



Border Force

## Maritime Newsletter

Issue 3 May 2017



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## Head of Maritime Command

Firstly I am delighted that, as most of you have hopefully been told, Her Majesty the Queen has recognised one of our own in the New Year's Honours list. Our most sincere congratulations go to Shaun Edwards who has been awarded an MBE and whilst an historic, wonderful event for his family is in no small way in recognition of the sterling work you have all completed since the first deployment in May 2015. With over 12,000 rescued in that period you should all be very proud of your vital contribution.



The operational tempo remains high as we continue to support operations in the UK and Aegean concurrently. As you will know, PROTECTOR was recently joined by VALIANT in support of EU humanitarian operations in the Aegean; which within 72 hours of arriving in Theatre had already rescued 47 migrants. The activity we support is recognised at the highest of levels and we have proven beyond doubt the professionalism, flexibility and benefit of having professional sea-faring law-enforcement officers deployed to such high profile missions. Time will tell what the future holds, but I fully expect and hope that we will be directed to continue to offer our support for the foreseeable future.

The introduction of the CPVs also continues to progress well and has proven to be both challenging and rewarding in equal measure. We have been successful in blending our well established Maritime credentials and procedures from the cutters to the CPVs and the challenge of bringing a new capability into service has, I hope, been rewarding. We were fortunate enough to secure additional funding for CPVs 3 and 4 to have additional capability when they enter service later this year and I look forward to hearing of our first big success!

Finally, BPS has been successful in two very important areas. We, in competition against other Home Office departments, were successful in our bid for a significant portion of a program under spend, so standby by for new and shiny kit to start arriving in the next few months, and equally if not more importantly to me, Her Majesty has agreed and signed off our own Squadron Crest which is emblazoned on the front cover of this newsletter – I hope you all

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agree it looks fantastic and I couldn't be more pleased that we have an identifiable symbol which will soon be emblazoned on our vessels, uniforms, ensigns and gives us a very distinct corporate identity.

Very best wishes, and stay safe.

Yours Aye

PD

## Operational Update



May will see the introduction of two new FOC [Full Operational Capability] CPVs, Active and Alert. These are currently undergoing final fitting out at South Boats yard in Cowes and are likely to enter service in the middle of the month. The interior changes look to have been a major design success, with a very useable four berth cabin & shower below, and a redesigned wheelhouse/mess/galley area.

Crews are currently being trained on Eagle and Nimrod so as to be fully acquainted with the class of vessel and common navigational equipment but they will also receive specific operator training to cover the FOC vessels with their new equipment and fittings, before commissioning and taking them over.

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**UK Operations** – Criminal intentions at the UK border, continued threats to the security of the UK from seaward directions and the detection of MSA/IA offences have been the main focus over the last quarter. CPV Eagle responded as a large consignment of cocaine was washed up on Hopton Beach south of Gt Yarmouth in February. The 300 kg plus consignment was contained within water proof bags and tied to floats.

HMC Vigilant conducted op Newberry in the Clyde in February and repeated along the Lyme Bay area at the end of March. Detections of Immigration Act offences were made but neither operations produced the range of results seen during the earlier Magellan and Drake operations.

The two operational cutters HMC Vigilant & Seeker remain on station along the UK coast along with CPV's, Eagle & Nimrod, who have recently received upgrades to navigational and communication equipment.

HMC Active and Alert are expected to transit up to their allocated areas of Clyde and Humber after a short period of familiarisation and Health, Safety and Sea Training Team assurance. HMC Searcher continues to be maintained at 72hrs notice.

The Command has been allocated a substantial capital sum to reequip cutter RHIBS, replace the radar systems and fit out the fifth and sixth CPVs to FOC. These vessels will initially be utilised of resilience and training but the ambition is to crew these up operationally before the end of the new financial year.

New Command Standing Orders & mission statement and the Prioritised Employment Plan [PEP] process were all launched during the period. For the first time we now have a system in place where through PEP, the prioritisation, tasking and coordination of the Command's assets are completed in a planned way by the JMOC/MCC. The intention of the PEP being that every commander and team will know what business as usual and contingent taskings have been assigned to them during a given period, and it will be for them to decide how they achieve them.

**Mediterranean Operations** - HMC Protector is currently engaged in S&R activities in Operation 'Poseidon' but will soon be moving west to join Operation 'Triton', working a sea area east and west of Malta, based in Catania, Italy as she was in 2015. Our current Athens based National Officer will move to Rome and continuing duties in Athens to service Valiant will be provided by staff from 'International Operations and Engagement'.

HMC Valiant is coming to the end of a long docking period in Malta and after the first week of May is expected to be operational and back on S&R duties in the Aegean.

Though very different challenges, the work in both areas will be difficult and occasionally distressing. As at the end of April, the total number of persons rescued in the Mediterranean was in excess of 12,000 people.

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## Maritime Integration Project

Since the update in the January newsletter, we've been busy on a number of aspects of the project. Foremost was the production of a Strategic Outline Business Case which sets out in detail what the project is trying to achieve. This also captures and analyses options, provides recommendations and identifies high level risks and issues. Successful production and agreement of the business case is a key milestone in taking the project forward so it was great to finally receive that sign off from a cross-government committee at the beginning of March. As part of that sign off, it has now been agreed formally that we will be creating a permanent Joint Maritime Operations Co-ordination Centre (JMOCC) which become the UK focal point for maritime law enforcement.

That of course doesn't mark the end of the project, more the end of the beginning. We have also been working on identification of a suitable permanent location and whilst it might seem obvious to place the future JMOCC at Portsdown Technology Park, we had to consider location objectively and based on a detailed statement of need rather than just going with an assumption. That work has however confirmed that occupying new accommodation in B Leg, Portsdown Technology Park best matches JMOCC's needs so that is now our planning assumption.

The other aspect we have been pulling together is a submission to the Minister of State for Security, who sits within the Home Office, recommending his post adopts ownership of the permanent JMOCC. As part of that work we've been discussing future finance and resources, and a governance structure which complements the structure currently in place for the National Maritime Information Centre (NMIC) with which JMOCC will be co-located.

This might all look like a lot of paperwork and bureaucracy, and I wouldn't disagree, but this is no different to any other project I've been involved in. It makes sure we have

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everyone who's involved in agreement and have the proper permissions in place to take the work forward. So, what's next? Well, you might have noticed but there's a General Election in June and that will inevitably affect just how much we can do over the next few weeks. That said we've been joined by Fast Streamer ( Name ) whom some of you will already have met and he'll be helping develop draft Memoranda of Understanding between JMOCC and its partners such as Border Force and the RN and we'll also be developing the planning, tasking and co-ordination processes JMOCC will need to manage its workload in future. This will put us in a good place to build JMOCC towards its initial operating status later this year.

## Kraken update by AD Name

Project KRAKEN has gone from strength to strength and is ready for the forthcoming maritime season.

From an outward-facing perspective we have completed 2 comms phases (re-launch & regionally focused) and are about to launch our third: disruptive effects focused. We are looking to diversify the methods by which the public can submit their suspicions to Government through web pages and smart-phone applications, whilst at the same time recognising need to protect information sources.

Internally, we have improved our governance. I have a seat at the table with the Police's Seaport Commanders Forum – and have matched up their Regional Single Points of Contact (SPOCs) with Border Force Regional SPOCs to cover off the Coastline through a "Kraken Management Group". NCA colleagues are sighted through MAMIC involvement. This feeds into the recently agreed Stakeholder Engagement Strategy which seeks to co-ordinate our engagement with Maritime professionals in the community.

We are also preparing lines to take and FAQs for all law enforcement partners so that messaging to external partners is consistent – regardless of the agency delivering it.

We have improved the information handling processes to ensure that data given to us is acted upon promptly, appropriately and consistently but are not there yet and I am meeting regularly with Intel partners to get to an optimal position.

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You are all ambassadors for Kraken and by pushing the message in a positive manner you will get the results we all want. The Eagle has done some fantastic work already through engagement with Harbourmaster staff at Ramsgate delivering positive outcomes. We should do the same with the other CPVs as they are positioned in other areas around the UK. If you sit and wait for that next big job to come along you might get lucky or you might be waiting a long, long time. Get out there, be proactive and engage with our partners and you will control your own destiny to a greater degree – just like the Eagle!

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## Policy update from AD

Name

Maritime Command has continued to run modern slavery operations targeting the fishing industry. Recent operations have seen a dramatic drop in the number of those found working within the 12 mile limit and this, combined with lobbying by the industry, shows that our work to date has had a positive impact. We will review operations following some targeted work led by the NCA in which we are participating which is taking place shortly (Operation Acervose). But Maritime Command has played a significant role in changing the behaviour of unscrupulous operators, who have used non-EU workers and have been linked to exploitation. This not only affects workers in the industry, but puts fishing vessels which operate within the law at a disadvantage.

The summer is nearly upon us, and with it the threat returns of increased irregular migration by GM from the near continent. Maritime Command has been working closely with the NCA under Operation Taxes to ensure that we are as prepared as possible for the likely increased numbers of crossings. Officers might find it helpful to re-familiarise themselves with the new powers provided in the 2016 Immigration Act.

The 1971 Immigration Act doesn't apply until an individual arrives in the UK, and there would have been difficulties changing this. For example, migrants who were intercepted at sea could say that they had no intention of travelling to UK shores and were actually planning on travelling to another country. Even if their stories lacked credibility it would have brought powers framed in this way into question. So the 2016 Act focussed on facilitation. [ HYPERLINK

"<http://www.legislation.gov.uk/ukpga/2016/19/schedule/14/enacted>" ] of the Act contains new maritime enforcement powers to allow law enforcement to stop ships where certain immigration offences are suspected.

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The offences which the new powers apply to under the amended Immigration Act 1971 are:

- section 25 – assisting unlawful Immigration to a Member State
- section 25A – helping an asylum seeker to enter the United Kingdom
- section 25B – assisting entry to the United Kingdom of a EU National in breach of deportation or exclusion order

If there are 'reasonable grounds' to suspect that any of these offences are taking place *or may take place* then there are grounds to intercept a vessel, question the occupants and divert it to a UK port. These powers are clear and unambiguous. They are distinct from those exercised if individuals are suspected of working without permission in UK territorial waters, which are currently under review by Home Office legal advisors.

**LPP** we can use a standard challenge script on VHF channel 16 when intercepting vessels suspected of involvement in MSA offences and migrant smuggling (recorded, if possible):

"Vessel Nonesuch, Vessel Nonesuch, Vessel Nonesuch

This is the United Kingdom Border Force patrol vessel (Name of Cutter) on your (port/starboard) side. I am the Commanding Officer of the (Name of Cutter) and under powers vested in me **under the law of the United Kingdom**, I am ordering you to stop your vessel and request that you make ready for a boarding party, over."

This challenge may be used for all CriJICA 1990, Immigration Act 2016 and Modern Slavery Act 2015 interceptions.

## Business Support Unit

As we move into the new financial/reporting year, we face many ongoing challenges and changes ahead.

The BMU continues to evolve and improve management processes, engagement and communication across the fleet. This will include the addition of two support officers,

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enabling us to continue to provide and enhance our specialist HR/Finance/Recruitment and logistical service plus ensure you receive the most up to date advice and guidance.

You should continue to also utilise specialist work areas available to you including:

Shared Service Centre – Tel: [PD] 122 for all HR and Finance queries

HR Business Partner – [Name]

Employee Assistance Programme – Tel: [PD] 395 for help with any emotional or practical problems.

## **New Performance Management (PM) Process**

### **Points to remember:**

- You will now be assessed using a new ratings scale and benchmark in the performance GRID, receiving an EOY rating from 1-4 stars.
- Assessment is now against absolute standards rather than relative to your peers. This includes how well you have delivered your goals against a 3\* benchmarking.
- You should now introduce monthly 1-1's. There is no central requirement to record monthly conversations, although good practice dictates that any agreed actions should be recorded.
- Development Plans should be agreed with a primary focus on development and progression.
- All HEO managers and above are expected to attend Coaching Training for Managers which will include a session on giving clear and constructive feedback.

## **New Star Ratings**

4\* - Consistency exceeds expectations

3\* - sets out Home Office wide benchmark of good performance – consistency meets expectations

2\* - Meets expectations – added support is likely to be required in some areas

1\* - Quality and quantity of work is unsustainable. Reasonable improvement has not been made so far.

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Poor performance - manager must follow poor performance procedures.

If you would like further detail and clarification regarding the new PM process please contact the BMU.

### **Introduction of a new Performance Management and goal setting system - METIS**

- Metis is a modern cloud-based system that is replacing Adelphi.
- It will support the introduction of the new performance management policy for the 2017 to 2018 reporting year.
- Staff will use Metis to record goals and manage performance throughout the 2017 to 2018 year. **Metis will be available from June 2017.**

#### **In Metis you will be able to:**

- add and manage goals
- review and record performance against goals
- seek feedback from others
- see all your goals and performance information in one place
  
- You will still need to use Adelphi for all other actions like booking leave and uploading your PDR for 2016 to 2017.

#### **Training**

As you are all aware our 2017/18 budget allocation has been reduced.

BPS training opportunities will not decrease this year as we would like to offer as many opportunities to develop and up skill as possible. Please continue to nominate via your line manager, securing a place and your release well in advance.

To note: Maritime received 25% of a significant central training budget in 2016/17. We were the only area to spend their £275,000 allocation. The remaining 75% was split between 7500 BF personnel. This is a significant achievement and re-enforces our commitment as a Squadron to invest in our staff and training opportunities.

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Due to our unique training requirements the Central Training Team have agreed to regularly re-assess our allocation and if possible increase our budget throughout the year.

### **Mentoring**

All mentoring will be conducted at other ports to ensure our personnel are exposed to the full range of challenges and procedures across Border Force.

### **Reminders:**

- Training – Please ensure all training requests are sent to your line manager for approval.
- All AO/O PDR's should by now have been uploaded on Adelphi.

## **ESU Quarterly Update**

The last few months have seen a huge amount of activity for ESU, combined with staff shortages this has led to a reduced fleet service.

In case no one noticed, Name quietly stepped out the door into retirement in early January closely followed by Name move back to the fleet as Chief Engineer, both of them slipping off for a well-earned rest. Due to the increased fleet size we advertised 3 HO posts, 1 EO and an AO, in reality taking us back to the levels previously seen in 2015. So far the only successful applicant has been Jim Barrett, our new EO, who is desperately trying to get an understanding of how this branch works.

We owe particular thanks to Nam and Name who came to ESU on secondment and with very little direction set themselves up as a tag team. Working one week about, they have covered many of the essential logistical support functions we had been missing, bringing MB 59's up to date, sorting out the storage containers, tidying the overloaded stores racking and restructuring the layout of the lower office. In a very short time they made a huge difference.

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**Name** has recently returned to the fleet as Chief Engineer on Valiant, but somehow will continue with his IT project. I know many of you will not have noticed any major improvements yet but the whole IT project has taken some major steps forward in recent months. ESU now have Pop up Poise and direct access to Hermes, "Great" I hear the cry from the masses who have no idea what this means. Hermes is the Home Office secure operating system and Pop up Poise is a method of delivering it over a non-secure internet connection, this is one of the first Pop up Poise systems to be delivered to anyone and the significance is that we are at the front of the queue not the back. The ongoing legacy HMRC costs of our current system have driven our IT refresh to the top end to the Home Office IT priorities. Following a lot of planning and discussions we are close to a trial fit on one cutter.

As I type Valiant is nearing completion of her refit in Malta. This is another major first for the branch only achieved by efforts to overcome contractual and commercial hurdles.

**Name** has driven this project from the start bringing together a package of contractors with commercial approval. Several major components were in worse condition than expected, at one point we looked to be sending the ship back to the UK one piece at a time. During my visit in early April **Name** had significant parts in five different countries. This was a major undertaking which should set Valant up of the tree years planned deployment

The CPV project moved into phase 2, bringing Alert and Active up to what is loosely known as full operating condition and adding some improvement to Nimrod and Eagle. This phase had been on the back burning until a sudden announcement of spare funds for the year 16/17 brought it forward. Eagle and Nimrod have now returned to service with Alert and Active to follow soon. There has been a lot of debate on the values of the accommodation fitted, but I can say some doubters have been won over by the finished article.

The offer of additional capital in January set a new challenge, having been short of funds for several years the team quickly put together a list of items with an emphasis on those delayed from previous years. Binoculars, underwater cameras and mattresses were on the list of successful purchases you will be seeing. Additionally we looked ahead to 17/18 and brought forward planned spend behind the scenes, successfully purchasing items for Searcher and the CPV's, as a result of this flurry of purchases we are better able to target the capital spend for 17/18.

Major projects for the coming year now include replacement Rhib, New radars and two more operational CPV's. All three of these projects have started to build momentum, specifications of operational requirements are being written and we intend to go out to tender as soon as possible to give the best chance of deliveries in this financial year.

## Health and Safety

There have been concerns raised by crews relating to night working, the following article, is taken from RN publications.

There is an element of confusion between sleepiness and fatigue. Sleepiness can cause people to fall asleep, and can be cured by a good night's rest.

Fatigue has far more serious side effects, and is not cured by one early night.

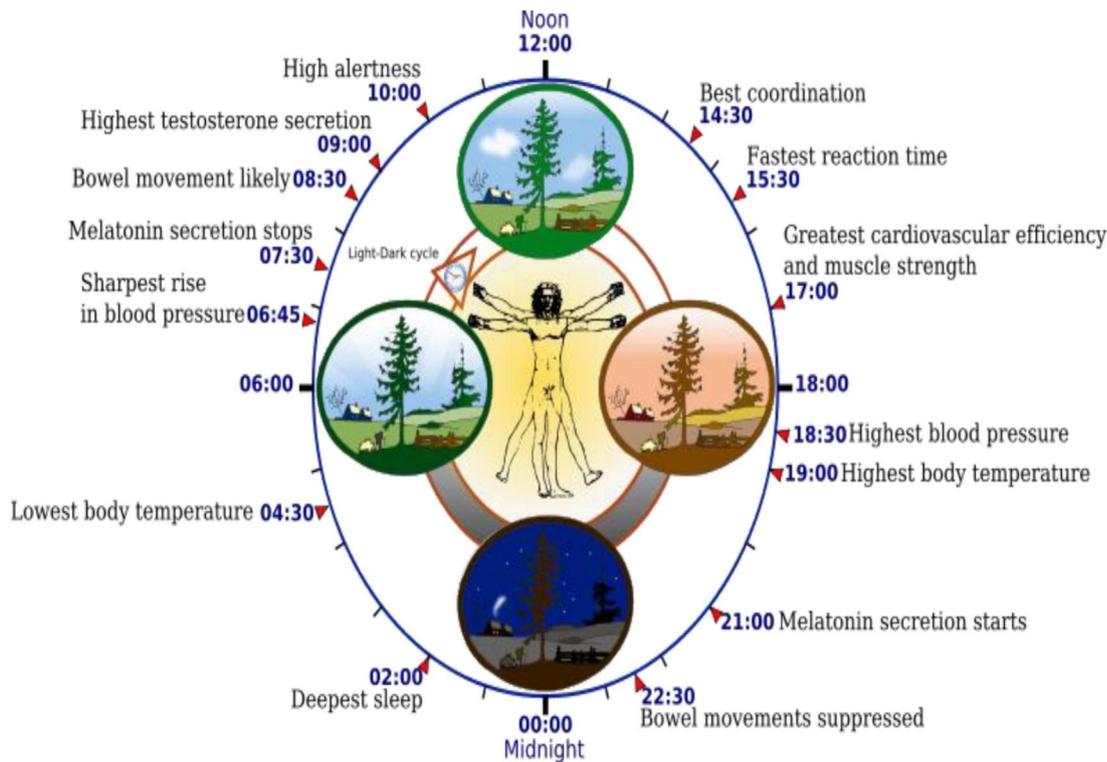
# SLEEP HYGIENE

## Including the effects of sleep deprivation

### Basics of Sleep science

#### Circadian Cycle

The term "**circadian**" originates from the Latin circa, **meaning** "around," and diem **meaning** "day." Combined the literal meaning is Circadian Cycle



## Sleep Science

There are two main types of sleep:

Non-Rapid Eye Movement (NREM) also known as *quiet sleep*

Rapid Eye Movement (REM) also known as *active sleep* or *paradoxical sleep*

## 5 Stages of Sleep

### Stage 1

The beginning of the sleep cycle, and is a relatively light stage of sleep. It can be considered the transition period between awake and sleep. In Stage 1, the brain produces high amplitude **theta waves**, which are very slow brain waves. This period of sleep lasts only a brief time (around 5-10 minutes). Waking someone during this stage, they may well report that they weren't really asleep.

### Stage 2

The second stage of sleep and lasts for approximately 20 minutes. The brain begins to produce bursts of rapid, rhythmic brain wave activity known as **sleep spindles**. Body temperature starts to decrease and heart rate begins to slow.

### Stage 3

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Deep, slow brain waves known as **delta waves** begin to emerge during this stage.

Stage 3 is a transitional period between light sleep and a very deep sleep.

#### **Stage 4**

Often referred to as **delta sleep** because of the slow brain waves known as **delta waves** that occur during this time. Stage 4 is a deep sleep that lasts for approximately 30 minutes. Bed-wetting and sleepwalking are most likely to occur at the end of this stage.

#### **Stage 5**

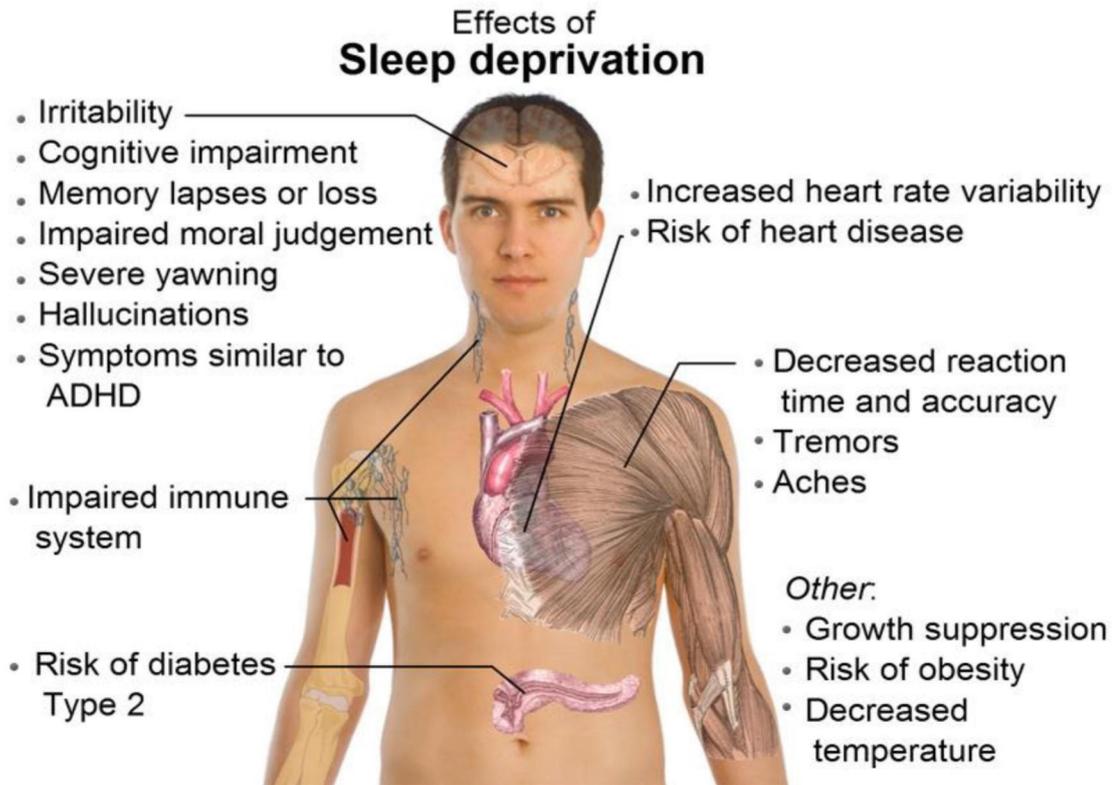
The majority of our dreaming occurs during this stage of sleep, known as REM sleep. REM sleep is characterized by eye movement, increased respiration rate and increased brain activity. REM sleep is also referred to as paradoxical sleep because while the brain and other body systems become more active, muscles become more relaxed. Dreaming occurs due to the increased brain activity. Voluntary muscles become paralyzed.

### **10 facts about sleep deprivation**

1. A person can take a cat nap with their eyes open. Unless under direct medical supervision, they may not know they are sleeping.
2. If it takes you less than 5 minutes to fall asleep at night, you are sleep deprived. Ten to fifteen minutes is a good time span to shoot for.
3. Dreams not only occur in REM sleep, but in non-REM sleep as well. REM dreams are bizarre while non-REM dreams are almost obsessive compulsive.
4. Staying awake for 17 hours drops performance by the equivalent of a blood alcohol level of .05%.
5. Fatigue is estimated to be involved in 1 out of 6 auto accidents.
6. Exposure to noise at night may decrease immune function, especially if it occurs within 2 hours of waking up.
7. Lack of sleep may cause overeating or weight gain because you're more likely to have midnight binges.
8. Depression, anxiety and Attention-deficit/Hyperactivity disorder (ADHD) are all disorders related to insomnia.

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9. If you want to help yourself sleep, try cutting down on the amount of caffeine you consume in one day.
10. Some barbiturate based sleeping pills suppress REM sleep where the body repairs itself the most; causing harm over a period of time



### What is sleep hygiene?

The controlling of all behavioural and environmental factors that precede sleeping and which may interfere with a healthy sleeping pattern.

*Fatigue is a physiological problem that cannot be overcome by motivation, training or willpower.*



*The only treatment for fatigue is adequate sleep*

#### Sleep hygiene strategies

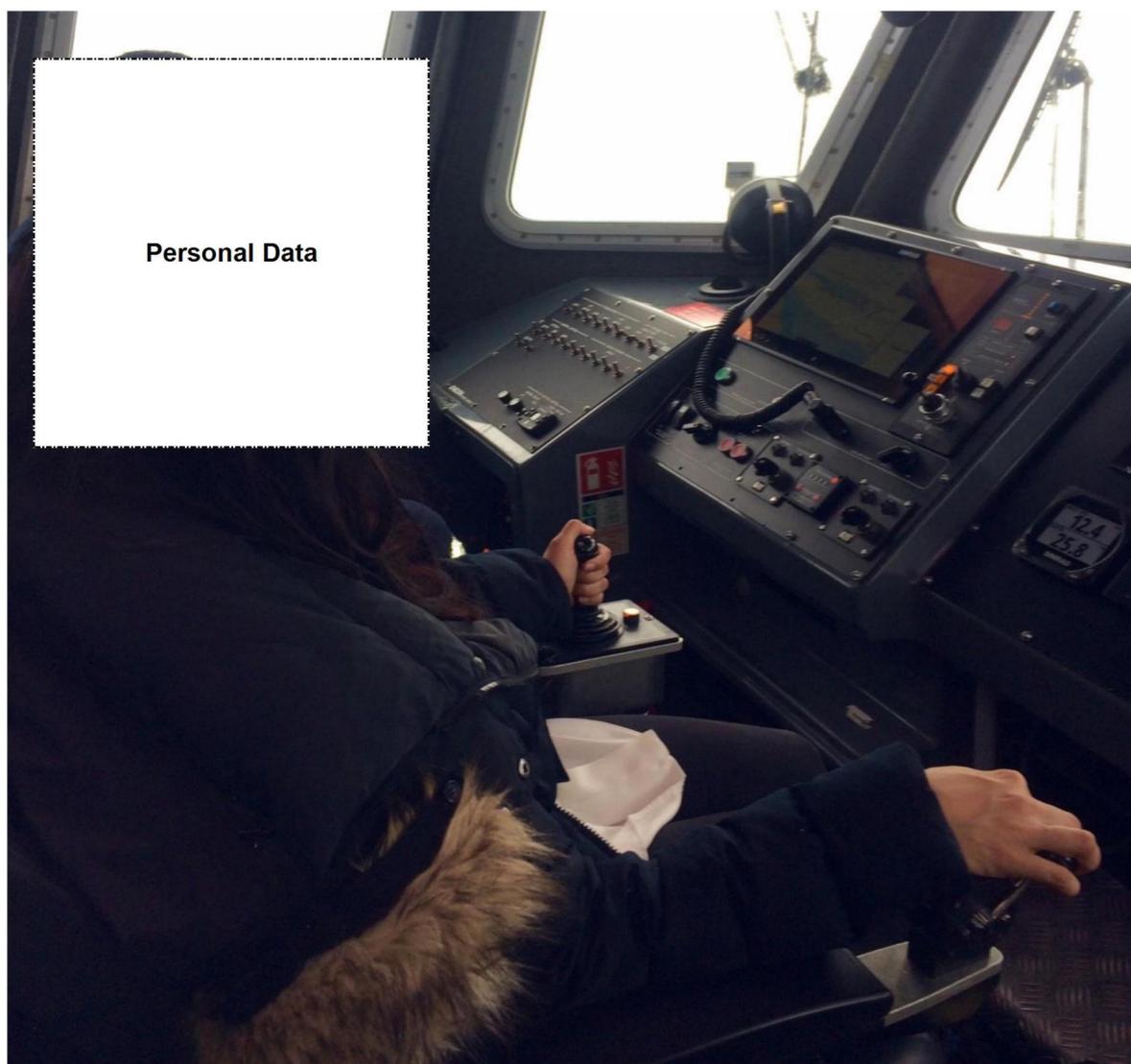
1. Set a regular bedtime
2. Wake up at the same time everyday ( 7 days )
3. Reduce intake of caffeine post lunch time
4. Avoid alcohol
5. Eat evening meal early ( avoid eating 2hrs before bed )
6. Do not watch TV in bed
7. Turn off Tech at least 1hr before bed (Ipad etc)
8. Ensure room is darkened and quiet
9. Exercise daily (not close to bed time)
10. Stay out of your own head
11. Have a method of relaxing (read listen to music or radio)

Name

## visit to CPV Nimrod and HMC Seeker on Thursday 2<sup>nd</sup> February

Name arrived at a rather wet Portsmouth on the morning of her visit, unusual as most management visits commence with glorious sun and flat calm seas! Once through security and onboard, Name as introduced to the crews. Both crews were very receptive to her intelligent questions and charm. Seeker provided us with morning coffee and biscuits before departing Portsmouth for The Isle of Wight on Coastal Patrol Vessel, Nimrod. Commander Name provided the visitors with a comprehensive safety brief before we departed the Naval base. Name was afforded the premier seating at the front of the wheelhouse, at times she probably wished she couldn't see the white horses as they rolled towards us!

After an initial overview and brief demonstration on the helming controls – Name was in the hot seat...



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**Name** helmed the CPV with ease, embracing the opportunity to test the vessels handling at top speed and showing the lads how its done! **Name** helmed Nimrod until we were within the harbour limits of Cowes, at which point **Name** handed over the helming duties to **Name**. The CPV crew manouvered the vessel alongside the berth, demonstrating the crews competence and skill with only 2 metres to spare from bow to stern of the neighbouring vessels.

The crew and visitors took a short walk ashore, lunch was arranged at The Anchor - which was very well received after a cold and wet crossing. The crew were unfazed by the rough sea conditions but **Name** and visitors; **Name** and **Name** opted for something a little lighter – just in case!

Boarding the CPV for the return journey there was just enough time for another photo opportunity.



The weather conditions had improved for the return journey, **Name** took full advantage of being afforded the opportunity of some helming. She needed no convincing when it came to testing the boats ability to bounce from one wave to the next, the boat ploughed through at good speed. Commander **Name** had difficulty in prising her away from hot seat to resume Command – not before forcing Louise to ‘have a turn’.

Once alongside and tied-up, some warming refreshments were provided by Seeker’s crew **Name** was given a tour of the Cutter and enjoyed meeting the crew, some new joiners and some crew members with 20+ years experience onboard. A few tales of

previous 'jobs' were relayed and [Name] had plenty of questions following a successful days visit.

Following [Name] return to her desk job in Marsham Street, we received high praise for everyone's participation on the day.

[Name] wanted to pass on;

*Thank you for an exhilarating visit. I enjoyed very much my time with you. It was insightful to receive a tour of the cutter and the CPV; of course, the highlight was the journey to Cowes and my rather excellent control at the helm! Thanks also for lunch – I must admit the 1 hour break after the outbound was much appreciated!*

*These visits are very valuable in allowing me to understand better BF resource and capital funding needs – yesterday provided great insight to BF's maritime operations. Please extend my thanks to everyone I met.*

*Do let me know when you next visit 2MS or Croydon.*

*Kind regards*

[Name]



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