

# Press release: Foreign flagged ships detained in the UK during August 2018

During August, there were five new detentions of foreign flagged vessels in a UK port, three vessels remained under detention from previous months. A total of three vessels remain under detention at the end of August.

1. In response to one of the recommendations of Lord Donaldson's inquiry into the prevention of pollution from merchant shipping, and in compliance with the EU Directive on Port State Control (2009/16/EC as amended), the Maritime and Coastguard agency (MCA) publishes details of the foreign flagged vessels detained in UK ports each month.
2. The UK is part of a regional agreement on port state control known as the Paris Memorandum of Understanding on Port State Control (Paris MOU) and information on all ships that are inspected is held centrally in an electronic database known as THETIS. This allows the ships with a high risk rating and poor detention records to be targeted for future inspection.
3. Inspections of foreign flagged ships in UK ports are undertaken by surveyors from the Maritime and Coastguard Agency. When a ship is found to be not in compliance with applicable convention requirements, a deficiency may be raised. If any of their deficiencies are so serious they have to be rectified before departure, then the ship will be detained.
4. All deficiencies should be rectified before departure if at all possible.
5. When applicable, the list includes those passenger craft prevented from operating under the provisions of the EU Directive on Mandatory Surveys for the safe operation of regular Ro-Ro ferry and high speed passenger craft services (1999/35/EU).

## Notes on the list of detentions

- Full details of the ship.  
The accompanying detention list shows ship's International Maritime Organization (IMO) number which is unchanging throughout the ship's life and uniquely identifies it. It also shows the ship's name and flag state at the time of its inspection.
- Company.  
The company shown in the vessel's Safety Management Certificate (SMC) or

if there is no SMC, then the party otherwise believed to be responsible for the safety of the ship at the time of inspection.

- Classification Society.  
The list shows the Classification Society responsible for classing the ship only.
- Recognised Organisation.  
Responsible for conducting the statutory surveys: and issuing statutory certificates on behalf of the Flag State
- White (WL), Grey (GL) and Black lists (BL) are issued by the Paris MoU on 01 July each year and shows the performance of flag State.

## **SHIPS DETAINED IN August 2018**

### **Vessel Name: LUZERN**

GT: 27900

IMO: 9240794

Flag: Switzerland (White list)

Company: Massoel Shipping

Classification Society: NKK

Recognised Organisation: DNV-GL

Recognised Organisation for ISM Doc: DNV-GL

Recognised Organisation for ISM SMC: DNV-GL

Date and Place of Detention: 7th August 2018 at Belfast

Summary: Six deficiencies with one ground for detention

Defective item	Nature of defect	Ground for Detention
08416 – Ropes and wires	Damaged	No
10109 – Lights, shapes and sound signals	Damaged	No
06104 – Lashing material	Inadequate	No
07101 – Fire Protection and Structural integrity	Inadequate	No
07101 – Fire Protection and Structural integrity	Inadequate	No
15150 – ISM	Not as required	Yes

This vessel was released on 10th August 2018

### **Vessel Name: VIKINGFJORD**

GT: 526

IMO: 7382627

Flag: Norway (White list)

Company: Myklebushhaug Management AS

Classification Society: NA

Recognised Organisation: NA

Recognised Organisation for ISM Doc: BV

Recognised Organisation for ISM SMC: Norway

Date and Place of Detention: 8th August 2018 at Grimsby

Summary: Fourteen deficiencies with Two grounds for detention

Defective item	Nature of defect	Ground for Detention
01108 – Loadline (Including exemptions)	Invalid	Yes
01214 – Endorsement of flag state	Missing	No
10111 – Charts	Missing	No
01308 – Records of seafarers' daily hours of work or rest	False	No
10111 – Charts	Missing	No
10105 – Magnetic compass	Missing	No
07199 – Other (Fire safety)	Other	No
08499 – Other (Health protection, medical care)	Not as required	No
08499 – Other (Health protection, medical care)	Not as required	No
07199 – Other (Fire safety)	Other	No
08199 – Alarms other	Other	No
07199 – Other (Fire safety)	Other	No
07199 – Other (Fire safety)	Other	No
15150 – ISM	Not as required	Yes

This vessel was released on 9th August 2018

**Vessel Name: SIEM COMMANDER**

GT: 2807

IMO: 9420150

Flag: Norway (White list)

Company: Siem Offshore AS

Classification Society: DNV-GL

Recognised Organisation: DNV-GL

Recognised Organisation for ISM Doc: DNV-GL

Recognised Organisation for ISM SMC: DNV-GL

Date and Place of Detention: 10th August 2018 at Falmouth

Summary: Six deficiencies with three grounds for detention

Defective item	Nature of defect	Ground for Detention
04617– Sulphur content of fuel used	Not as required	No
10615 – Fuel change over procedure	Missing	No
07115 – Fire dampers	Inoperative	Yes
11113 – Launching arrangements for rescue boats	Not properly maintained	Yes
11131 – On board training and instructions	Not as required	No
15150 – ISM	Not as required	Yes

This vessel was released on 12th August 2018

**Vessel Name: TUNGOR**

GT: 7138

IMO: 9570638

Flag: Liberia (White list)

Company: Fenco- West Ltd

Classification Society: BV

Recognised Organisation: BV

Recognised Organisation for ISM Doc: RMRS

Recognised Organisation for ISM SMC: Liberia

Date and Place of Detention: 13th August 2018 at Ellesmere Port

Summary: Ten deficiencies with two grounds for detention

Defective item	Nature of defect	Ground for Detention
09232 – Cleanliness of the engine room	Insufficient	Yes
14607 – Quality of fuel oil	Not as required	No
13103 – Gauges, Thermometers etc	Missing	No
07106 – Fire detection and alarm system	Not as required	No
10101 – Gyro compass	Inoperative	No

18409 – Dangerous areas	Not as required	No
11105 – Rescue boat inventory	Not as required	No
07120 – Means of escape	Not as required	No
07105 – Fire doors/openings in fire – resisting divisions	Not as required	No
15150 – ISM	Not as required	Yes

This vessel was released on 23rd August 2018

**Vessel Name: H&S PRUDENCE**

GT: 1556

IMO: 9226188

Flag: Netherlands (White list)

Company: EEMS Werken

Classification Society: BV

Recognised Organisation: BV

Recognised Organisation for ISM Doc: BV

Recognised Organisation for ISM SMC: BV

Date and Place of Detention: 13th August 2018 at Immingham

Summary: Twelve deficiencies with one ground for detention

Defective item	Nature of defect	Ground for Detention
01315 – Oil record book	Not properly filled	No
08011 – General alarm	Malfunctioning	No
01336 – Certificate of documentary evidence of financial security for repatriation	Not as required	No
10101 – Pilot ladders hoist/pilot transfer	Missing	No
10118 – Speed and distance indicator	Missing	No
10127 – Voyage or passage plan	Not as required	No
14109 – Fire drills	Lack of knowledge	No
15150 – ISM	Not as required	Yes
01308 – Record of seafarers' daily hours or rest	False	No
18426 – Exposure to harmful levels of ambient factors	Not as required	No
16105 – Access control ship	Not as required	No
01220 – Seafarers' employment agreement (SEA)	Invalid	No

This vessel was released on 23rd August 2018

## DETENTIONS CARRIED OVER FROM PREVIOUS MONTHS

**Vessel Name: POSEIDON**

GT: 1412

IMO: 7363217

Flag: Iceland (White list)

Company: Neptune EHF

Classification Society: NA

Recognised Organisation: NA

Recognised Organisation for ISM Doc: DNV-GL

Recognised Organisation for ISM SMC: DNV-GL

Date and Place of Detention: 19th July 2018 at Hull

Summary: Ten deficiencies with two grounds for detention

Defective item	Nature of defect	Ground for Detention
01199 – Other certificates	Other	No
01218 – Medical	Incorrect language	No
02106 – Hull damage impairing seaworthiness	Holed	Yes
07113 – Fire Pumps	Insufficient Pressure	Yes
07103 – Divisions – Decks, bulkheads and penetrations	Not as required	No
12107 – Ballast, fuel and other tanks	Not as required	Yes
07105 – Fire doors/openings in fire resisting divisions	No	
01101 – Cargo Ship Safety Equipment (including exemption)	Missing	No
01102 – Cargo Ship Safety Construction (including exemption)	Missing	No
01104 – Cargo Ship Safety Radio (including exemption)	Missing	No

This vessel was still detained on 31st August 2018

**Vessel Name: TECOIL POLARIS**

GT: 1814

IMO No: 8883290

Flag: Russian Federation (Grey list)

Company: Tecoil Shipping Ltd

Classification Society: RMRS

Recognised Organisation: RMRS

Recognised Organisation for ISM DOC: RMRS

Recognised Organisation for ISM SMC: RMRS

Date and Place of Detention: 6th June 2018 at Immingham

Summary: Twenty-Seven deficiencies with eight grounds for detentions

Defective item	Nature of defect	Ground for Detention
01123 – Continuous synopsis record	Entries missing	No
01218 – Medical certificate	Missing	No
01320 – Garbage record book	Incorrect	No
01308 – Record of seafarers' daily hours of work or rest	False	No
04110 – Abandon ship drill	Insufficient frequency	No
10105 – Magnetic compass	Inoperative	Yes
10128 – Navigation bridge visibility	Not as required	No
10104 – Gyro compass	Inoperative	Yes
11122 – Radio life-saving appliances	Inoperative	No
11129 – Operational readiness of lifesaving appliances	Not as required	Yes
04109 – Fire drills	Lack of communication	No
10127 – Voyage or passage plan	Not as required	Yes
10123 – International code of signals – SOLAS	Missing	No
15150 – ISM	Not as required	Yes
05110 – Facilities for reception of marine safety inform.	Not as required	No
05199 – Other (radiocommunication)	Other	No
11104 – Rescue boats	Not properly maintained	Yes
11101 – Lifeboats	Not ready for use	Yes
10101 – Pilot ladder and hoist/pilot transfer arrangements	Unsafe	No
06105 – Atmosphere testing instrument	Not properly maintained	No
07105 – Fire doors/openings in fire resisting divisions	Not as required	No
01117 – International Oil Pollution Prevention (IOPP)	Invalid	Yes

14604 – Bunker delivery note	Not as required	No
01315 – Oil record book	Not properly filled	No
02105 – Steering gear	Not properly maintained	No
02108 – Electrical installations in general	Not properly maintained	No
11134 – Operations of life saving appliances	Lack of familiarity	No

This vessel was still detained on 31st August 2018

**Vessel Name: CIEN PORCIENTO (General Cargo)**

GT: 106.

IMO No: 8944446.

Flag: Unregistered.

Company: Open Window Inc.

Classification Society: Unclassed.

Recognised Organisation: Not applicable.

Recognised Organisation for ISM DOC: Not applicable.

Recognised Organisation for ISM SMC: Not applicable

Date and Place of detention: 4 March 2010, Lowestoft

Summary: Thirty deficiencies including seven grounds for detention

This vessel was still detained on 31st August 2018

Notes to Editors

- The MCA is a partner in the Sea Vision UK campaign to raise awareness and understanding of the sea and maritime activities. Sea Vision promotes the importance and economic value of the sector and works to highlight the exciting range of activities and career opportunities available to young people within the UK growing maritime sector at [www.seavision.org.uk](http://www.seavision.org.uk)

- Follow us on Twitter: @MCA\_media

For further information please contact

Maritime and Coastguard Agency Press Office, on:

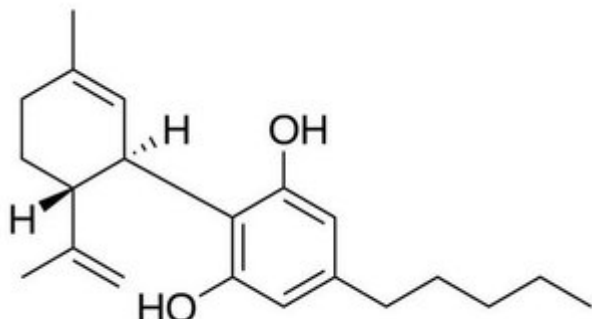
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Press releases and further information about the agency is available [here.](#)

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## [News story: VMD statement on veterinary medicinal products containing Cannabidiol](#)



### **Veterinary medicinal products containing Cannabidiol**

We consider that veterinary products containing Cannabidiol (CBD) are veterinary medicines and should be regulated as such. We have made this decision on the basis that products containing CBD fulfil the following definition of a veterinary medicine in the Veterinary Medicines Regulations (VMR) by virtue of the effects they have:

any substance or combination of substances that may be used in, or administered to, animals with a view either to restoring, correcting or modifying physiological functions by exerting a pharmacological, immunological or metabolic action, or to making a medical diagnosis.

### **Marketing Authorisation requirement for CBD products**

CBD products for use in animals therefore now require a marketing authorisation before they can be sold or supplied in the UK. There are currently no CBD based products that have been granted a UK veterinary marketing authorisation.

### **Using human CBD products to treat animals**

As there are currently no CBD products authorised in the UK for veterinary use, a veterinary surgeon may prescribe a legally obtained human CBD product under the provisions of the prescribing cascade. Administration of an unauthorised product containing CBD without a veterinary prescription is an offence under Regulation 8 of the VMR. Companies supplying CBD products for

human use in line with the requirements of the Medicines and Healthcare products Regulatory Agency must not indicate or recommend their products for use on animals.

## **Our next steps**

We will be writing to UK CBD suppliers and manufacturers to inform them of our decision and to ensure products containing CBD satisfy the requirements of the VMR. We will continue to provide regulatory guidance to any company wishing to apply for a marketing authorisation.

Published 14 September 2018

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## [Press release: UK warns Asad against “man-made catastrophe” in Idlib as new UK aid package announced for north-west Syria](#)

The UK is scaling up its support in north-west Syria to meet emergency humanitarian needs in the face of threats of an imminent military offensive by the Asad regime and Russia. In the last week alone, there have been reports of airstrikes against four medical facilities in north-west Syria.

The Syria crisis, now in its eighth year, has left over 400,000 dead and forced half of Syria's population to flee their homes.

Minister for the Middle East Alistair Burt said:

I am deeply concerned by the escalating military action in Idlib, including reported attacks on a number of hospitals and clinics. In the last couple of years, the Syrian regime and its Russian backers have repeatedly hidden behind the rationale of confronting terrorism to launch brutal, indiscriminate campaigns, killing countless children and civilians in the process. If they do the same in Idlib, they will cause a human disaster that could leave thousands dead and many more homeless.

The UK has been clear that a man-made catastrophe in Idlib is entirely avoidable. We support the urgent diplomatic efforts being made by Turkey and the UN. The Syrian regime and its supporters, Russia and Iran, must uphold the ceasefire they have previously agreed and respect international humanitarian law.

The situation for the three million people in Idlib is already very difficult and risks becoming much worse. Half of those people have already had to flee from elsewhere in Syria, and the last few days have seen thousands more people leave their homes. Today's UK aid package will save lives by helping to prevent the spread of deadly disease and provide shelter for those that have had to leave everything behind.

The package, from the UK Department for International Development, will support over a quarter of a million people in north-west Syria. Delivered by UN agencies, NGOs and local organisations, it aims to:

- provide clean water and sanitation for some of the most vulnerable families that have had to flee their homes;
- support doctors and nurses that are tackling the spread of deadly diseases and treating those with trauma injuries;
- give shelter to those that have been displaced by the conflict; and
- provide mental health services to children and adults that have lived through the horrors of war.

Since the crisis started, the UK is the second largest humanitarian donor to the response inside Syria and has committed £2.71 billion since 2012, our largest ever response to a single humanitarian crisis.

Today's package is in addition to the UK's existing humanitarian assistance in north-west Syria. During the previous financial year, our support in Idlib Governorate has provided 654,000 people with access to clean drinking water, immunised nearly a million children under the age of five and helped over 300,000 children access education.

#### **Notes to editors**

- The UK's Department for International Development UK is providing £32 million of additional aid to meet emergency needs in Idlib and the surrounding areas.
- £17 million will support emergency preparedness, provided by NGOs and UN agencies, including UNICEF, WHO and UNFPA.
- The remaining £15m will go to the United Nations Office for the Coordination of Humanitarian Affairs (UN OCHA) Turkey Humanitarian Fund to meet emergency needs in north-west Syria.

ENDS

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## Speech: RESI Conference 2018

Mark, thanks very much for making me sound like the political equivalent of a fruit fly, that is a great way to start.

“Minister, the conference is in New York” is what I heard, but obviously I am delighted to be here in Newport, with the property industry I know and love I would easily have taken the economy option.

Because for those of you who are furiously googling who the hell is this guy, I was for a while a commercial property developer back in the 1990s as the finance director of a small boutique development firm that built actually quote a lot of industrial space across the UK, JCT design and build, M&E options for tax, it is all familiar stuff to me.

So I guess I come to the job with a smattering of some experience on the development side.

I also had a career in City and local government in central London, and as those of you who operate in that market will know it's very hard for anybody to avoid the property industry while in local government in the capital.

As a backbencher since 2015 I spent quite a lot of time campaigning on planning issues. I represent the constituency of North West Hampshire, which is all the beautiful land to the west of Basingstoke, which should take something like 20 to 30 thousand houses over the next 30 to 40 years, which is a critical issue for me.

And finally the job I had before this one at the Department for Work and Pensions was the minister responsible for housing benefit, so the dynamics of social housing and affordable housing are very familiar to me as well.

So I come to this job with what politicians call convictions, and what everyone else calls prejudices, about the industry but also some of it born of experience, and the Prime Minister has set me a relatively simple task you'll think, or relatively a simple mission statement, which is more, better, faster.

Those are the 3 words by which I live. Now on that mission, as an industry, thanks to you we are doing pretty well.

And with net additions to the housing stock up 55% since 2010, we're hitting about 217,000 new net additions a year, up from about 134,000 back then.

EPC certificates, I don't know if you follow these leading indicators, but EPC certificates for the first quarter were very good, with about 60 odd thousand up from around 40 thousand as has been the average.

Everything is looking pretty good, and so words I wanted to pass to you,

which you don't hear very often, is thank you.

You are increasing your output and obviously the numbers are moving in a good direction and both you and we in government are moving into a serious delivery mode, but there is still loads more to do.

We have to keep up the momentum to deal frankly with decades, and we all know, decades of under investment in housing, exacerbated by the crash back in 2007/8, and we have got to work together to get to those targets of 300,000 a year.

Now the title of this session is innovation and productivity, so I want to talk to you a bit about that because I think there is some critical aspects to it which will help us to reach the 300,000 target.

In particular I wanted to try and scotch 3 of the myths which for the first 6 weeks or so in the job I've heard from a number of quarters.

The first myth which seems to me is a false one is that disruption is not possible in housing, that somehow housebuilding, the housing market is impervious to changes in technology in the way that other industries have been.

From book keeping to banking you have seen the wave of innovation disrupt those markets amazingly. Now housing does have its own characteristics, it is not a fast moving consumer good in the same way as an iPhone or a book.

People are making all sorts of decisions around their housing which are important life decisions, where they want their kids to go to school, how long will I be on the waiting list for an allotment [political content removed], all these kinds of questions are on people's minds.

But nevertheless I think it would be a big mistake for people in this industry to think that the wind of change, innovation and disruption isn't coming.

I don't want any of you to make the mistake of becoming the Kodak of the house building industry.

And we don't have far to look to another industry which is quite similar which has seen this change: the finance industry,

You know a highly regulated industry like the housing industry, which has over the years conglomerated into a small number of players,

It was only 10 years ago that financial services was dominated by just 5 or 6 large players.

Over the years and decades since we have seen an incredible change in financial services.

People are paying with Monzo, buying currency on transfer wires, getting loans from peer-to-peer lenders, Apple Pay is now eating Visa's lunch on a

regular basis. There is something Apple Pay and Google and that are projected having 60% of contactless transactions by 2030.

These are really enormous changes for the financial services industry and that industry is being shaken up by technology but also by talent,

And I think the same is going to be true in housing, and we certainly need it.

We are already seeing some big changes in technology which are going to have an impact on productivity, you go online and Google it, you can find construction robotics in their infancy, but they will accelerate fast.

There are lots of YouTube films of robot brick layers who can build a house 4 times faster than a human can.

Push fit plumbing is revolutionising that industry. Pretty soon we have got near-field electric charging now, we are going to have far-field connectivity which will change the life of electricians up and down the world and will make life easier and quicker from a building point of view.

That will change the landscape and lift some of the barriers to entry.

We also need to see a new wave, frankly, of talent come through in the industry.

The crash killed a number of small and growing developers and we haven't seen that talent pool emerge yet, but I'm pretty certain that they will and if we are going to improve innovation and productivity in the industry we are going to need to do that.

What will we do as a government to help?

Well we are trying hard to put your money where our mouth is, through the Home Building Fund, which we're targeting SMEs trying to give them the confidence to grow and build, to start even to get going, we are hoping that new wave of house builders will start to come through.

We have championed new modern methods of construction, putting funding behind that too, working with the finance industry to make things mortgageable that come from MMC (modern methods of construction).

We are pushing self and custom build, we think that has huge potential. I learnt just the other day that in Austria that 4 out of 5 houses are self or custom build. It does have potential to be big volume if we can get it right. Kevin McCleod is with us, right? from Grand Designs

It's not just about a financial investment, it's a decision people make about how they want to live, they invest much more in it than just their money.

So pushing some of those growing sea of innovations is great, and our right to build changes and the other bits and pieces, hopefully will help to boost this idea of innovation,

So myth number 1, get ready for change because, whether you like it or not, I think it's coming.

Myth number 2 is actually only the private sector can innovate.

We are trying quite hard as a government, and my predecessors, for all their short lifespan, have put together quite a lot of smart thinking in governmental terms about some of the clever things we can do.

Mostly some of that is what we can do with our money, some of you may have seen the launch yesterday of this Barclays house building fund,

We have gone for significant leverage, so we put in I think £125 million and they have topped it up to a billion, targeted directly at house building, with a tilt towards SMEs.

As I say, we stimulated new markets like the Build To Rent market, back in 2012 it hardly existed, now because of the guarantee structure we provided in a political incentive, we have got something like 125,000 homes delivered or in the pipeline.

In fact just today, we published new guidance from the [National Planning Policy Framework](#) (NPPF) encouraging local authorities to look at this market and plan for it in their housing allocations.

We have invented new tenures of affordable private rents for people who come between social housing and affordable housing, and then we are looking at changing, or we have changed the policy around employer-led housing, housing for over 55s.

We are open to ideas, we are trying to promote them, we want a thousand flowers to bloom, in terms of tenure, developers, innovation.

We need a big, vigorous, vibrant market to deliver the houses we need. We can innovate and I think you must as well.

And then finally the third myth that I just wanted to squash is this constant battle about quality over quantity.

Those of you who are scholars of Chinese literature will know there is an extremely famous poem in the Chinese canon that was written in the UK.

It was written by a guy called Xu Zhimo, who studied at Cambridge in the 1920s, and he was so awestruck by the beauty of Cambridge and heartbroken to leave

And he wrote this poem called "Leaving Cambridge Again" and it has become a seminal poem in Chinese society. Lots of people in China take their view of the UK from this poem.

And in fact the hotels and shops in Cambridge benefit from it still – they should erect a statue to him from the number of visitors that it still links to go there.



Now I'm not sure that there are many Chinese visitors in this country that will return to China and write poems about a lot of the stuff we have built over the past few years.

I'm not sure everything needs to look like Cambridge, but how many people in this room believe they have built the conservation areas of the future. Probably not that many.

And this is a problem for us, because when we are building this number of houses, if we can get to 300,000, we are not really just building houses we are building neighbourhoods.

Developments of a thousand or 500 units are bigger than most villages, and we need to think in those neighbourhood terms, we need to think about the place, the design and beauty, where it fits and what we are, frankly, leaving to posterity.

So when they look back on this hopefully golden age of house building, they do so not with a wrecking ball to flatten it all as we are already doing for quite a lot of housing built in the 60s and 70s, but look back at it and treasure it, preserve it and invest in it so that it lasts into the future.

Now in the NPPF, the new planning framework, we are trying to encourage that.

We are trying to get local authorities more confidence to turn things down on the basis of design, stuff that doesn't fit in the local neighbourhood, stuff that people don't like the look of frankly, so we get much more sense of vernacular.

When I was a London Assembly Member, there was a proposal, a plan developed for Chelsea Barracks, some of you may know a huge site in the centre of London.

There was no attempt to create any sense of neighbourhood in this vast site, this very big site in London,

And if you stood in the middle of it you would not know where you were. There was no attempt to link it, or relate it, to the locality.

It didn't look like London and never would.

And as a result, there was a big residents campaign which I played a small part to get it turned down.

We need to recognise that it is perfectly possible for modern, efficient, technology driven design to reflect the local area, and to reflect historical proportion without becoming pastiche.

Critically, from a marketing point of view, and in the end we are all interested in selling houses, as much as anything else, whether it is to invest or as owner-occupiers, design improves acceptability over terms of planning but also in terms of marketability.

How this is stated funnily enough, and as someone who represents a constituency which is something like 60% Area of Outstanding National Beauty and with a large number of houses coming, councils will also tell you that you're much more likely to get permission, much more likely to get marketability, much more likely to get support from everybody around if it looks good, looks like the area, recognises the right materials and gets the design right.

So if we can get those 3 things together, harness innovation, work together to innovate and get design right, then I think we can meet that triple challenge of more, better and faster.

I will do what I can to help you over the time that I am allowed on this earth to do that.

Bring me your ideas. We are open to new thinking, whether it's on finance, whether it's on planning, whatever. As I said before, we want a thousand flowers to bloom.

If we can get to this big, vigorous, vibrant market in which you all compete, and you all allow your talent and your ambition to let rip.

Those of you particularly who are halfway down a huge organisation, have the courage to go out and do your own thing.

We do our best to support you and together we can hit that 300,000 target

Thank you very much.