

**EXECUTIVE SUMMARY AND IMPROVEMENT PLAN
BEST VALUE REVIEW REPORT OF HOUSING**








Summary of Purpose and Recommendations:

This report summarises the findings of the Housing Best Value Review and shows the improvement plan.

Cost to Council: £ Not defined

Within existing budget? Yes

Contribution to Corporate Plan (Minor/Moderate/Major/Neutral):

	+		-		+		-
	Major			Priorities			
	Major			Clean Streets and Public Space		Neutral	
		Neutral		Crime and Disorder	Major		
	Major			Housing	Major		
		Neutral		Managing our Finances		Neutral	

Comments on Impacts on Corporate Objectives and Priorities:

The Best Value Improvement Plan is designed to increase the service's effectiveness, which is already high (based on benchmarking undertaken). The impact on housing and social wellbeing is major, because the strategy is to continue to increase Tenants' choice, thereby making the Council's housing communities more sustainable.



Organisation of excellence

Working with public and partners

Economic well being

Social well being

Environmental well being

CABINET 4th AUGUST

**EXECUTIVE SUMMARY AND IMPROVEMENT PLAN
BEST VALUE REVIEW REPORT OF HOUSING**

1. INTRODUCTION

- 1.1 This report informs Members about how this review was tackled and the outcomes from it. In the report you are asked to consider and approve the Action Plan.
- 1.2 Many people were involved in the work including the self-assessment teams, customers, stakeholders, Members and the Best Value Review Board.

2. EXECUTIVE SUMMARY OF KEY OUTCOMES

2.1 The Housing Services Reviewed

In view of its size and the staff resources available, not all of Housing was reviewed. With the approval of the Best Value Board and customers, the following were selected:

- The Maintenance Service
- Rent Collection and Former Tenant Arrears
- Tenant Participation
- The Disabled Facilities Grants Scheme

These services were selected because they would benefit from a thorough review based on performance indicators (or lack of them) and customer views.

- 2.2 The following services were not included because they have been substantially reviewed;

- Estate Management
- Warden Services
- Central Control (which was subjected to a separate Best Value Review)
- Housing Needs and Development

2.3 Review Costs and Savings

The total business unit costs for all the Housing service are £3,200,000. The business unit costs of the services included in this review are £1,400,000.

There will be opportunities to make efficiency savings and these are included in the Improvement Plan.

2.4 **4Cs Key Activities of the Review**

With the exception of Disabled Facilities Grants (this is covered in the Improvement Plan), the review team was able to collect and consider plenty of comparative data, which informed the compare element of the review.

The compare element was covered by comparative cost data and performance. An example of information used is shown in Appendix 2.

The consult element was covered by:

- A briefing for the Portfolio Holder and the Housing, Health and Social Inclusion Panel
- Regular briefings and consultation with the Tenants' Consultative Group
- Various customer satisfaction surveys
- Appropriate staff involved in the various self-assessment teams

The challenge element of the review considered these questions:

- Should the services be carried out at all?
- Could another provider deliver the service?
- What improvements could be made?

2.5 **Key Review Outcomes**

2.5.1 The review team concluded that there are some important strategic issues within the review:

- The Housing Stock Options Review will define how the service will be developed and funded into the medium term and a Business Plan will be available to show how the Decent Homes Standard will be reached by 2010
- The Housing Contact Centre will have a significant impact on improving responsiveness
- It is important to prepare an IT Strategy and make sure it links and complements the Corporate Strategy IT Strategy and the Housing Business Plan
- The plans to explore and consider with customers and stakeholders the possibility of developing a "Gold Service" for Tenants which broadly offers an improved service to those Tenants who pay their rent and adhere to the other Tenancy conditions.

2.5.2 # A number of service improvements have already been achieved, due entirely to the close working relationship with the Tenants' Consultative Group. Others are planned in the attached Improvement Plan (which is a dynamic document). Some examples of these are:

- Improve the communication between the Maintenance Service and contractors to continue to find and deliver service improvements.
- Review the amount of time spent on inspecting completed maintenance work and perhaps use the time saved on other service matters the Tenants would like to see improved.
- To improve gas servicing arrangements and make sure the customers' health is not put at risk. (Work is underway and improvements have already been made, but more need to follow).
- Improve the amount of choice and consultation open to Tenants when improvements are made to their homes.
- To improve the process around offering Tenants appointments when maintenance work is done in their home.
- To develop the maintenance partnering arrangements to improve value for money and reduce bureaucracy.
- To improve the way that the annual maintenance programme is created by including much wider Tenant Consultation.
- Examine with partner Registered Social Landlords whether or not there are opportunities to work together and get better prices and services on maintenance work.
- Develop Disabled Facilities Grants performance measures and benchmarking with Hampshire Authorities.
- Review the Disabled Facilities Grants Strategy and find ways to partner with selected contractors to deliver the grant work quickly and to acceptable standards.
- Widen the choice of direct payment dates so there is better choice for Tenants when paying their rent.
- Review the need for door-to-door rent collection with customers.
- During the Housing Stock Options Review explore ways to widen Tenant Participation, with the Tenants and their Advisor.

3. Best Value Board

The Best Value Board has independently inspected the review and the full report can be seen on Forestnet under "Best Value".

The Best Value Review Board (review board) were involved at key stages in the review process (initial scoping, interim progress reviews and on the drafting of the improvement plan). The review board recognised the various and complex issues impacting on the review process e.g. the housing options appraisal, the business process changes flowing from the district audit review of the service and the recent CPA assessment. The review board conclusion is that Housing provides a good service and is satisfied with the improvement plan and in particular, the real commitment to Tenant Choice reflected in the plan. The review board is very grateful for the positive response shown by the Review Coordinator (Nick Cross) and the Housing team in responding to requests for further information and incorporating changes to the review report in order to produce a robust improvement plan. It is essential that the improvement plan is adopted by the Housing Management Team, employees and partners and that progress on implementing the improvement plan is reported in the appropriate service plans.

4. Recommendations

- 4.1# That the Action Plan for continuous improvement of the service as set out in Appendix 1 is approved.
- 4.2 That the Action Plan is implemented in accordance with the timetable.
- 4.3 That those actions requiring extra resources are met by efficiency savings or only implemented when included in the appropriate budget.

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Background Papers:

Best Value Review Report which
can be viewed on Forestnet

Best Value Review Improvement Plan

MAINTENANCE

Source	Action	Commence Action	Completion Date	Lead Officer	Comments
Audit 2002	Strengthen the liaison and information sharing between the reactive and planned maintenance	Started	September 2004	Housing Technical Manager	Regular quarterly meetings have been started and the intention is to develop these. Information now shared on computer.
Audit 2002	Reduce and minimise the use of paper-based systems	Started	December 2004	Housing Technical Manager Maintenance Term Contractors	The greater use of IT and the introduction of calls being directly input onto Orchard has already started this process but more needs to be done, especially around invoicing.
Audit 2002	Develop the repairs calls service to call centre standard	Started	April 2005	Senior Housing Maintenance Manager Reactive Maintenance Team	Good progress has been made with the introduction of headsets, scripting, the use of defect diagnosis and the input directly on to Orchard.

Best Value Review Improvement Plan

MAINTENANCE

Source	Action	Commence Action	Completion Date	Lead Officer	Comments
Audit 2002	Develop monthly liaison meetings with contractors to focus on service improvement generally	January 2004	July 2004	Senior Housing Maintenance Manager Reactive Maintenance Team	New reactive areas were introduced in December 2003 and this is the starting point for more focused meetings.
Audit 2002	Review current post inspections strategy	April 2003	August 2004	Housing Technical Manager Senior Housing Maintenance Manager	This is linked with the introduction of electronic invoicing which is to be introduced early 2004.
BVR 2003	To increase the number of consultants available, especially structural engineers	February 2004	April 2004	Principal Building Surveyor	Structural engineers to be identified and asked to tender, prior to including on Exor list. Completed.

Best Value Review Improvement Plan

MAINTENANCE

Source	Action	Commence Action	Completion Date	Lead Officer	Comments
BVR 2003 + CPA Inspection Sep 03	To further develop our partnering procedure with external contractors	January 2004	October 2004	Housing Technical Manager	Needs to be developed with internal audit for the start of the 2004/05 programme.
BVR 2003	To develop a Tenants' Choice Strategy for Planned Maintenance	January 2004	September 2004	Housing Technical Manager	Small working group of Tenants and Officers to be set up.
BVR 2003	There is an urgent need for a new updated Tenants' Handbook, which could include a repairs handbook and revised service standards	January 2004	May 2005	Assistant Director, Housing Landlord Services Housing Technical Manager Senior Housing Maintenance Manager	Initial approval on the layout of the handbook needs to be agreed.
BVR 2003	To develop a procedure for dealing effectively and comprehensively with complaints	January 2004	August 2004	Senior Housing Maintenance Manager Principal Building Surveyor	A very important issue that requires a robust procedure.

Best Value Review Improvement Plan

MAINTENANCE

Source	Action	Commence Action	Completion Date	Lead Officer	Comments
BVR 2003	To develop a procedure for Tenant consultation on a variety of planned maintenance contracts	May 2004	December 2004	Housing Technical Manager Principal Building Surveyor	To be carried out with the assistance of Tenants. This includes notifying Tenants about alteration to commencement/completion dates within contracts.
BVR 2003	To develop a procedure which identifies specific Tenants to act as Tenant liaison between Tenants, Maintenance and Contractors	April 2004	August 2004	Principal Building Surveyor	It is our intention to have procedures in place and agreed with the Tenants' Consultative Group prior to contracts going out on the 2004/05 programme.
BVR 2003	To develop a greater awareness by Maintenance and Contractors of Tenant liaison within all contracts, but in particular partnered and negotiated contracts	April 2004	December 2004	Principal Building Surveyor	This should be developed alongside the increased use of partnering.

Best Value Review Improvement Plan

MAINTENANCE

Source	Action	Commence Action	Completion Date	Lead Officer	Comments
BVR 2003	To ensure that both term contractors maximise their number of appointments to enable their target of 95% to be achieved	Started	July 2004	Senior Housing Maintenance Manager	It is vital that NFCS are reaching their target prior to the start of the 2 nd year of the contract.
BVR 2003	To set clear service standards with regards to appointments and make them widely available	April 2004	October 2004	Senior Housing Maintenance Manager	
BVR 2003	To develop a clear IT strategy for both the reactive and planned maintenance service and secure resources for their introduction	Started	April 2005	Housing Technical Manager	
BVR 2003 + CPA Inspection Sep 03	To continue to develop the partnership contract for reactive maintenance, to work closer and so reduce costs and improve efficiency	Started	Ongoing	Housing Technical Manager Senior Housing Maintenance Manager	Quarterly meetings with both contractors have already started. Need still to improve relationship, especially at Inspector level.

Best Value Review Improvement Plan

MAINTENANCE

Source	Action	Commence Action	Completion Date	Lead Officer	Comments
BVR 2003	To continue to use and develop negotiated contracts where suitable	April 2004	April 2005	Housing Technical Manager Principal Building Surveyor	
BVR 2003 + CPA Inspection Sep 03	Through discussion with Internal Audit, develop a procurement strategy to enable a greater use of partnering contracts for future years contracts	January 2004	April 2004	Housing Technical Manager	A number of previously negotiated contracts would be suitable for further partnering.
BVR 2003	To instigate a "Health Check" for planned maintenance either through audit or external consultants to establish a procurement policy	January 2004	June 2004	Housing Technical Manager	Discussion to start with internal audit.
BVR 2003 + CPA Inspection Sep 03	To ensure that we are able to prove that New Forest Commercial Services are providing value for money	January 2004	October 2004	Housing Technical Manager Principal Building Surveyor Senior Housing Maintenance Manager	Methods for comparing with external contractors need to be developed.

Best Value Review Improvement Plan

MAINTENANCE

Source	Action	Commence Action	Completion Date	Lead Officer	Comments
Audit 2002	To ensure all contractors used are on the accredited list by April 2004	February 2004	April 2004	Audit	Completed.
Audit 2002	Two-tier accreditation levels with scaled fees to encourage smaller, more local contractors to apply	February 2004	June 2004	Audit	
BVR 2003	To ensure that all properties are visited every year to have gas appliances serviced and to ensure in all those cases where no access is achieved there is a clear process for chasing up	Started	April 2004	Senior Housing Maintenance Manager Maintenance Inspector (Cyclical and Minor Works)	The appointment of an Inspector specifically for gas servicing has already shown improvements in this area.
BVR 2003/ Zurich Report	To develop a common database for gas servicing between New Forest District Council and contractor	March 2004	March 2005	Maintenance Manager Maintenance Inspector (Cyclical and Minor Works) Housing Systems Manager	To assist with ensuring all properties are serviced a common database, preferably on Orchard, is vital.

Best Value Review Improvement Plan

MAINTENANCE

Source	Action	Commence Action	Completion Date	Lead Officer	Comments
BVR 2003/ Zurich Report	To re-tender the gas servicing contract in 2004 to reflect current legislation	June 2004	December 2004	Senior Housing Maintenance Manager Maintenance Inspector (Cyclical and Minor Works)	The gas servicing contract is up for renewal in April 2005 and it is intended that this should be re-tendered following the partnering principles.
BVR 2003 Audit 2001	To promote the need for servicing of gas appliances to all tenants That site visits are carried out periodically by Senior Housing Managers	January 2004 March 2004	Ongoing Ongoing	Maintenance Inspector (Cyclical and Minor Works) Housing Technical Manager Senior Housing Maintenance Manager	This is to ensure Inspectors are being proactive in their approach to maintaining the estates.
Audit 2001	That a more strategic approach is considered for checks on work done within reactive maintenance	February 2004	November 2004	Housing Technical Manager Senior Housing Maintenance Manager	This will be linked in with the closer working links with contractors.
Audit 2001	That the use of specialist contracts is reviewed in the light of partnering	March 2004	June 2004	Housing Technical Manager Senior Housing Maintenance Manager	The number of specialists should be reduced, with work being carried out through our term contactors.

Best Value Review Improvement Plan

MAINTENANCE

Source	Action	Commence Action	Completion Date	Lead Officer	Comments
CPA Inspection Sep 03	Accurately assess the number of homes that fail the Decent Homes Standard	February 2004	October 2004	Housing Technical Manager	This will be achieved by commissioning and completing an independent Stock Condition Survey.
CPA Inspection Sep 03	Update the Housing Revenue Account Business Plan to create a detailed plan to meet the Decent Homes Standard	June 2004	December 2004	Assistant Director, Housing Landlord Services	This plan will include SMART action points to meet the Decent Homes Standard, a process for systematic reporting to the Scrutiny Panel and a contingency plan to overcome potential barriers.
CPA Inspection Sep 03	Develop the annual planned maintenance programme with the Tenants' Consultative Group	October 2004	December 2004	Housing Technical Manager The Tenants' Consultative Group	
CPA Inspection Sep 03	Examine with partner RSLs the opportunity to work together on processing maintenance contract work	January 2005	December 2005	Housing Technical Manager Assistant Director, Housing Landlord Services	
CPA Inspection Sep 03	Review budget allocations by business units on the Housing Revenue Account and challenge the allocated figures	September 2004	December 2004	Assistant Director, Housing Landlord Services Business Unit Managers	Support service costs are above average for Councils in the region. There may be opportunities to reduce costs.
CPA Inspection Sep 03	Set a strategy for providing security + Disabled Disability Act works	December 2004	June 2005	Housing Technical Manager	

Best Value Review Improvement PlanDISABLED FACILITIES GRANTS

Action	Commence Action	Completion Date	Lead Officer	Comments
Continue simplifying application forms		April 2004	Housing Improvement Manager	Completed
Provide web-enabled application forms	July 2004	March 2005	Housing Improvement Manager and I.T.	
Develop performance measures, undertake benchmarking and comparison of costs with Hampshire Authorities	Underway	October 2004	Housing Improvement Manager and Hampshire Authorities	This may lead to further areas for investigation and improvement
Review DFG strategy	February 2004	March 2004	Housing Improvement Manager	Completed
Partnering with selected contractors	January 2004	July 2004	Housing Improvement Manager and Housing Improvement Team	

Best Value Review Improvement PlanRENT COLLECTION

Source	Action	Commence Action	Completion Date	Lead officer	Comments
BVR 2003	Consider feasibility of additional direct debit payment dates.	June 2004	March 2005	Housing Rents Manager	
BVR 2003	Cease the door-to-door collection service, consulting with tenants and staff.	June 2004	June 2006	Housing Rents Manager/Senior Housing Management Officer	
BVR 2003	Consider increasing the availability of swipe cards for rent payment, and linked to this, review alternatives to the current form of rent card.	June 2004	March 2005	Housing Rents Manager	
BVR 2003	Review coverage of rent collection on the Council's website.	June 2004	March 2005	Housing Rents Manager	
BVR 2003	Consider alternative methods of garage rent accounting.	June 2004	March 2005	Housing Rents Manager	

FORMER TENANT ARREARS

BVR 2003	Consider usage of outside collection agency	June 2004	March 2005	Housing Rents Manager	
BVR 2003	Review allocation of management responsibility for this function within Housing Landlord Services	June 2004	March 2005	Housing Rents Manager/Housing Estates Manager	
BVR 2003	Develop usage of Orchard Housing Management System	June 2004	March 2005	Housing Rents Manager	

Best Value Review Improvement Plan

TENANT PARTICIPATION

Source	Action	Commence Action	Completion Date	Lead Officer	Comments
Stock Options Review	Consider ways of improving consultation as a result of contact with Tenants and the ITA during the Stock Options Review	October 2003	December 2004	Tenant Participation Officer Assistant Director, Housing Landlord Services	Ideas and lessons learned will be implemented as the review unfolds or added to this Improvement Plan as appropriate

STRATEGIC DEVELOPMENT OF THE LANDLORD SERVICES

	Consider the development of a "Gold Service" standard	October 2004	June 2005	Assistant Director, Housing Landlord Services and Tenants' Consultative Group	This provides a higher standard of service to those Tenants who adhere to the Tenancy Conditions
Cabinet October 2004	Complete the Housing Stock Options Review	October 2003	November 2004	Assistant Director, Housing Strategic Services	This will set a plan to deliver Decent Homes and how the money will be found
	Develop ideas and action around a Housing Contact Centre	January 2004	October 2004	Assistant Director, Housing Landlord Services and Tenants' Consultative Group	
	Prepare and agree a strategic plan for ICT to improve delivery of the Landlord Service	March 2004	December 2004	Assistant Director, Housing Landlord Services Assistant Director of Resources, ICT Services	This will capture the threads in this Best Value Review and prioritise the necessary action and investment

PERFORMANCE INDICATORS

Indicator Ref. & Brief description	2000/01 Actual	2001/02 Target	2001/02 Actual	2002/03 Target	National Benchmark *		Hampshire Benchmark**	
					Top & Bottom Quarters	Performance at a glance	Top & Bottom Quarters	Performance at a glance
HOUSING MAINTENANCE								
BVPI 73 Time taken to complete non-urgent responsive repairs.	23 days	28 days	21 days	28 days	12 - 27 days	★★★☆☆	16.6 - 25.5 days	★★☆☆☆
BVPI 71a Dwellings renovated up to £5000	5.35%	17.24%#	23%#	40%	52 - 18%	★★☆☆☆	54.25 - 8.84%	★★☆☆☆
BVPI 71b Dwellings renovated over £5000	0%	0%	25%#	40%	8.8 - 0.2%	★★★★★	0.68 - 0%	★★★★★
# Significant improvements in performance have been achieved through grant aid and Council investment which is programmed to continue into 2002/03								
BVPI 72 Relevant repairs completed within government time limits	95%	96%	96%	96%	97 - 85%	★★★☆☆	95.3 - 87.07 %	★★★★★
LOCAL PI (AC D2) Appointment kept for repair jobs	6%	No Target set	12%	10%	23 - 0%	★★☆☆☆	34.19 - 5.85%	★★☆☆☆
Increase in performance has occurred in 2001/02 due to contractors increased emphasis in this area. A pilot scheme has been in operation within certain parts of the District.								
HOUSING MANAGEMENT								
BVPI 66a Rent collected as a percentage of rent due	98.30%	97.50%	98.7%	98%	98.4 - 96.6%	★★★★★	98.54 - 97.31%	★★★★★
BVPI 66b Rent arrears of current tenants	1.27%	1.5%	1.1%	1.5%	1.9 - 3.1%	★★★★★	1.25 - 1.64%	★★★★★

KEY:

*Benchmark figures are obtained from all England national district performance results for 2000/01 published on www.dtlr.gov.uk.

** The Hampshire average benchmarks are based on audited 2000/01 results

★★★★ Top quarter performance

★★☆☆ Below average performance

★★★☆☆ Above average performance

★★☆☆ Bottom quarter performance

PERFORMANCE INDICATORS continued

Indicator Ref. & Brief description	2000/01 Actual	2001/02 Target	2001/02 Actual	2002/03 Target	National Benchmark *		Hampshire Benchmark**	
					Top & Bottom Quarters	Performance at a glance	Top & Bottom Quarters	Performance at a glance
BVPI 66c Rent written off as not collectable	0.20%	0.40%	0.40%	0.3%	0.2 - 0.56%	★★☆☆	0.18 - 0.38%	★★★★
BVPI 65a The average weekly management cost per dwelling	£12.80	£14.04	£13.36	£14.74	£8.06 - 11.64	★★☆☆	£12.02 - 14.05	★★★★
BVPI 65b The average weekly repairs cost per dwelling	£17.75	£25.65	£29.80	£31.19	£10.33 - 13.23	★★☆☆	£12.20 - 17.85	★★☆☆
BVPI 68 The average time taken to relet dwellings Reached Government target of 25 days. 9th highest performance in England for 2000/01	17.5 days	20 days	17 days	18 days	26 - 46 days	★★★★	19.29 - 45.08 days	★★★★
BVPI 69 The percentage of rent lost through properties being empty	1%	1%	0.80%	1%	0.9 - 2.2%	★★★★	1.18 - 1.71%	★★★★
LOCAL PI (AC D3) Tenants owing over 13 weeks' rent	1.76%	1.8%	1.1%	1.8%	1.8 - 4.4%	★★★★	1.51 - 2.53%	★★★★
HOUSING NEEDS								
BVPI 67 Homelessness written notification to the applicant within 33 working days	95%	95%	93.13%	96%	97 - 79%	★★★☆☆	90.5 - 80.95%	★★★★
LOCAL PI To accept people as homeless	14 days	No Target Set	15 days	15 days	Not Available	N/A	Not Available	N/A

Performance Indicator				
Brief Description	2001/02 Target	2001/02 Actual	2002/03 Targets	Comments and Actions
Local PI Annual growth of lifeline units	50	108	100	Growth dependant on resources available to market and install units. In 2001/02 an additional member of staff was temporarily allocated to this function which resulted in exceeding this target by 100%.

Indicator Ref. & Brief description	2000/01	2001/02	2001/02	2002/03	National Benchmark *		Hampshire Benchmark**	
	Actual	Target	Actual	Target	Top & Bottom Quarters	Performance at a glance	Top & Bottom Quarters	Performance at a glance
LOCAL PI (AC D5) Average number of homeless households in bed and breakfast	24	No Target Set	26	20	0 - 6.9	★★★☆☆	7.5 - 19.5	★★★☆☆
LOCAL PI (AC D6) Average length of stay in bed & breakfast	6.2 weeks	6.5 weeks	8.43 weeks	7 weeks	2 - 7 weeks	★☆☆☆☆	5.25 - 9.17 weeks	★★★☆☆
HOUSING STRATEGY AND DEVELOPMENT								
BVPI 74 Tenant satisfaction with service overall	89% of 3163	Next survey 2003/04			86-78%	★★★★	86-83%	★★★★
BVPI 75 Tenant satisfaction for participation	74% of 2623	Next survey 2003/04			62-55%	★★★★	74-67%	★★★☆☆
BVPI 164 (AC D1) Commission for Racial Equality's Code of Practice	YES	YES	YES	YES	YES = 82 %	N/A	N/A	N/A
BVPI 62 Private unfit dwellings made fit or demolished	4.90%	3.50%	6%	3.6%	3.6 - 1%	★★★★	3.43 - 1.05%	
Achieved a higher performance than expected for both 2000/01 and 2001/02 due to a higher than forecast number of requests for assistance.								
BVPI 63 Average SAP rating of dwellings	54.08	54.11 +	59 #	56	59 - 49	★★★★	60.7 - 55.52	★★★☆☆
LOCAL PI (BVPI 70) Average SAP change		Maintain existing levels	0.03 #	Maintain existing levels	3.3 - 1.1	★☆☆☆☆	1.25 - 0.14	★☆☆☆☆
# The higher the SAP rating the greater energy efficient a dwelling.								
BVPI 64 Private dwellings, 6 months empty & returned to use	1.26%	0.60%	0.66%	0.61 %	2.6 - 0%	★★★☆☆	4.81 - 0.01%	★★★☆☆