

FPDC Training Centre
Business Plan
February 2008

Federation of Plastering and Drywall Contractors Training Centre Business Plan

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1. Executive Summary

Drywall is one of the fastest growing sectors in the British construction industry, a fast track construction method introduced to this country over 40 years ago from the USA. Drywall systems are specified in over 90% of residential new build and over 75% of commercial new build. The Thames Gateway project alone will use an estimated 50 million m² of plasterboard in the 160,000 new homes, as well as 27 new schools.

The challenge for the sector is to reduce the current fragmented training delivery and co-ordinate delivery of employers' requirements. We need to successfully recruit and train the 5,000 new entrants required over the next five years, whilst continuing to assess and train, thereby up-skilling, the existing workforce.

The Federation of Plastering and Drywall Contractors' membership wants to pioneer an innovative one-stop-shop, drywall training centre to develop a skilled workforce; including operative, supervisory and management. The not for profit training centre will demonstrate career opportunities. It will be industry responsive keeping abreast of technical developments and changes within the sector. Most importantly it will result in increased quality of drywall construction for clients.

To achieve these goals we need vibrant, committed business partners who are ready to face the challenges with us and get involved in this ground-breaking project. One of most exciting aspects is that FPDC members guarantee employment to the first three years' intake of successful new entrants.

- Drywall Sector worth over **£2bn** with growth in excess of 5% year on year
- Specialist contractors engage **20,000** workers nationally
- Drywall systems are a key contribution to building performance and have replaced wet-trades
- Drywall Training Centre worth **£30million+** to the local economy by 2012
- Innovative solution will be the first employer led scheme in UK Construction

2. Mission, Vision and Objectives

Mission Statement

To promote best practice, excellence and professionalism in plastering and drylining

Vision

To establish a not for profit, one stop shop training centre, for drywall and related trades

Objectives

- To establish a centre of excellence to deliver assessment and training for drywall and other related trades, thereby raising the performance standards of drywall installation
- A one-stop-shop delivering management, supervisory and operative training, demonstrating career development opportunities
- To meet the challenges of local sustainable development, creating jobs for long term unemployed and others excluded from the labour market
- Assessment and training managed and delivered to the specification demanded by the market
- To continuously monitor market demands and respond appropriately
- Liaise with all other relevant agencies to ensure the centres' profile is maintained

3. Introduction to the Centre

This innovative 'employer driven' training centre will focus on delivering assessment and technical training for core trades supported by the FPDC which currently have very limited or no provision: **drywall** and **steel frame systems**.

Assessment will be available via two routes, the Experienced Worker Practical Assessment (EWPA) or the more established On Site Assessment and Training (OSAT). Technical training and additional health and safety training (i.e. certified training for the erection and use of mobile towers etc) will be targeted towards both new entrants and the up skilling of the existing workforce. For the first time there will be training to complement the established assessment framework. The training for new entrants will be comprehensive with a view to ensuring operatives are site ready upon completion of initial training.

Classroom based training will be targeted at supervisors and management, providing structured continuing professional development as well as underpinning knowledge for Level 3 and 4 National Vocational Qualifications (NVQ's).¹ All training delivered will be within the existing framework of nationally recognised qualifications.

A critical factor determining the success of the centre is the emphasis on being an employer-led initiative. The training centre will be responsive to demand rather than supply-driven and create a delivery mechanism to provide employers with the skilled operatives required within the fast growing sector of drywall.

It is anticipated that the training centre will occupy a light industrial unit (PP – D1, approx 10,000sq ft) in Greater London. There will be three defined product categories; **Practical Training, Assessment and Short Courses**.

¹ By 2020, 50% of jobs in London will require higher skill level, Level 4 or above (London Skills and Employment Board Consultation 2007).

The first phase will primarily focus on the establishment of an OSAT centre and the delivery of drywall technical training, both new entrant and short duration courses.

The **Practical Training Area** will accommodate 10 working bays. (approx. 3,000 sq ft). Practical training will include the 12 week Foundation Course in Drylining for new entrants to the trade. This course was devised by FPDC, and has been piloted twice by ConstructionSkills. A variation of the course is currently offered by the National Construction College, in partnership with British Gypsum, at their drywall training academies. It is anticipated that this course will run four times per year at the training centre, resulting in 40 new entrants to the sector each year.¹

The Foundation Course provides new entrants with time in the training centre and on site gaining experience. Whilst the new entrants are on site, the workshop will be used to deliver short duration technical courses, designed to up-skill existing operatives, enabling them to successfully complete their NVQ's. One day courses initially offered will be;

- Shaftwall
- Stairwell
- Deflection Heads
- Overheight Partitions

In addition there is the provision for a steel frame systems (SFS) workshop, a similar size and set-up to the drywall area (approx. 3,000sq ft). The 12 week foundation course for SFS is under development, it is anticipated that it would be held once a year at the training centre, resulting in 8 to 10 new entrants to the sector each year. Greater focus will initially be placed on provision of short duration courses to up-skill existing operatives or retrain dryliners. There is currently no NVQ or CSCS card in place for this trade, both of which are under review.

¹ New entrants would be expected to achieve the full qualification within 24 months. A salary range for drylining operatives in London would be between £35,000 and £50,000 pa.

In addition the SFS workshop would be used for other health and safety short duration courses such as;

- Aluminium Tower Training (PASMA)
- Power Tools (Shot firing, Abrasive Wheels)
- Mobile Elevated Working Platforms (MEWPS) (IPAF)

The **Assessment Area** will accommodate 4 bays to facilitate Experienced Workers Practical Assessment (EWPA) in both plastering and drylining (approx. 1,000 sq ft).

The **Short Courses** will be delivered in a classroom area comfortably seating 15 people in a classroom format. It is anticipated that this area will be used for a wide range of short duration courses, including a course designed for main contractor employees who manage drywall trades.

A canteen, changing room, locker area and toilets will also be an integral part of the centre. There will be office space for the administration of the centre and for use by the trainers and assessors.

The initial training programmes above and detailed in the annual budget will facilitate 3288 training days for 928 people, as well as assessments through OSAT and EWPA of around 230 operatives.

4. The Drywall Market

The drywall sector has grown year on year, since its introduction into the UK market some 40 years ago and remains one of the fastest growing sectors of the construction industry. The penetration of drywall in residential is over 90% and approximately 75% of the commercial sector. Drywall is compatible with modern methods of construction due to its fast track potential, whilst meeting increasingly stringent Building Regulations. Around 180 million m² of plasterboard was installed last year in the commercial and residential market.

There are an estimated 20,000 drylining operatives in the UK. Forecast employment figures for dryliners within the Greater London area are 4,380 for 2008, rising to 4,840 in 2012. ConstructionSkills forecast the recruitment requirement for dryliners being 210 per annum over the next five years.¹ Assuming a working life of 20 years as a drywall operative, there is a total requirement for 1,000 new operatives annually to maintain the existing workforce alone. This does not take into account the potential negative flow of foreign workers back to their home countries.

Across the UK there is a projected minimum requirement for 5,000 new skilled drylining operatives between now and 2012 (assuming 1,000 required each year for next five years). However the demand for skilled operatives in the London area will continue beyond the initial build phase of the Olympics. Additional significant workload will be generated by the delivery of the Decent Homes target and capital expenditure on health and education.²

It seems unimaginable that a sector of this size and significance has had no formal training provision. Up until recently the only training available has been short duration product knowledge courses.

¹ ConstructionSkills Observatory London Region 2007 approximate figures

² Decent Homes target of 45,000 completions per annum over next three years and £8.2 bn capital funding expenditure.

The lack of available training has resulted in a significant void which has been filled with an influx of foreign workers in the sector, particularly in London. Whilst a foreign workforce is not an issue per se, it can create an unstable highly migrant labour force resulting in a potentially less safe workforce and lower levels of quality performance for the client. The return of these workers to their own countries with the upturn in home economies and doubling of local wages could lead to significant labour shortages.

It is also fair to say that there is some dissatisfaction within the construction industry regarding the general standard of work for drylining. This is not surprising considering the lack of quality training opportunities.

The government commissioned Leitch Review was tasked in 2004 with considering the UK's long-term skills needs. Its findings identified the UK's skills base as weak by international standards, holding back productivity, growth and social justice.

There were a number of key recommendations including a call for an increase in adult skills across all levels. With over 70% of the 2020 workforce already having completed compulsory education the review stressed the need for the employer voice in training to be strengthened, with increased engagement and investment in skills.

So to up-skill the work-force as recommended by the Leitch Review, employers in the drywall sector have very limited choices. Existing workers can gain NVQ qualifications through the Onsite Assessment and Training (OSAT) or Experienced Worker Placement Assessment (EWPA) routes. Whilst the assessment process is available from a number of commercial suppliers, the provision of industry recognised training to up-skill semi skilled workers is non-existent. If considered together with the lack of formal training provision for new entrants, the need for a training centre, driven by employer needs, is clear and compelling.

The centre will be demand led and provide what the sector has repeatedly asked for:
- a facility that will manage the recruitment of new entrants; deliver key skills; technical training and achievement of all certification to create a competent and skilled workforce for the sector as specified by main contractors.

The requirement for CSCS cards for workers to gain access to sites has focused the industry attention on worker competence. Many workers have gained their qualifications through the OSAT route already mentioned.

There are currently approximately 8,445¹ cardholders, holding some level of card; Drylining / Drylining - Finishing / Drylining - Fixer & Finisher. 6,995 of the cardholders have a qualification. The remainder need to reach the standard required to obtain an NVQ.

Given the disproportionate number of site labour Green Cards² held across the industry, it is likely that some operatives do not have the appropriate card for the work they are actually doing on site. The time limit on other cards will create a need for assessment and training, to enable the card-holders to move onto the next level when their non renewable existing card runs out.

In view of the acknowledged growth of this construction sector and the comments of the Leitch Review, against a backdrop of very poor training provision over the last 40 years, a bespoke training centre such as this is an appropriate solution. The centre will help meet the challenge of increasing adult skills across all levels and also assist with raising standards.

¹ 2008 figures from CSCS Ltd

² Green cards are not classified into trade discipline therefore impact on demand is not quantifiable

5. Structure and Other Partners

The assessment and training delivery will be in partnership with SkillsGain Ltd (SGL) and GTG Services Ltd – both established companies with a proven record in the delivery of assessment and key skills training.

SGL is an independent company working closely with Education and Youth Services Limited (EYS), an education and training supplier. It is a supplier of wide range of workforce development activities for the construction industry, most recently for specialist contractors Swift Horsman Ltd. Delivery includes Key Skills and Construction Skills Certificate Scheme (CSCS).

They will undertake the first phase of training of the Foundation Course, operating a selection process, working with the candidates on their key skills and ensuring they are committed and able to complete the course. This is an important aspect of the service our centre can offer, we are able to assess candidates at an early stage to gauge their suitability to the sector, thereby saving time, resources and improving retention rates.

GTG Services Ltd is a national assessment and training provider with existing Train to Gain¹ contracts in London, East and South. GTG is a company limited by guarantee with a board of Directors drawn from the sector; it has delivered more than 3500 NVQs in Interior Systems and Plastering over the last eight years. GTG will undertake both the assessment and training of the drywall and the steel frame systems once qualification and training development is finalised.

We require a partnership agreement that would enable us to meet a diverse range of needs whilst delivering a flexible and adaptable programme of training.

¹ Train to Gain is a current service offered by the Learning Skills Council (LSC). Train to Gain offers employers the training their workforce needs to succeed, through advice, training and funding

It is anticipated that the people served by the centre will be of three broad categories – new entrants to the sector, semi-skilled existing sector workers and skilled workers progressing into supervisory and management roles.

Most new entrants will be from the immediate locality of the training centre thereby creating sustainable employment in the local community. The training centre is open to investigating relationships with other hard to reach and disadvantaged groups such as prisoners. There are also opportunities to develop schemes targeted at under represented groups such as women.

Uptake for the courses is undoubtedly linked to finance. Most courses can at least partly be funded through contracts with the Sector Skills Council (SSC). The assessment and short duration technical training delivered by GTG will attract Train 2 Gain funding.

One of our unique selling points is that FPDC members guarantee the first three years' successful Drywall Foundation trainees employment. Places will be much sought after. It is hoped to guarantee **all** successful Foundation Course trainees employment through our network of members.

6. Business Strategy

The training centre will be ground breaking in the market, as a not for profit employer led facility, demonstrating the sectors commitment to the increase in employer engagement and investment in skills as recommended in the Leitch Review.

One of the current difficulties for employers is that there is no provision to take new entrants into drywall and deliver the full complement of technical training and additional certification required to ensure new entrants are site ready. Having delivered the underpinning knowledge the ideal is to have the capacity to support the entrants until their completion of the NVQ using OSAT.

Current provision is fragmented and uncoordinated, with limited availability for even the basic technical training. The exception is the 40 or so places at the British Gypsum training academies delivered in partnership with the National Construction College. There is one identified FE College which offers a Foundation Modern Apprenticeship.

Colleges have failed to keep abreast of developments in the plastering sector and have been unable or unwilling to deliver drywall training. CITB in its capacity as a training board have also failed the sector and not facilitated the training required.

Our pioneering training centre will focus on recruiting locally to the centre and have the new entrant 'site ready' with the appropriate CSCS card after their 12 week foundation course. From the employers perspective this gives them an operative who has already shown they are committed to the trade, have their basic skills and are ready to develop these further through the recognised NVQ route.

Our two partners will play a crucial role in these stages of operative training. SGL will deliver the first phase including Key Skills and Health and Safety awareness. GTG will deliver the technical training and the on-going assessment.

With the Train to Gain voluntary 'Skills Pledge', funding can be available for employers to train their employees, who have not already benefited from training, up to level 2 NVQ and beyond.

An important aspect of the 'one stop shop' concept of the centre will be the support offered to employers to enable them to source and apply for all the funding that is available through the various avenues including Train to Gain and CITB grant scheme. It is a recommendation in the Leitch Review that all public funding for adult vocational skills in England, apart from community learning, be routed through Train to Gain and Learner Accounts by 2010. This will therefore become an increasingly important source of funding for employers.

It is important that we are able to navigate the complex map of funding and enable employers to access all that is available to them to help with funding of the training of their employees.

An additional income stream will be the availability of rooms and workshops for hire.

SWOT analysis of proposed training centre

The Internal Strengths & Weaknesses of the centre and the External Opportunities & Threats it faces can be summarised as follows:

STRENGTHS	OPPORTUNITIES
<ul style="list-style-type: none"> • Employer led 	<ul style="list-style-type: none"> • Growing market sector
<ul style="list-style-type: none"> • Proven market need 	<ul style="list-style-type: none"> • Lack of competition
<ul style="list-style-type: none"> • Unique product 	<ul style="list-style-type: none"> • Positive training climate
<ul style="list-style-type: none"> • Reputation of FPDC 	<ul style="list-style-type: none"> • Ability to diversify
<ul style="list-style-type: none"> • Excellent delivery record through GTG for assessment 	<ul style="list-style-type: none"> • Foreign labour returning home
<ul style="list-style-type: none"> • Relationship with FPDC provides the demand for new entrants 	<ul style="list-style-type: none"> • Uptake of CSCS and requirement for competent operatives
WEAKNESSES	THREATS
<ul style="list-style-type: none"> • Finance 	<ul style="list-style-type: none"> • Lack of start-up funding
<ul style="list-style-type: none"> • Untried venture 	<ul style="list-style-type: none"> • Cost of delivery
<ul style="list-style-type: none"> • Dependent on partnership 	<ul style="list-style-type: none"> • Credibility

Our strengths will allow us to take advantage of the opportunities in the market: our unique position will enable us to be responsive and move with the speed of change the sector we serve dictates.

We are mitigating against weakness and threat through partnership with established organisations, starting small with capacity for rapid planned expansion and having transparent systems.

DRAFT ANNUAL BUDGET - FPDC TRAINING CENTRE

EXPENDITURE

FIXED COSTS

OPERATIONAL COSTS

Rent	10,000 sq ft	12	£120,000.00
Rates	40% of rent		£48,000.00
Utilities			£10,000.00
Maintenance			£4,000.00
Waste			£13,000.00
Insurance			£4,000.00
Cleaning			£4,000.00

£203,000.00

ORGANISATIONAL COSTS

Postage / Stationery	£6,000.00
IT / Telephones	£6,000.00
Marketing	£3,000.00
Water	£2,000.00
Washrooms	£600.00

£17,600.00

STAFF COSTS

Centre Manager / Caretaker / Admin	£90,000.00
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£90,000.00

VARIABLE COSTS

	<i>per person</i>	<i>min per course</i>	<i>max per course</i>	<i>frequency pa</i>	<i>total based on min no.</i>
Drylining Foundation Course					
Material pp	£750.00	8	10	4	£24,000.00
Training Material pp	£30.00	8	10	4	£960.00
Tools pp	£320.00	8	10	4	£10,240.00
PPE pp	£80.00	8	10	4	£2,560.00

£37,760.00

One Day Drywall Technical Training

Material pp	£90.00	6	10	48	£25,920.00
catering	£10.00	6	10	48	£2,880.00
PPE pp	£20.00	6	10	48	£5,760.00
Training Material pp	£10.00	6	10	48	£2,880.00

£37,440.00

Steel Frame Foundation Course

Material pp	£750.00	8	10	1	£6,000.00
Training Material pp	£30.00	8	10	1	240.00
Tools pp	£320.00	8	10	1	£2,560.00
PPE pp	£80.00	8	10	1	£640.00
					<u>£9,440.00</u>

One Day Steel Frame Technical Training

Material pp	£100.00	6	10	10	£6,000.00
catering	£10.00	6	10	10	£600.00
PPE pp	£20.00	6	10	10	£1,200.00
Training Material pp	£10.00	6	10	10	£600.00
					<u>£8,400.00</u>

Management & Supervisory Training (Classroom)

Trainer (£800)				90	£72,000.00
Training Material	£25.00	6	12	90	£13,500.00
Catering	£10.00	6	12	90	£5,400.00
					<u>£90,900.00</u>

OSAT

Profiling / Assessing	£200.00			150	£30,000.00
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EWPA

Profiling / Workbooks	£100.00			80	£8,000.00
Material pp	£160.00			80	£12,800.00
Catering	£10.00			80	£800.00
					<u>£51,600.00</u>

£235,540.00

Total Expenditure £546,140.00

INCOME

	<i>per person</i>	<i>min per course</i>	<i>max per course</i>	<i>frequency pa</i>	<i>total</i>
Drylining Foundation Course					
LSC Funding pp	£3,500.00	6	10	4	£84,000.00
Course Cost to Employer pp	£200.00	6	10	4	£4,800.00
One Day Drywall Technical Training					
Course Cost to Employer pp pd	£160.00	6	10	48	£46,080.00
Steel Frame Foundation Course					
LSC Funding pp	£3,500.00	8	10	1	£28,000.00
Course Cost to Employer pp	£200.00	8	10	1	£1,600.00
One Day Steel Frame Technical Training					
Course Cost to Employer pp pd	£160.00	6	10	10	£9,600.00
Supervisory Training (Classroom) pp	£180.00	6	12	60	£64,800.00
Management Training (Classroom) pp	£240.00	6	12	30	£43,200.00
OSAT pp	£700.00	150			£105,000.00
EWPA pp	£600.00	80			£48,000.00
					£435,080.00

DEFICIT / SURPLUS**-111,060.00**

8. Marketing

The main channel for promoting the training centre will be through the contractor membership of FPDC, as well as our partners and stakeholders.

There will be a micro-site specifically for the training centre from the main FPDC website. This will give information to prospective operatives, partners, stakeholders and other interested parties as well as a full prospectus of assessment and training available. We will set up membership access for the course members to certain areas of the site and hope to include some innovative elements to a dynamic, user friendly environment.

Networking will be an important aspect of our centre's culture; we will hope to build up good positive working relationships with all the relevant local agencies e.g. Local Authorities, Job Centre, Job clubs, FEs etc. as well as agencies such as ConstructionSkills.

Sector magazine SBF can also be used to reach the wider community of those interested in drywall.

Pricing will be consistent with market rates for short duration courses. Longer training courses supporting apprentices will be primarily covered by existing CITB Grant Schemes and offered at a negligible cost to the employer.

Whilst the first training centre will be positioned in a London borough there is the opportunity for opening additional satellite centres where there is sufficient demand for the one-stop-shop training facility.

9. Policy Statements

Equal Opportunities and Disability Statement of Intent

It is our aim to offer equality of opportunity to our employees, client group, stakeholders and other users. We are opposed to any form of unjustifiable discrimination on the grounds of gender, pregnancy, marital status, race, colour, religion or belief, nationality, ethnic origin, national origin, social class, sexual orientation, civil partnership status, gender reassignment, age, disability or political beliefs.

Health and Safety Statement of Intent

Statement of General Policy

- to plan, control and monitor all our work activities so that the health of our employees, client group, sub-contractors, any visitors and members of the public is maintained;
- to provide information, instruction and supervision for employees;
- to ensure all employees are competent to do their tasks, and to give them adequate training
- to prevent accidents and cases of ill health;
- to consult with our employees on matters affecting their health and safety;
- to maintain safe and healthy working conditions; and
- to review and revise this policy as necessary on an annual basis.

Environment Policy Statement of Intent

Statement of General Policy

We recognise our duty to protect the environment and hereby commit to

- to ensure compliance with current environmental legislation;
- to operate the business in an environmentally sensitive manner;
- to promote environmental issues throughout the workforce;
- to procure environmentally friendly materials wherever possible;
- to reduce the amount of waste generated and to recycle and/or reuse this waste wherever possible;
- to reduce energy usage;
- to aim for continuous improvement with regard to environmental performance.

Performance Measures and Quality Assurance

It is our intention that both Performance Measurement and Quality Assurance will be a fundamental part of the management systems of the training centre.

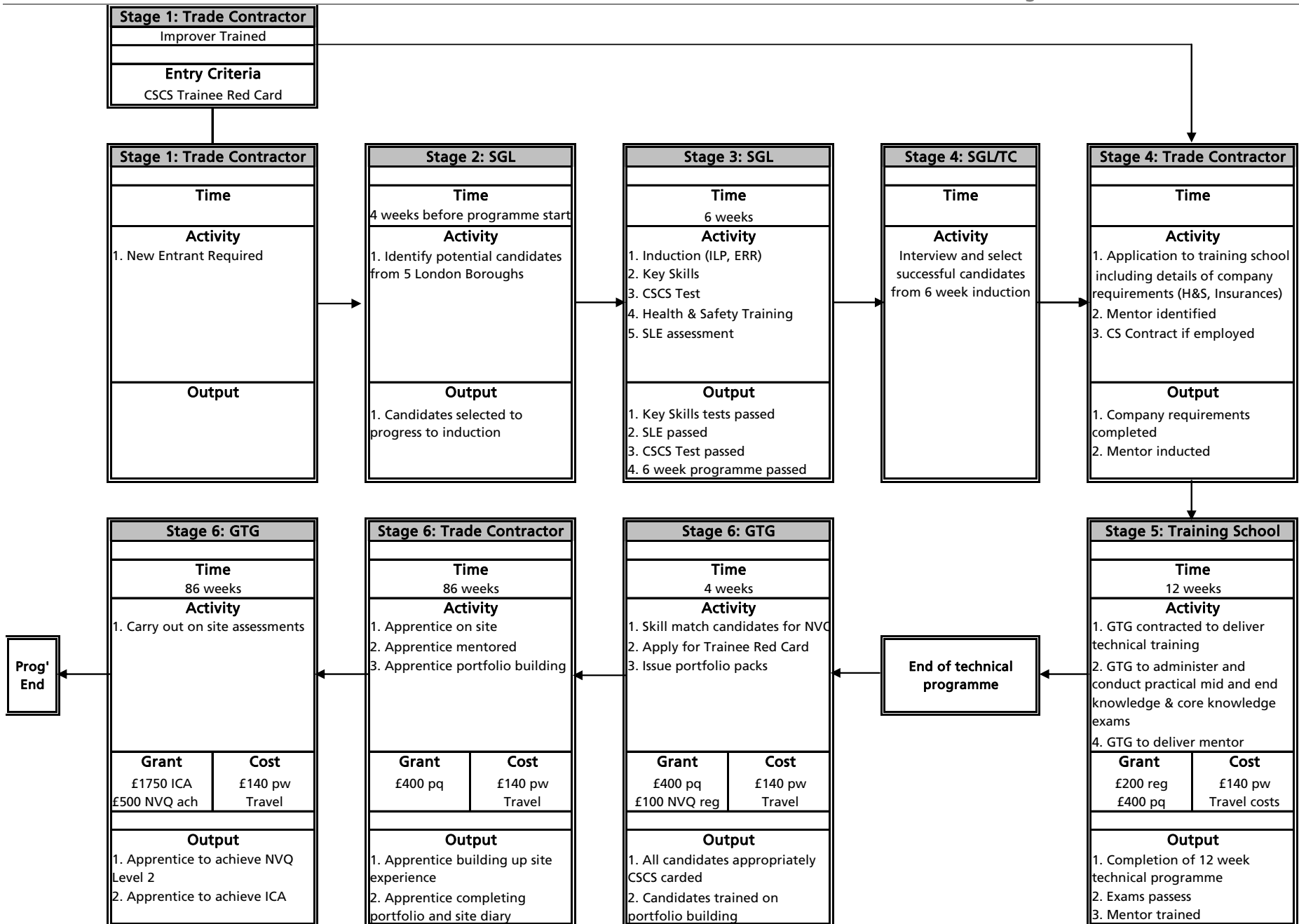
In addition to an internal structure to ensure best value we will also set up systems to ensure full compliance to the requirements of external bodies.

These systems will be created and managed in association with our partners.

10. Appendices

Appendix 1: Glossary of Acronyms

FPDC	Federation of Plastering and Drywall Contractors. The Trade Federation representing the Plastering and Drylining sector. Incorporated as company No 5997972
GTG	Gypsum Training Group. Forum for all stakeholders involved in training in the Plastering and Drylining Sector. Now incorporated as GTG Services Ltd. Company No 4137370
CITB	Construction Industry Training Board. The levy funded training board.
SGL	Skillgain Limited. Private Training Provider Co. No.6022532.
EYS	Education & Youth Services Limited. Private Training Provider Co. No.3850940
LSC	Learning and Skills Council. The LSC is a non-departmental public body formed in 2001, taking over the roles of the former F E Funding Council and Training and Enterprise Councils.
FE	Further Education. Post 16.
NVQ	National Vocational Qualification.
CAA	Construction Awards Alliance. The body that awards NVQs in the Drylining and Plastering Sector. A joint venture between CITB and City and Guilds.
OSAT	On Site Assessment and Training. The site based process of assessing, training and qualifying experienced workers. This is available for a wide range of NVQs at Levels 1 to 4.
EWPA	Experienced Worker Practical Assessment. This is an "off the job" skills test route for qualifying a fully experience & competent tradesman. This route is available to Solid Plastering, Dry Lining Fixing and Drylining Finishing NVQ Level2.
SSC	Sector Skills Council. The SSC for the UK is Construction Skills, part of CITB.
CSCS	Construction Skills Certificate Scheme Ltd Co No 3024675. An independent company that provides the CSCS Card. Administration of the card scheme is carried out by CITB.
SFS	Steel Framed Systems
PASMA	Prefabricated Access Suppliers and Manufacturers Association. The body that provides a carded training scheme for the erection of scaffolding towers.
IPAF	International Powered Access Federation. The body that provides a carded training scheme for the operation of MEWPS
MEWPS	Mobile Elevated Access Platforms
PPE	Personal Protective Equipment. (Hard hats, HI-Vis Jackets etc)
PP/D1	Planning Permission D1. The class of usage required for a Training Centre
SWOT	Strengths, Weaknesses, Opportunities and Threats.



Appendix 3: Other Statistics

20,000 estimated number of drylining operatives in UK

Today, over **70%** of our UK 2020 workforce has already completed their compulsory education.

The government is calling for **3** million new homes by 2020

5,000 new operatives in drylining are needed by 2012

3 plasterboard manufacturers in the UK

For over **40** years drylining has been an established trade in the UK

£100 billion of construction projects are confirmed for the next ten years

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