
Performance Report Quarter 2

Dorset & Wiltshire Fire and Rescue Service

Finance & Audit Committee

1 July – 30 September 2019



DORSET & WILTSHIRE
FIRE AND RESCUE

Finance & Audit Committee

Priority: Making every penny count

KLOE 13: Are effective governance and decision-making arrangements in place?

Action Code	Action Name
1.4.1.1	KLOE 13: Are effective governance and decision-making arrangements in place?
<p>Progress comment:</p> <p>Sound governance arrangements continue to be in place with no significant strategic issues or areas of concern. The Statement of Assurance for 2018-19 was approved by the Finance & Governance Committee on 19 September 2019 and is now published on the Service's website.</p> <p>There are robust internal control systems in place with the Service's internal (South West Audit Partnership) and external (Deloitte) auditors. The internal audit strategy and 2019-20 programme of work was approved by the Finance & Governance Committee at their meeting in March 2019. The audits for quarters 1 and 2 have been completed, with both sets of results being reviewed by the Finance & Governance Committee during their meetings in July and September. A report on the outcome of the quarter 3 audits will be presented to Finance & Audit (formerly Finance & Governance) Committee at its meeting in December.</p> <p>The audit improvement recommendations are managed through the Service's internal performance management system and are monitored on a quarterly basis with progress reports being overseen by the Finance & Audit Committee. To begin to draft the 2020-21 Internal Audit Programme, meetings have been set up during December between the Head of Strategic Planning & Corporate Assurance and the Internal Auditors. The draft plan will be considered by the Member approved Internal Audit Strategy, along with current risks and threats to the Service, and the results of this year's audit programme. Wider internal and external stakeholders (including the Chairman of the Finance & Audit Committee) will be consulted as part of the document draft prior to it being presented at the March Finance & Audit Committee meeting.</p> <p>Following the reduction of Authority membership from 30 to 18, in June 2018, Members agreed for a review of the revised governance arrangements to take place after 12 months of operation. In support of this, and with Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) developing their approach to a thematic governance inspection, Members agreed for the Local Government Association (LGA) to undertake a free of charge independent peer review of the Authority's governance during 24 and 25 June 2019. The peer review report was made available to Members in late July and a Members seminar was undertaken by the Authority Chair. A formal paper was presented to the Authority at their meeting in September 2019 by the Chair, where Members agreed a table of recommended actions for improvement.</p>	

The Members' Handbook was updated in June 2019 to include the revised membership and the local government changes. This is available electronically via the Service's website. Printed copies will be made available to Officers and Members upon request. This will be further updated during October 2019 following the recommended actions being approved from the LGA review.

The working group of Members and Officers responsible for developing a performance dashboard to replace the quarterly performance reports presented at the Finance & Audit and Local Performance & Scrutiny committees, met in September 2019. During this meeting it was agreed to delay the delivery of the dashboards until quarter 1 (2020-21) performance, to ensure that a value for money, efficient and effective product can be produced. The working group are due to meet in March 2020 where the dashboard will be finalised and approved, with the new approach taking effect from the August 2020 Local Performance & Scrutiny committee meetings. The dashboards will reduce the need for lengthy reporting and provide Members with a more streamlined and focused performance dashboard, with direct access via the Service's website.

The Service has been undertaking a Strategic Assessment of Risk (SAR) to ensure that decision making and planning remains current and reflective of the landscape within which we operate. The SAR is developed through a PESTLE analysis that draws on a broad range of information, data and intelligence looking externally, internally and against risk and demand. This document is used to ensure that the priorities within the Service's plans remain focused on maximising the impact the organisation has on improving public safety and health & wellbeing.

To strengthen internal governance and build the HMICFRS inspection process into business as usual practices, work is underway to align the Service to the HMICFRS methodologies, diagnostics and judgement criteria. This will start at policy level and be embedded within the internal performance management and reporting processes through to corporate assurance practices, to produce the annual Statement of Assurance. Modified policy statements will be brought to the Authority meeting in February 2020 for consideration and approval.

The Service continues to have robust business continuity arrangements in place. A comprehensive review against the updated Business Continuity Institute Good Practise Guidelines 2018 was undertaken during October 2018, which has provided further assurance of the Service arrangements. The 2019-20 business continuity programme of work was approved by SLT in April 2019, taking account of the Service's procedure, best practice, horizon scanning, risks and threats. Internal Audit have reviewed these arrangements as part of the quarter 3 audit programme and provided a 'Substantial' level assurance to Members and Officers.

Members can be assured that the Service is robustly managing its information compliance requirements. During quarter 2 the Service received 40 requests for information under the Freedom of Information Act. These were responded to within the deadline on all but two occasions. The average response time was 10 working days. On five occasions, partial exemptions were applied, relating to safeguarding national security (section 24) and personal information (section 40). A further three total exemptions were applied due to the cost of compliance exceeding the appropriate limit (section 12).

Three Subject Access Requests (SAR) under Data Protection legislation were received in quarter 2, all of which were HR related. One of these SARs was withdrawn by the requester and another was passed to HR to process because it was not deemed to be a request for access to personal information. The third SAR is very complex in nature and the deadline for responding has been extended to the maximum of three months allowed under the General Data Protection Regulations (GDPR).

Work is continuing on track to ensure our information security arrangements align to the requirements of the national *Cyber Essentials* and the national *Cyber Security Standard*. Delivery of the action plan which is being monitored at the Cyber Resilience Board (chaired by the Deputy Chief Fire Officer), will lead to the reduction in the cyber resilience risk.

In quarter 2, 12 complaints received, and all were resolved within 14 working days, with one agreed extension. Of these 12, seven were upheld and these related to dangerous driving; property damage when attending an incident and staff conduct. In the same period, 16 compliments were recorded relating to the Service's attendance at incidents, educational and Safe and Well visits.

KLOE 14: How are we providing effective health and safety management systems to support our staff?

Action Code	Action Name
1.4.2.1	KLOE 14: How are we providing effective health and safety support to our staff?
<p>Progress comment:</p> <p>The Health and Safety Committee and the associated department continue to monitor the arrangements in place to keep our staff and the public we serve safe. There are no causes for concern to raise with Members and the Service remains in a good position.</p> <p>The physical work-related absence quarterly trend is down by 44% (263 days), which is showing a very good improvement over the same quarter last year. The embedded Service wide sickness reporting system and regular work-related absence alignment meetings between Health and Safety and Human Resources appear to be working well.</p> <p>This quarter has seen that the total number of Adverse Occurrence Reports (AOR) reported has dropped slightly (114 down to 95). This is averaging one a day over the quarter. Over 35% (41) of the reported AOR are vehicle related reports. Either actual bumps and scrapes or “found on inspection. Around 18% (20) of the AORs are physical injury or ill health reports. Training in the use of the AOR database has given most staff a good understand of the requirement to complete reports as required by procedures. This has reduced under reporting and supports the AOR submission process.</p> <p>In quarter 2 there has been a 57% decrease (seven down to three) in the number of reportable incidents to the Health and Safety Executive via Reporting of Incidents, Diseases and Dangerous Occurrences Regulations (1995) (RIDDOR) over the same quarter in the previous year. The three RIDDOR reports have been made under the ‘over seven-day absence’ category.</p> <p>An audit by the British Standards Institute (BSI) will be undertaken in November against the BSI 18001 standard. Officers have completed a gap analysis to identify areas for improvement to the Service to evolve from BSI 18001 to the International Standards Organisation (ISO) 45001 Occupational Health and Safety Assessment Series (OHSAS) international standard in the next two years. Good progress is being made in this area.</p>	

KLOE 15: Do we have robust financial management and procurement plans in place to ensure long term viability and value for money (VFM)?

Action Code	Action Name
1.4.3.1	KLOE 15: Do we have robust financial management and procurement plans in place to ensure long term viability and value for money?
<p>Progress comment:</p> <p><u>Financial management</u></p> <p>The Authority has adopted a set of financial planning principles and assumptions on which to base its revenue budget and medium-term finance plan (MTFP). The current principles remain sound and will be used to support budget planning for 2020-21. The principles are kept under review and will be updated when there is reasonable evidence to suggest that a change is required.</p> <p>On 4 September the Chancellor announced the outcomes for a fast tracked one-year spending round covering 2020-21 only. This indicates that our Settlement Funding Assessment total for 2020-21 will increase in line with inflation, rather than reducing by 5% as expected. Individual authority allocations for 2020-21 will not be confirmed until the provisional Local Government Finance Settlement is announced in January.</p> <p>Whilst the additional funding for 2020-21 is welcome, the lack of clarity about the longer-term position does little to help with our financial planning and makes it hard to be clear about timescales for the Service changes that are required to deal with our forecast budget gap. We will now have to wait for the outcome of the 2020 Spending Review.</p> <p>The Ministry of Housing, Communities and Local Government (MHCLG) has recently launched its Settlement technical consultation process, which includes consultation on referendum principles. The consultation document includes reference to a core council tax referendum principle of up to 2% and includes fire. Nationally, a coordinated campaign for a £5 minimum increase is currently being developed.</p> <p>Officers continue to work on options for savings to help address the continuing MTFP deficit forecasts with the continued engagement of staff and their representative bodies.</p> <p>We are also working on the development of a value for money framework and recording template to demonstrate the wider societal savings that the Service is contributing. Whilst not always delivering cashable savings, this is an important area of work to show the impact that the Service has in wider economic terms, and it supports the national business case for sustainable funding.</p> <p>The Authority received a financial update at its meeting in September. A Members' Seminar is planned for December, to bring together all of this work and brief Members on the latest financial position in preparation for budget setting in February.</p>	

We have worked closely with Deloitte LLP to deliver the 2018-19 statutory financial statements and audit processes in accordance with the Audit Plan approved by the Finance & Governance Committee. Although there were some delays due to the McCloud pension case, and a requirement for additional financial disclosure, the final statements were signed off in September and an unqualified audit opinion was received.

Procurement

A Procurement Peer Audit was carried out in September 2019 by Devon & Somerset Fire and Rescue Service to look at the development of a future road map.

In conjunction with Finance, the National Fire Chiefs Council (NFCC) Savings Register was completed in August and the latest NFCC Spend Analysis will be undertaken in October. This includes active engagement and participation in the Crown Commercial Services National Framework in support of the NFCC Procurement Workstream.

The benefits of good procurement are being realised with significant revenue savings being made in utilities and cleaning. Current tenders include Technical Rescue Vehicles and property refurbishments. Future procurements will include red fleet vehicles, operational equipment and the asset management system.

Procurement policies and procedures are under review to ensure they remain fit for purpose and support managers in delivering effective procurement processes.

KLOE 16: Are we making the most effective use of our assets to deliver our priorities?

Action Code	Action Name
1.4.4.1	KLOE 16: Are we making the most effective use of our assets to deliver our priorities?
<p>Progress comment:</p> <p><u>Information and Communication Technology (ICT)</u> The five-year ICT Road Map is currently under review and a resourced work plan being developed alongside to provide assurance on organisational deliverables and the expected outcomes. To ensure these plans support the strategic direction of the Service, the Head of ICT is working closely with end users to affirm planning assumptions and identify longer term requirements and opportunities.</p> <p>Over the last quarter the Service has worked towards achieving the <i>Cyber Essentials</i> standard which provides assurance on the management of the cyber security risk as well as meeting the Emergency Services Network code of connection requirements. This work has resulted in a new patching procedure to ensure resilience of systems. Furthermore, an ICT health check will be taking place during October. A new backup system has been procured and will be installed by end of November. This will further reduce the risk in loss of data should a major ICT failure or cyber security attack take place.</p> <p>Significant work is being undertaken across the department including;</p> <ul style="list-style-type: none">• a review of the change management process to support more effective delivery of change and better meet the end user needs• the server upgrade work continues to progress well with 50% of work complete and on target for completion in early 2020• station projector replacement programme is underway alongside station terminal replacements and Risk Information Tablets upgrades to increase efficiency in the use of ICT for frontline staff• printers have been replaced across the whole Service following a successful procurement exercise which reduced revenue costs• the Service Control Centre is now using a new virtualised Vision environment system, providing a more stable infrastructure and increased efficiency for their database structure, and• the department continues to migrate all applications available to Single Sign-On and remote cloud access, streamlining how our systems are accessed. Work is ongoing with Microsoft to understand the new technologies being developed for Single Sign On to reduce the number of passwords users need to use. <p><u>Assets</u> The integration of asset systems continues to make good progress with tendering underway for a new asset management system. This single system will enable the Service to improve the effectiveness of equipment management whilst creating opportunities for further efficiencies.</p> <p>A vehicle & equipment preparation centre has been created at Blandford Fire Station utilising existing premises. This centre will facilitate the introduction of red fleet vehicles into the Service as they arrive from the manufacturers ensuring that the finished article is delivered in a timely manner to front line crews.</p>	

Personal Protective Equipment has now been aligned across the Service and the new firefighting kit will shortly be in use across the Service.

Offices have finalised renegotiations over the rental figure for the Service's use of the West Moors Training Centre and contracts exchanged to secure our site tenure. The Tisbury site freehold, which includes ex-police and magistrates court, has been purchased allowing the Service to rationalise the estate by the centralisation of the Occupational Health function.

Priority: Supporting and developing our people

KLOE 17: How are we ensuring strategic workforce plans support the attraction, recruitment and retention of the right people with the right skills at the right time to deliver our priorities?

Action Code	Action Name
1.5.1.1	KLOE 17: How are we ensuring that our strategic workforce plans support the attraction and recruitment of the right people with the right skills at the right time to deliver current and future Service priorities?
<p>Progress comment:</p> <p><u>Workforce and Succession Planning</u></p> <p>The Service has improving workforce and talent management arrangements in place that both monitor workforce changes and help determine key departmental issues and skills/competence requirements. The first quarterly review of the departmental staffing plan took place in August 2019. This process is currently under review and being streamlined and strengthened to improve our employer brand enabling us to recruit and progress talent and achieve a more diverse workforce. Establishment information is being provided to heads of department to assist them to better manage their salary budgets. This gives greater ownership and control of their department costs enabling them to include data when Officers scrutinise business cases.</p> <p>The co-design of the new watch manager and crew manager promotion process continues for implementation in April 2020.</p> <p><u>Recruitment, Induction & Retention</u></p> <p>The 2017 campaign for wholetime firefighters resulted in a good level of interest from under-represented groups however this has not translated into significant changes to the recruitment intake. Officers are currently analysing the reasons behind this and are seeking to support more longer-term campaigns (particularly for on-call stations) through developing more localised recruitment campaigns at station level. Officers are currently visiting other fire and rescue services to see what initiatives they have set in place to improve the diversity of the workforce. Work is being undertaken to review '#HaveAGo' days and ensure there is a consistent approach that attracts and supports diverse applicants.</p> <p>Officers are also working hard to streamline the recruitment process through a range of measures. Managers across the Service are being provided with an overview of recruitment processes to help further streamline and develop these processes. Improvements covered in the sessions included development of on-line shortlisting; introduction of a new application form (now due to be completed in quarter 3); review of interview skills; guidance and advice to managers on inducting new starters; promoting the benefits of working for the Service more clearly on the Service website; candidates selecting their own interview slots; and the introduction of an online candidate recruitment process feedback form.</p>	

We have received the Defence Employer Recognition Scheme Silver Award and we now advertise all our vacancies on the Career Transition Partnership website to support military personnel in advising them of our vacancies. The Disability Confident accreditation expires in November and work has started to support the process of maintaining our accreditation.

Average on-call recruitment timescales from application to formal start date in quarter 3 was 28.5 weeks, this is an increase on previous quarters. However, the timescales from employer consent to offer averaged 21.5 weeks.

Officers have commenced planning for an 'on-call to wholetime' transferability process to commence in the new year. We are also planning a targeted wholetime recruitment campaign.

Evaluation from the new corporate induction process indicated that 88.7% of delegates reported that their expectations were met and 10% reported that their expectations were exceeded. Participants were asked how sessions could be improved; how they would rate the overall day; and any general comments and feedback. Feedback was provided to individual teams who presented on the day, so that they can understand how their session was received and any suggestions for improvement that were made.

The average age of our entire workforce is 42, the average age of our corporate staff is 47 and 61% of our corporate workforce is aged over 46. The average age of wholetime staff is 43 with 48% aged over 46. The average age of on-call staff is 39 with 32% aged over 46. It is interesting to note that in quarter 2 most of our on-call leavers were under the age of 35. Fire Control have the youngest average age of 31 but also 34% aged over 46. Our strategic assessment of risk identifies our ageing workforce as a strategic issue, and we are looking at a number of ways that we can better manage the challenges and opportunities this presents.

In quarter 2 there were 27 on-call leavers, two (7%) from under-represented groups and 21 on-call starters, three (14%) from under-represented groups. Once again, the main reason for leaving was Personal/Work/Family commitments. During quarter 2, 40 exit interviews were offered to staff (82%).

KLOE 18: How are we making sure that our staff are trained and developed to be able to carry out their role effectively?

Action Code	Action Name
1.5.2.1	KLOE 18: How are we making sure that our staff are trained and developed to carry out their role effectively?
<p>Progress comment:</p> <p>Our new single training recording system is being implemented but we continue to experience teething issues that are now being resolved. We have been working very closely with our private sector partner to provide improved functionality. This will be delivered in quarter 3 (end of October). Additional training and communication have been provided regularly to assist with staff concerns and a champion network of 40 staff has been created. Competence levels are being monitored and will provide direct reports to line managers to improve the competence awareness of all staff on current status.</p> <p>The annual Service training plan for 2019-20 continues to operate effectively and a reporting system is in place at both training centres to advise line managers and station managers of course cancellations and forecasted attendance to improve efficiency.</p> <p>Officers are reviewing the prospectus for development pathways and development programme workbooks. Once the workbooks are established, newly appointed managers will have initial contact meetings to support them and their line managers to achieve competent status.</p> <p>As part of our quality assurance recognition of internal products the trainer/assessor course developed with the Royal National Lifeboat Institution (RNLI) partners has successfully gained Skills for Justice accreditation. This supports the original memorandum of understanding between the Service and the RNLI and provides staff with an endorsed qualification after assessment.</p> <p>Apprentice registrations are now taking in place working with Bridgwater and Taunton college for all wholetime and control recruits enabling us to draw back some of the levy funding from our monthly contribution. The apprentice team are working to analyse the funding available against the apprenticeship requests to ensure that we maximise the levy spent. Quarterly apprentice workshops will be held from quarter 3 to provide a link between apprenticeship providers and Service personnel.</p> <p>A full programme of leadership training is now in place. The appetite to enrol on these courses has improved to the extent that some courses at supervisory levels have been oversubscribed with a reserve list now in place. Additional capacity has been built into the budget to ensure that this is sustainable. Open seats continue to be offered at Leadership Masterclasses and Leaders Forums to support with our approach to talent management and to provide all staff with an opportunity to attend leadership events. Leadership programmes are now cross mapped to the Chartered Management Institute levels 3 and 5 qualifications delivered at Wiltshire College.</p>	

Evaluation continues to take place to review the effectiveness of all of the leadership programmes and to date we have received positive feedback from facilitators, delegates and open seat attendees who are finding the programmes very informative and useful in their roles and are reviewing feedback on a regular basis to identify where improvements can be made.

Staff from across the Service have assisted in the co-design of the new 1:1 review process. A delivery plan; user guide and communications plan have been completed for and work is underway to deliver each activity for the 1 April 2020 launch date of the new system.

Coaching and mentoring is being reviewed to co-ordinate current coaches' availability and coaching provision whilst identifying opportunities to train new coaches at levels 3 and 5. A provider has been selected to deliver coaching qualifications at level 3 to 20 members of staff and level 5 to five members of staff from quarter 4 (January 2020). This assists our talent management by providing additional developmental support to staff.

KLOE 19: How are we ensuring we support the health and wellbeing of our staff?

Action Code	Action Name
1.5.3.1	KLOE 19: How are we ensuring that we support the health and wellbeing of our staff?
<p>Progress comment:</p> <p>The Service has a robust and audited health and wellbeing programme to support staff. This programme is overseen by senior Officers. A Health and Wellbeing procedure is available to all staff which outlines all the support mechanisms available to staff including mental health support; chaplains; Blue Light Champions and other external self-service provisions.</p> <p>Supervisory middle managers training commenced in April 2019. A pre-requisite of attendance on the courses is completion of the appropriate e-learning modules on managing absence and wellbeing. Initial feedback from attendees was positive and, as these sessions continue, positive response is being received from attendees.</p> <p>We have 29 Blue Light Champions who will be involved in promoting national campaigns, for example, World Mental Health Day; International Stress Week; and Time to Talk. Mental Wellbeing sessions are integrated into the Supervisory Managing Performance and Wellbeing training and this will continue through 2020-21.</p> <p>The Health & Wellbeing team has been part of a South West Emergency Services Collaboration Group, set up by Devon and Cornwall Police for over a year. It consists of a number of agencies (RNLI, South West Ambulance Service Foundation Trust, Dorset Police, NHS, Cornwall Fire & Rescue Service) and from December 2019 the Service will chair the group. This partnership working provides an insight into what initiatives other Services are involved in and which we could learn from.</p> <p>Absence management continues to be a key focus for the Service and improvements identified by internal auditors are being actioned and overseen by Officers. It is recognised that long term sickness is the largest contributing factor to the absence figures in quarter 2. This trend is reflected in other fire and rescue services and has been a continuing trend over the last three years across all staff groups. Management of long-term absence is more complex than short term absence as the illness/conditions may be serious and involve surgery and recovery time. With any long-term absence, staff are referred to occupational health from 28 days absence for advice and recommendations. Musculoskeletal remains the highest causation of absence and support mechanisms remain with weekly physiotherapy clinics. Through a cost benefit analysis, funding for private investigations is considered if NHS waiting times are delaying treatment and/or recovery.</p> <p>Sickness data for quarter 2, 2019-20 is set out in the table below alongside quarter 2, 2018-19 for comparison. The national benchmarking report is not yet available.</p> <p>Whilst the quarter 2 data shows an increase in sickness absence, the longer term trendline from 2017-18 demonstrates an improving position.</p>	

Average shifts/days lost to sickness	Quarter 2 2019-20	Quarter 2 2018-19	Commentary
Wholetime	2.18	2.16	Sickness for wholetime staff is slightly higher than quarter 2 2018-19 and there has also been an increase from quarter 1 2019-20. Long term absence remains the main contributing factor at 64% of sickness absence.
On-call	3.02	3.99	Sickness for on-call is lower than quarter 2 2018-19 and there has been a decrease of 1.28 shifts lost since quarter 1 2019-20. Long term sickness remains the main contributing factor with 74% of sickness.
Corporate	2.68	2.06	Sickness for corporate staff is higher than quarter 2 2018-19 and there has also been an increase from quarter 1 2019-20. Long term sickness remains the main contributing factor with 72% of sickness.
Fire Control	6.30	4.34	Sickness for Fire Control is higher than quarter 2 2018-19 and has also increased since quarter 1 2019-20. Long term sickness remains the main contributing factor with 93% of sickness. The small number of staff within this working group means that even one person on long term sick can dramatically increase the figures.
Overall DWFRS	2.55	2.23	Sickness for all staff is higher than quarter 2 2018-19 and has increased compared to quarter 1 2018-19. The Service benchmark for the financial year is 8.2 shifts lost per person. If the absence trend continues at the current rate, the Service could exceed the corporate target by approximately 3.5 shifts. Long term sickness is the largest contributing factor within all staff groups. Management of long-term sick is more complex as illness/conditions may be serious or involve surgery and recovery time. All long-term cases from 28 days are referred through the occupational health team.

KLOE 20: How are we successfully developing a values driven one-team culture?

Action Code	Action Name
1.5.4.1	KLOE 20: How are we consulting & engaging our staff and stakeholders making the best use of technology?
Progress comment:	
<u>Internal Communications and Engagement</u> During quarter 2, regular staff communications have continued to be delivered through the Weekly Update, Firewire and the Services' intranet 'CONNECT'. The Chief Fire Officer also produced a video update for staff outlining the budget and Service position in early September and after the Authority meeting at the end of September. Support has been provided to project teams to develop communication and engagement plans, specifically focusing on the delivery of the Community Safety Plan in 2020, including the HMICFRS improvement plan and budget challenges as well as the delivery of new processes such as promotion and 1:1 reviews. This helps ensure staff are aware of all the key improvements being made across the Service. The staff survey has now been developed and will be launched in early November.	
<u>Smarter Working</u> Good progress continues to be made on the Smarter Working programme. An annual evaluation of the programme is taking place as part of the efficiency plan. Document migration to SharePoint, Team sites and One Drive continues, as does the training being delivered to staff to work effectively within team sites for improved collaborative working; remote access to information; using conference calls and making the most of CONNECT, the Service's intranet. Further work will start to scope the use of Office 365 for automating process improvements, allowing us to maximise technology and gain further efficiencies.	