Economy, Tourism, Strategic Planning and Transportation Committee

24 October 2019.

Agenda Item No.

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| Enterprise and Environment Directorate section performance reports |
| Report by: Keith Winter, Executive Director, Enterprise and Environment |
| Wards Affected: All |

Purpose

To present the performance scorecards for Business & Employability, Planning and Roads & Transportation for 2018/19

Recommendations

Members are asked to note:

1. the Busines, Employability & Planning and Roads & Transportation performance information presented at appendices 1 & 2;
2. the arrangements set out in section 1 to fulfil the Council’s obligation to comply with Audit Scotland’s 2015 SPI Direction.
3. the establishment change information presented as appendix 3

Resource Implications

None

Legal & Risk Implications

None

Impact Assessment

An EqIA is not required because the report does not propose a change or revision to existing policies and practices.

Consultation

## None required1.0 Background

* 1. Audit Scotland published the Statutory Performance Direction in December 2015. 2018/19 is the final year to which that direction applies. The Council is required to report a range of information setting out:

1. Its performance in improving local public services (including with partners).
2. Its performance in improving local outcomes (including with partners).
3. Its performance in engaging with communities and service users, and responding to their views and concerns.
4. Its performance in achieving Best Value, including its use of performance benchmarking; options appraisal; and use of resources.

* 1. The first requirement, to report the Council’s performance in improving local public services (including with partners) will be satisfied by the series of reports (of which this is one) that will be presented to the Council covering the whole of the Council’s performance for 2018/19. Where possible, comparative performance is given for the Scottish average, top quartile, and peer group averages.
  2. The other requirements of the Statutory Performance Direction will be satisfied by a combination of

1. Update reports to the Fife Partnership regarding progress against the Plan for Fife, with reports also going to Policy and Co-ordination Committee.
2. public performance reporting, assurance statements and governance arrangements.

1.4. Taken together, these reports will cover the whole of the Local Government Benchmarking Framework, plus selected service performance indicators that give a balanced picture of Council performance.

1.5 The appendix to this report is presented in the form of a balanced scorecard covering the areas of Customer, People, Responsiveness and Cost results. This is consistent with the format used for the 2017/18 Public Performance Report and mirrors the approach used for internal management reporting throughout the year.

1.6 The new 2018 SPI direction, which comes into force from financial year 2019/20 is has similar in most respects to the previous direction, but has been enhanced to give greater clarity to the public and the Council.

**2.0 Establishment Changes**

2.1 Paragraph 2.3.1 of the Scheme of Officer Powers requires Executive Directors to report any posts established to Committee as a part of their annual performance report. A table setting out establishment changes is attached at Appendix 3

**3.0 Conclusions**

3.1 This report is the first in a series covering the whole of the Council’s performance against key indicators, including the Local Government Benchmarking framework.

3.2 The overall performance of Business & Employabilty, Planning and Roads & Transportation is positive; areas for improvement focus are identified in appendices 1 & 2.

**List of Appendices**

Appendix 1 – Business, Employability & Planning Performance Report 2018/19

Appendix 2 – Roads and Transportation Performance Report 2018/19

Appendix 3 – Establishment change Information2018/19

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Business, Employability & Planning

Performance Report  
2018/19

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| This report provides a strategic overview of performance against key indicators. We’ve worked hard to maintain and improve performance, and this year has seen several important achievements for Business, Employability & Planning:   * Improvements in the time taken to determine local and minor planning applications within context of increased customer satisfaction. * Significant reduction in working days lost through supporting employees and providing additional training to managers.    * In 2018/19, Fife Council was awarded ‘Most Enterprising Place in Britain, for its work and across partner agencies on developing a ‘Learning Journey’ for existing and future business leaders (including the Culture of Enterprise programme) in addition to highlighting the capital resources we have directed into industrial estate regeneration. It also highlighted the delivery of enterprise hubs, including one within Glenrothes. | However, we continue to face challenges:   * The new Planning (Scotland) Act places 49 new and unfunded duties on the Planning Authority. Further detail will be provided through secondary legislation when the financial impact will become clearer. The Royal Town Planning Institute published research (August 2019) setting out that the cost of implementation nationally is estimated at up to £59M. * Resourcing of Regional Collaboration through strategic planning and City Deal has increased. A significant change in the later stage of the Planning Bill now requires Regional Spatial Strategies, at a time when the Service has delivered past savings relating to the proposed removal of Strategic Development Plans. * Fife’s Town Centres remain a significant challenge, particularly within Mid Fife, which experiences high vacancy rates for high street premises. With the confirmation of Scottish Government Town Centres funding of £4.335m in April 2019, the Council has commenced a programme of capital works for town centres. However, Fife is subject to national and international trends in declining high street businesses (including Debenhams and Thomas Cook) and requires continued prioritisation of economic and spatial approaches to investment and placemaking, including the diversification of town centre functions. |

Customer

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| **Performance** | **Progress** |
|  | A number of new initiatives have contributed to the increase in performance, including a digital solution (Planning to Start) which allows 24/7 engagement with Business Gateway’s start-up services, a young person’s start-up grant for under 30s looking to start a business in Fife and improved engagement with Fife College enterprise delivery. A realignment and increase in resources also mean that Business Gateway Fife now has 4 Advisers fully dedicated to supporting start-up and early stage growth businesses.  Looking at Business Gateway start-ups as a proportion of working age population shows an overall decline in Scottish average between 2014/15 and 2017/18 which has been more acute within Fife. The new initiatives taken forward by Business Gateway Fife have shown an improvement in performance over the past year (see above) that should be reflected in this indicator when the results for 2018/19 are published. |
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|  | Looking at the wider overall total of business start-ups in Fife shows a significant improvement in the past four years, with Fife closing the gap on the Scottish average and is now tracking the national level of performance. This is a positive position for Fife, given that the bulk of entrepreneurial business start-up activity tends to be centred on major cities. |

Customer - cont.

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| **Performance** | **Progress** |
|  | After a slight drop between 2015 and 2016, the survival rate of new businesses in Fife plateaued 2016-2017, despite a fall in the Scottish survival rate over the same period. The Fife rate has been slightly better than the Scottish rate for the past 3 years, suggesting Fife’s businesses are more resilient than average. |
|  | 979 businesses received support from the council’s economic development activities (down from 1,201 in 2017/18). The number of instances of support, and the number of businesses supported, have fallen partly since these figures no longer include support given through the Supplier Development Programme. A number of biennial conferences and events also did not take place this year.  The sectors receiving increased support were food & drink, construction and IT. |
|  | Film tourism continues to draw significant numbers of visitors to the Kingdom with popular TV Shows and movies such as Outlander, Outlaw King and Mary Queen of Scots have grabbed global interest. There is a clear appetite for visitors coming to Fife as a tourist destination further marked by a 76% increase of users to welcometofife.com, coupled with reaching over eight million people internationally through Welcome to Fife’s ‘Fife Five’ campaign. |

Customer - cont.

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| **Performance** | **Progress** |
|  | Completed data for all employability programmes in 2018/19 has been delayed due to problems with some national systems.  However, the data that is available for 2018/19, shows that it has been a great year for Opportunities Fife Partnership programmes funded by the European Social Fund. The Partnership supported 863 out of 1917 registered people into employment, which is a 45% conversion rate.  For the 4 years between 2015 and 2019 we supported 9681 people and got 3645 into work which is a conversion rate of 38% overall. |
|  | Our continued focus on using customer feedback from a variety of sources to inform continuous improvements is generating a gradual increase in customer satisfaction levels. |
|  | A number of complex Stage 1 & 2 planning complaints have been responded to which have necessitated an extension in time. Whilst agreed with the complainant, this does trigger not meeting the target date.  Business and employability had no stage 1 complaints and one stage 2 complaint. |
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People

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| **Performance** | **Progress** |
|  | There are several performance indicators under development in this area. Currently staff absence is only available on Pentana at Service Level (see graph) but will be broken down further during the upcoming year. Planning currently have an indicator relating to staff satisfaction and work is being done to develop staff satisfaction indicators throughout the Service.  At service level we are managing absence by supporting our employees by using all mechanisms available including our health provider services and Reality Check tools.  The absence rates at service level continue to fall. |
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Responsiveness

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| **Performance** | **Progress** |
|  | The completions figure for 18/19 is 1,118 as per the housing land audit. This is a decrease of 185 completions since 17/18.  This is mainly due to the Council’s affordable home programme coming to the end of its first phase.  The completions figure for 19/20 should see an increase as the next phase of Council affordable homes build programme will be underway. |
|  | Fife Council determined a total of 16 major applications in the PPF8 reporting period. This small number inevitably skews the reported performance when based on a statistical or percentage basis. The nature of the applications also adds to the complexity involved. Of particular note was one proposal which was managed through the system in collaboration with the developer which took approximately 3.8 years to determine due to the complexity of the issues to be resolved and the circumstances relating to the deliverability by the applicant. |
|  | We have continued to make significant improvements in our speed of decision making of local and household applications. The performance reporting capabilities of our Planning system Uniform Enterprise, and continued effective project managed case loads has delivered improved performance. Where improvements can be achieved we will seek to do so. We consider in terms of our household and local performance we are reaching a level of efficiency which reflects an appropriate balance between speed, customer service and the time required to build in quality outcomes on the ground. |

Responsiveness – cont.

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| **Performance** | **Progress** |
|  | Heads of Planning are in discussion with Improvement Service to remove/change this indicator. Improvements are being implemented across the planning authority to assist in speeding up application decision times. |

Responsiveness – cont.

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| **Performance** | **Progress** |
|  | Kirkcaldy has seen the departure of high profile and long-established retailers such as Marks and Spencer, with Debenhams announcing its planned closure in early 2020 and other retailers actively reviewing national portfolios. It is anticipated that the retail vacancy rate will rise with the pace of change in the industry increasing and national brands re-trenching and changing their business models. This will be a key driver in placemaking approaches to Kirkcaldy town centre.  Glenrothes continues to show high levels of vacant and persistently vacant units and for the same reasons as Kirkcaldy. The generic problem remains too much retail space combined with the numbers of larger format units which are problematic to let for through a relative lack of flexibility, higher rates and rents, locations and being harder to subdivide or re-develop for alternate uses. Owners are actively considering how to improve their portfolios and increase footfall.  In terms of Mid-Fife, the picture mirrors Kirkcaldy and Glenrothes with vacancy rates continuing to rise. However, these towns, particularly Cowdenbeath and Leven town centres, have fewer multiples and larger format stores and the pace of change is largely fuelled by changing shopping patterns, shop owners retiring or opting to leave the profession, and customer change in habits and expectations, including engaging other retail channels such as e-commerce.  There have been issues with collecting 2018/19 data from Experian, this will not be available until the end of quarter 2. |
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Responsiveness – cont.

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| **Performance** | **Progress** |
|  | The average weekly earnings of **people both working and living in Fife** increased in 2018 after a decline the previous year. The earnings of people **working in Fife** are significantly lower than those for people **living in Fife**, suggesting that jobs out with Fife provide higher earnings.  The average weekly earnings of **people working in Mid-Fife** increased 2016 to 2018, but at a lower rate than the increase for Fife. Average weekly earnings for people working in Mid-Fife are lower than for both Fife and Scotland. A study of the Mid-Fife economy undertaken in 2019 suggests that this is due to the industrial mix in Mid-Fife – a high reliance on public sector jobs, strong manufacturing base and absence of knowledge-intensive business service jobs.  The earnings of **people who live in Mid-Fife** are lower than those who work there. This is the reverse of what we see for Fife as a whole and suggests that a high proportion of people living in the Mid-Fife area are employed in lower-paid jobs, with better paid jobs within the area potentially being held by people who live elsewhere in Fife and/or out with Fife. It is also significant that resident weekly earnings in Mid-Fife fell in 2018, despite an increase in the figure for Fife as a whole |
|  | The proportion of jobs in Mid-Fife that are paid less than the real Living Wage has decreased in 2018. The fall was greatest in the Kirkcaldy and Cowdenbeath Parliamentary Constituency. In August 2019 Glenrothes became the first accredited Living Wage Town in the UK in recognition of its commitment to promoting the real Living Wage. |

Responsiveness – cont.

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| **Performance** | **Progress** |
|  | The unemployment rate in Fife increased slightly in 2018 but is still at its lowest level since the 1970s. Low unemployment, combined with a small increase in wages, is consistent with national trends since the 2008 recession.  The 2018 unemployment rate for Fife of 3.9% is slightly better than the Scottish average of 4.3%. Analysis undertaken on behalf of the Scottish Government, however, raises concerns that Brexit may have a major short- to medium-term negative impact on unemployment.  The 2018 employment rate for Fife was higher than before the 2008 recession and the highest it has been since the 1970s. Whilst this mirrors the national trend, the Fife rate was 1.1 percentage points higher than the figure for Scotland as a whole  The 2018 employment rate for Mid-Fife was higher than the previous year and, for the first time, slightly higher than the Scottish average. It was however 0.9 percentage points lower than the Fife average. Employment rates are below average in all parts of Mid-Fife, except for Glenrothes. Mid-Fife has a shortfall of those in work by more than 2,000 when compared to the Scotland average. Research carried out as part of the 2019 Mid-Fife Action Plan suggests that this shortfall is almost entirely as a result of lower female employment rates.  This indicator is used to measure the percentage of people aged 16-64 claiming either Job-Seeker’s Allowance (JSA) or Universal Credit (UC). Under UC, more claimants are required to look for work than under Jobseeker’s Allowance. Consequently, as Universal Credit Full Service is being rolled out, the number of people recorded as being on the Claimant Count has risen. Whilst the claimant count rates appear to have increased at higher rates than Scotland in both Fife and Mid-Fife, comparisons of the 2018 and 2017 figures must be made with caution due to the different structure of claimants across these periods and between Fife and Scotland. |
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Responsiveness – cont.

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| **Performance** | **Progress** |
|  | The volume of Fife Council's Modern Apprenticeships and Foundation Apprenticeships contracts has been increasing year on year since 2017. There has been an increased drive to promote the Foundation Apprenticeships within all 18 High Schools in Fife, leading to increased numbers moving onto Modern and Graduate apprenticeships.   Each school has been assigned a DYW co-ordinator one day per week and we have also developed an FA App which will promote the Apprenticeship family to a wider school audience. |
|  | Although the Improvement Service have not yet published 2018/19 figures, an estimated figure for Fife is 19.8. The drop in Fife figures is attributed to the fact that the Longannet Site formally used as a power station by Scottish Power became classified as employment land. The Scottish Average being higher than Fife can be explained by Fife having a very large proportion of employment land in comparison to city authorities and discrepancies in how immediately available employment land is classified across all authorities. Fife will be working with Aberdeenshire Council to try and ensure that a consistent approach is taken in the Future. |
|  | The number of tourist-related jobs in Fife has fluctuated between 2012 and 2017 but has increased overall. The target of the previous Fife Tourism Strategy to grow tourism employment to 10,000 by 2024 was exceeded in 2015. The emerging 2019-2029 Fife Tourism & Events Strategy aims to increase the number of jobs by 5% each year. |

Responsiveness – cont.

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| **Performance** | **Progress** |
|  | Further investment is being made through the Digital Scotland Superfast Broadband programme as take-up across Scotland, including Fife, continues to be higher than expected.  This will continue to March 2020. The procurement for the Reaching 100 (R100) programme continues with information on its outcome anticipated by the end of 19/20.  Virgin Media is concluding its Project Lightning investment in Dunfermline but continues to work with Fife Council on its investment plans for other areas in Fife. |

Cost

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| **Performance** | **Progress** |
|  | The investment figures for 2018/19 were above recent trend thanks to two major capital investment projects in Fife, namely Cefetra in Rosyth and ClasSic in Lochgelly, coming in at £10m and £40m respectively. |
|  | This indicator assesses the value of external funding that the council’s own financial contribution to economic development and employability projects has secured.  In 2018/19, Fife Council secured external funding for 25 economic development and employability projects. The estimated cost of these projects was £22 million and for every £1 of council spend, an additional £2.09 was levered in from external funding sources. This figure was higher than the Scottish local authority average (£1.83).  As these figures only include funding that has been drawn down, they can vary considerably from year to year.   Several large projects were completed in 2018/19 including the Glenrothes Heat, Levenmouth Community Energy Project and Bankhead Hydrogen Refueller. |
|  | This increase in value from £566 million is thanks to national, local and international visitors from all over the world, and has generated tourism related employment for over 12,000 people in Fife. Fife's tourism strategy is focused on increasing spend rather than increasing numbers as this is an indication of resilience and sustainability. These results demonstrate that the work is having an effect. |

Cost – cont.

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| **Performance** | **Progress** |
|  | Fife’s Economic Development and Tourism expenditure remains in line with comparable local authority spend. The national figure for 2017/18 reflects capital spend on projects such as the Aberdeen Exhibition & Conference Centre and investments in island infrastructure. The Council is increasingly investing in product development with capital in heritage tourism (through CARS/TH projects in Cupar and Inverkeithing for instance) and destination development activities such as “In the Footsteps of Kings”.  In revenue terms, there is continuing investment in marketing activities to promote Fife’s products |
|  | Last year, Fife was one of 12 local authorities which looked at the cost of a planning service and further, more detailed work is being undertaken on the cost of processing a planning application. This is important given the 49 new and unfunded duties placed on Planning Authorities through the new Planning Act and the Scottish Government are intending to review planning fees. |



Roads and Transportation Services

Performance Report 2018/19

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| This report provides a strategic overview of performance against key indicators. We’ve worked hard to maintain and improve performance, and this year has seen several important achievements for Roads & Transportation Services:   * Capital investment in roads and lighting has led to improvements in these important assets over the last few years. * The ‘Beast from the East’ had a few impacts on the delivery of normal repair services however it was of note that the service was able to improve the winter gritting responsiveness during that period. * The delivery of Traffic Regulation Orders into actual changes in the road network involves several teams and different processes and it physical evidence of committee decisions. It was good to note that performance had improved in 2018/19 during a year of great change within the service, | However, we continue to face significant challenges:   * Following a period of successive service restructures and downsizing, the level of absence (WDL) in the service is unacceptable and the service management are pursuing several initiatives to improve attendance. * Since 2016/17 there has been a rise in in annual road defects in Fife. This has proved very challenging in relation to achieving the targets from the old road maintenance policy. It is hoped that moving to a ‘Risk Based’ policy approach will provide a more resilient and sustainable approach towards road inspections and repairs and help to tackle the pressure on the revenue budget and performance targets. * The NRSWA error rate target of 4% to enter accurate notices and appropriate timescales into the Scottish Road Works Register is a challenging target. This year we improved from 19% down to 8.6% however there is still further work to do to meet the set standard. It should be noted that only a few Councils achieved the target. |

Customer

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| **Performance** | **Progress** |
|  | The total number of stage 1 and stage 2 complaints received by Roads and Transportation has decreased from 160 in 2017/18 to 141 in 2018/19. Of the 141 complaints received in 2018/19, 128 were dealt with within the required timescales.  The Service is on target in terms of dealing with complaints within timescale for 2018/19.  It is not thought that all ‘compliments’ are being formally recorded in Lagan and a reminder will be re-issued to staff. |
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People

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| **Performance** | **Progress** |
|  | No data is recorded for 16/17 as attendance stats were previous split into Roads, Passenger Transport & Fleet, and Engineering & Waste. Roads & Transportation Services was created during 2017/18 and finalised in 2018/19.  The level of current absence is not acceptable and improving attendance is a major priority for the Roads & Transportation Services Management Team and several initiatives are being taken forward in this area. |
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Responsiveness

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| **Performance** | **Progress** |
|  | A total of 26,899 road defects were identified in 2018/19. This is a slight increase on the 24,734 defects identified in 2017/18. Of the defects identified in 2018/19, 551 related to category A defects and 26,348 related to category B.  The repair targets relate to the relevant time to repair the identified defect. All defects were still repaired even although outside the set targets. The performance fell in 2018/19 mainly due to the remaining impact of the ‘Beast from the East’ weather event. There was a significant backlog of already out of date repairs at the beginning of the financial year that took some months to regularise.  Further as budgets and resources have reduced there is now less flexibility and as such, large peaks in demand cannot be accommodated within the challenging targets. This is being reviewed as part of the new Risk Based policy approach. |
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|  | The Street Lighting Efficiency Programme replaces old lanterns with new LED apparatus. These have a longer life and have reduced the number of faults.  Whilst the time to repair the more common faults on the apparatus has remained constant, the volume of these has reduced, which will reduce the repair percentage against the more complex repairs. This impacts on practicalities of doing more “one off” repairs in remote areas.  The impact from the “beast from the east” also extended to street lighting repair performance. |

Responsiveness – cont.

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| **Performance** | **Progress** |
|  | Of the 481 faults in 2018/19, 12 faults failed to hit target. This resulted in a 2018/19 result of 97.5% which is marginally below the target of 98%. Procurement of replacement parts were the main reason for the failures in 2018/19. The Service conducts quarterly meetings with the maintenance contractor to discuss improving performance. Investment in replacing older installations should also help to reduce repairs and improve performance. |
|  | Fife wide, 20 from 23 qualifying Traffic Regulation Orders (TRO) met target, equating to 87%. Six from seven met the target in North Fife and 14 from 16 met the target in South Fife. |
|  | The failure rate for 2017/18 was 19% and whilst 9% is a marked improvement it is not yet within the SRWR target of 4%.  A 2018/2020 Q1 performance of 1% is an encouraging sign that improvement the actions taken to date are likely to lead to the annual target being achieved in the current year. |

Responsiveness – cont.

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| **Performance** | **Progress** |
|  | Performance for 2018/19 has improved by 3.24% compared to 2017/18 and has exceeded the 85% target.  This is based on 71 full actions which equates to 1,704 gritting routes.  Given this period covered the ‘Beast from the East’ weather event this was a particularly strong performance during exceptionally poor conditions. |

Cost

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| **Performance** | **Progress** |
|  | The Proportion of street lighting columns that are over 30 years old has steadily decreased over the last 12 years due to sustained investment in the street lighting replacement programme. However, the recent capital plan review has led to a significant reduction in the street lighting replacement capital budget and this level of asset improvement will no longer be possible. The service continues to make a case for investment in street lighting replacement. |
|  | No data available for 18/19. Costing information comes from the Local Finance Return which is not available until 23rd October. |
|  | There has been a nominal deterioration in the road network overall since 2017/18. It is anticipated that the planned capital budget reductions will result in a further deterioration from 2020 onwards.  See Road Condition Indicator 2019 report for greater information. |

Cost – cont.

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| **Performance** | **Progress** |
|  | The trend over the last 4 years indicates a deterioration in Class A roads. It is anticipated that budget constraints could result in a further deterioration in 2019/20 onward. |
|  | The deteriorating trend over the last 3 years has continued on Class B roads. It is anticipated that budget constraints could result in a further deterioration in 2019/20 onward. |
|  | The trend since 2014/15 indicates some improvement was made in the state of Class C roads which was reversed in 2018/19. It is anticipated that budget constraints could result in a further deterioration in 2019/20 onward. |

Cost – cont.

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| **Performance** | **Progress** |
|  | The trend shows improvement over the last 4 years has continued on unclassified roads. It is anticipated that budget constraints could have a negative impact on this indicator in 2019/20 onward.  A degree of caution and engineering judgement is required when analysing the results for urban unclassified roads. Due to the lower speeds on these roads, it is generally pothole defects and cracking rather than sub-standard surface profile and texture defects which are the main issues when considering maintenance of urban unclassified roads. |
|  | The poor weather toward the end of 2017/18 (‘Beast from the East’) resulted in a decrease in planned maintenance and a corresponding increase in reactive maintenance in early 2018/19. This is reflected in the drop in % spent on planned work for 2018/19.  In terms of the best use of roads maintenance funding, it is the aim to maximise planned maintenance and minimise reactive maintenance.  Planned maintenance is mostly an investment whereas reactive maintenance is unavoidable short-term repairs. As shown in the RCI report, investment in roads maintenance, leads to improved road condition and a reduction in defects and vice versa. |