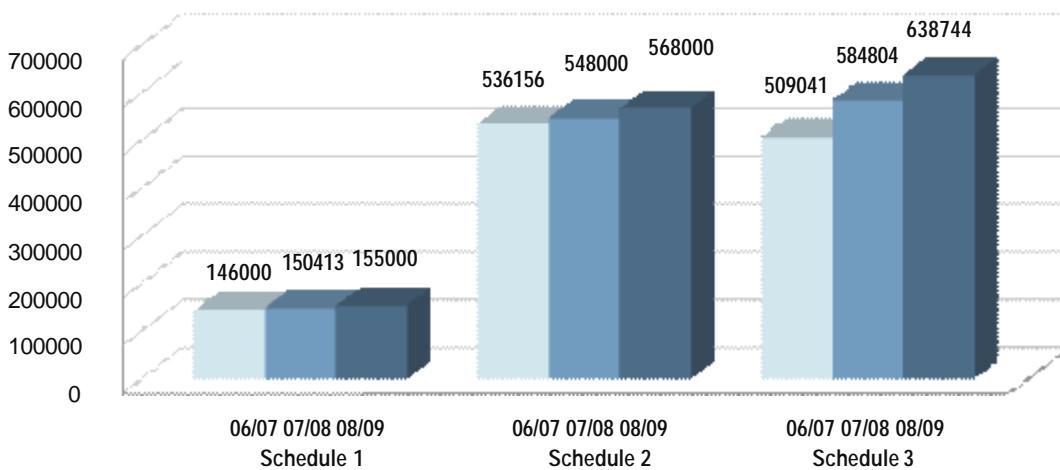
	Apr 08 - Sep 08	Oct 08 - Mar 09
Direct Costs		
Salaries	636,563.61	636,563.61
Staffing	10,888.88	10,888.88
Transport	39,522.05	39,522.05
Supplies and Services	67,826.33	67,826.33
Third Party Contractors	3,833.58	3,833.58
Total direct costs	758,634.44	758,634.44
Accommodation		
Rent	26,000.00	26,000.00
Landlord Insurance and Service Charge	2,673.88	2,673.88
NNDR	10,042.50	10,042.50
Electricity	1,833.40	1,833.40
Gas	739.54	739.54
Water	290.98	290.98
Cleaning & Hygiene	7,821.31	7,821.31
Security	2,575.00	2,575.00
Total STG additional accommodation	51,976.60	51,976.60
Support Services		
HR Services	-	5,760.13
Legal Services	-	5,290.00
ICT Support	-	12,950.00
Finance Support	-	10,000.00
Total STG support services costs	-	34,000.13
Total forecasted overall direct costs for STG	810,611.04	844,611.17
Total forecasted direct income	(639,402.06)	(722,342.26)
Net direct costs	171,208.99	122,268.91
Subsidy Payable by Authorities		
Medway	(80,471.16)	(102,958.10)
Gravesham	(7,821.84)	(38,852.11)
Swale	(73,540.81)	(52,450.35)
Other Income	-	(16,892.22)
Total subsidy and other income received	(161,833.82)	(211,152.79)
Indicative total net effect cost/ (saving)	9,375.17	(88,883.89)

Each Managing Surveyor will monitor income and report monthly to the Management Steering Group. Emphasis will be placed on each surveyor to market the service, with particular interest on key account holders for partners and large companies in each area.

Another area to be monitored is enforcement activity, as additional income can be generated from Regularisation applications, which may follow enforcement of contravening work which does not have the benefit of a Building Regulation application. There are two advantages for STG of increasing activity, in that enforcement is not subject to competition and any consequent Regularisation application results in an additional 20% fee above the charge for the same work had an application been made.

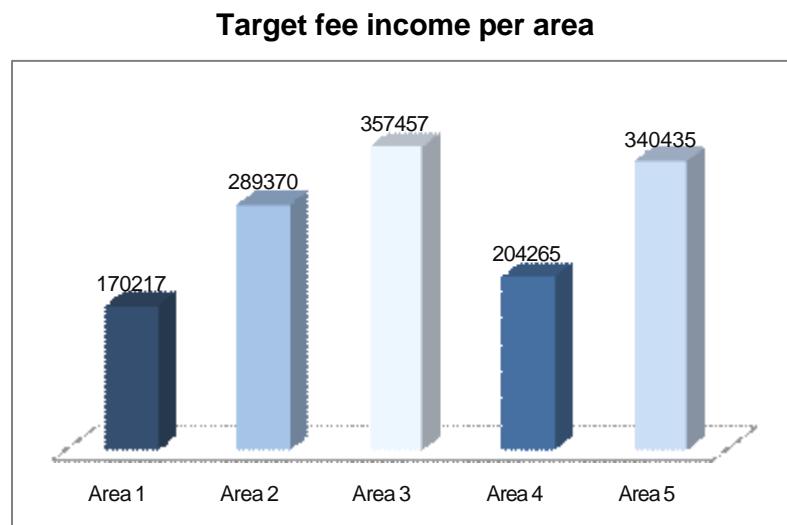
- Income is based on generating more income from winning market share. From the previous trend analysis, it could be seen that Schedule 2 work (domestic extensions) is

likely to remain fairly static. However, there are opportunities in both the new housing and commercial sectors which STG can take advantage of. The following graphs show a breakdown of income per schedule and a prediction of the levels of activity required to generate the necessary income.



The commercial/industrial sector within Schedule 3 presents STG with the greatest opportunity to increase income. Targets such as the proposed power stations on the Isle of Grain, the schools programme through Kent & Medway, together with other educational expansion, such as the colleges in North Kent and Universities in Medway, together with further expansion of the industrial parks at Eurolink in Sittingbourne will offer significant opportunities to bid for work.

Each Managing Surveyor will have responsibility for monitoring income budgets for their area. The following targets for each area are based on cost per officer and potential activity within the area. Over the next year data will be available to more accurately predict activity for the following year.



4. MANAGEMENT & ORGANISATION

The structure and management of the South Thames Gateway Building Control Partnership has been established after rigorous investigation of the existing workloads, staffing issues and the potential workload of the authorities.

The need of a modern building control service to an increasing competitive environment requires a more resilient and flexible structure to maintain its marketshare.

The operation and structure of the Partnership will be kept under review to take account of the changing needs of our clients and market share.

4.1 Management responsibilities

4.1.1 The Director is responsible for the operation of the STG Building Control Partnership and reports to the Joint Committee representing the Councils within the Partnership. The director is responsible to the Joint Committee for :

- The development and implementation of a business plan for the STG Building Control Partnership.
- Ensuring services are delivered in accordance with service level agreements.
- Ensuring services are delivered within budget.
- Exploring Partnership opportunities with other agencies.
- The promotion of local authority building control.
- Ensuring customer satisfaction.

4.1.2 The structure of the Partnership is divided into two service areas :

- Operational
- Support

4.1.3 The managers responsible for those service areas each report to the Director and Operations Manager, and together form the management team of STG Building Control Partnership.

4.1.4 The managers of the service areas are responsible for :

- Contributing to the development and implementation of the business plan for STG Building Control Partnership.
- The staff within their area, including work planning, training and development.
- Ensuring the services are delivered to any service level agreements and policies of STG Building Control Partnership.
- Keeping abreast of all current matters relating to their respective areas of responsibility.

4.2 Structure

The Partnership will have 36 full-time equivalent posts and the organisational structure is shown in Appendix 3 and the responsibilities of each service area are described below.

Operational Services

This team will provide professional and technical services, which will include :

- Building Regulation plan checking and site inspections.
- Giving of Building Regulation advice.
- Inspection of dangerous structures.
- Inspection of demolitions.
- Any other services requiring professional or technical expertise upon request.

Support Services

The role of this team will be to provide the Partnership with the following services :

- Registering of submitted Building Regulation Applications and associated administration.
- Purchasing.

- Sewer checks.
- Responding to enquiries from solicitors.
- Dealing with land charge enquiries.
- Invoicing for inspection charges.
- Budget monitoring.
- Purchasing.
- Information technology.
- File management.
- Initial Notice administration.
- DCLG returns
- Reports to other agencies and council departments.
- ISO 9001 registration.
- Customer care
- Performance monitoring.
- Responding to complaints.

Business Development

Whilst provision has been made within the forecast budgets for a business/marketing manager in Year 3 of the operation, it is felt that this area of work is fundamental to the success of the Partnership. In April 2008 a senior surveyor returns to us after maternity leave. Indications are that it will be on a part time basis and we therefore anticipate using the remainder of the funding for the post to pay for a part time marketing person to ensure the customer base is maintained and that new customers are signed up. Good marketing of the service is essential and will take the form of presentations, brochures, seminars and visits.

4.3 Central Support Services

One of the major areas that will demonstrate how the Partnership can save on costs is through central support services. As individual authorities, these were redistributed throughout the council based on head count or size of the operation. This often reflected figures in excess of the actual usage or cost to the section. Central costs referred to are such things as Finance, IT, Human Resources and Legal (including democratic services).

IT is the only service which currently has an SLA with STG and this covers general support as well as web hosting. As Medway is the host authority, it made sense, in the first instance, to use their services for finance and HR. The finance system is used to collect income, reconcile accounts and pay invoices. As all staff are either directly employed or have been TUPE'd across to Medway, use of their HR and payroll is the most appropriate.

Actual usage of the services will be monitored through the first year so that estimates are available to prepare service level agreements with the support services.

There are no fixed contracts with the current suppliers so there will be the opportunity to negotiate the most satisfactory provider for future years together with the opportunity to move to outside providers should this prove the most effective method of support.

4.4 Personnel Issues

There are differences in the existing terms and conditions for staff from each of the three councils. Staff who have been transferred to Medway under TUPE transfer remain on their existing terms and conditions.

It was clear from the feedback from the first awayday that one of the most important issues to all staff was the need to harmonise the terms and conditions as soon as possible, as STG is

not a legal entity, the harmonisation will have to be accommodated through Medway's pay structure. Nevertheless, it is seen as an imperative to balance out any discrepancies in current salary levels so as to retain staff and prepare for recruitment.

The early months will give the opportunity for the management team to assess skills, capabilities and experience of all staff. This will be fed into the first full financial year to ensure there is equity with peers across the full spectrum of jobs.

A career grade structure will be introduced for surveyors to allow for progression through the grade, dependant on suitable qualifications and capabilities. This will encourage staff to train and develop their skills and be rewarded for their efforts.

4.5 Accommodation

The STG Partnership will operate from Unit D at the Compass Centre on a three-year lease from Medway Council, with breaks after each year from May 2008. Medway Council, who operate from much of the Compass Centre complex will be moving to a new HQ building in Gun Wharf, Chatham.

This will leave STG solely operating from the site and will achieve the independence from each of the council, as discussed and agreed in early project board meetings.

Operating independently from the site will also achieve savings in cleaning and security costs as these can now be purchased locally instead of being included in the general accommodation recharge. There will be some initial costs which will partly be met from the implementation costs and partly from the first six month budget. A new reception area is required on the ground floor insulation, together with a meeting room and an office. Both floors and interlinking staircase will require carpeting and there will be general cleansing to be carried out.

In order to be able to deliver an improved service using remote working, a satellite office will be maintained in Swale within the Civic Centre building. This will comprise 2 desks with IT support and connections back to the central office at the Compass Centre. There will be some storage for working files on site and the use of an A3 fax/photocopier/printer for reproduction of scanned applications.

4.6 Training & Development

It is important that all staff are encouraged to develop their skills and maintain a training regime to accommodate CPD requirements of their professional bodies.

Each member of staff will have a Personal & Development Review (PDR) within the first six months of the Partnership. These will identify individual and gap training needs which will be built into a training programme to be implemented over 2008-09.

Some training needs will be brought in from external providers; however, it is envisaged that most of the technical training can either be run in-house, using existing staff or contacts within the three authorities, or by product manufacturer's who can provide technical updates at no charge. The professional organisations the surveyors belong to have requirements for between 15 and 30 hours of CPD per annum, depending on grade of membership, and each surveyor will maintain a personal log to ensure this is met. The support staff also require training and skills development to ensure the best use of resources.

Regular administration team meetings will take place each month, with training being a standard item on the agenda. Again external trainers will be made available, where appropriate, but most courses will be available from each of the three authorities and from internal training by other staff members.

There will also be monthly technical group meetings which will be used to discuss interpretational issues to ensure a consistent approach to addressing familiar problems on site. Once debated and accepted, a policy document concerning whatever technical issue has been dealt with, will be published and adopted as STG policy, reinforcing the consistency approach of interpretation of the Regulations across the area.

5. PERFORMANCE MANAGEMENT

In order to ensure optimum levels of service delivery we will employ performance management principles, which will monitor the output of staff over a number of key areas, including targets for SLA's. This information will be reviewed by management team each month and a summary presented to Members at each quarterly meeting. The areas we will be monitoring are :

- Number of fee earning applications deposited. } Statistical
- Number of non-fee earning applications deposited. }
- Market share by volume. } Market
- Market share by value. }
- Fee income and budget target per month. } Financial
- Accumulated fees received versus accumulated target. }
- Plans checked by each officer versus targets }
- Amendment letters/decision notices to agents within 10 and 15 workings days` } Surveyors
- Number of site inspections per office against target }
- Acknowledgement to applications made within 3 working days.)
- Replies to Land Charges Searches within 2 working days. } Support team
- Replies to solicitor letters within 10 working days. }

Examples of how these may be presented are in Appendices 4 they will of course be adapted to reflect the much larger workforce and the five teams that make up the operational side of STG.