

SMBC Customer Feedback Annual Report

2023/24

August 2024



1. Contextual Information

- As a council, we haven't always got everything right in recent years but are now building on strong foundations.
- The first phase of our improvement journey has been about responding to the issues raised through external reviews and intervention, and we've had a real focus on becoming brilliant at the basics.
- We have now entered the second phase of our journey, which is about fully embedding a culture of continuous improvement, embracing transformational change and becoming a modern, efficient and agile organisation that has consistent high customer service standards.
- Being customer focused is one of our core values and the customer experience is also built into our organisational design principles.
- We know that our wider efforts to grow our new organisational culture is inextricably linked to improving the customer experience; fundamentally we know that it is not simply new policies, strategies or procedures that help us deliver excellent services. It's about people and our organisational culture and making sure we're all working together to make a difference and help change people's lives for the better.
- The Chief Executive has set out his expectations that each and every council officer aims to provide exactly the same level of service we would expect anyone from our own families or us personally to receive. We need to keep continually asking ourselves 'is this good enough' if a member of my family was receiving this.

2. Purpose of Report

- This report summarises data, trends, issues and lessons learnt arising from the Compliments, Complaints, Members' Enquiries and Ombudsman Enquiries from across Sandwell Council. Reporting covers the period from the **1st of April 2023** to the **31st of March 2024**.
- The Customer Feedback Team manages the MP enquiries process for the council, ensuring all enquiries are properly logged, directed, and addressed within a 10-working day timeframe. They also assist with the Councillor enquiries process by triaging their queries through the Portal when the appropriate service area is unclear.
- This report includes recommendations and details the key priorities and targets for the upcoming year, based on the findings presented.
- There is limited information presented in this report on Children's and Adults Services statutory complaints as statutory reports are available that cover this. These separate reports for 2023/24 are still in the process of being published at the time of this report being published.

3. Headline Findings

3730

complaints
received

3730 complaints were received in 2023/24.

This is compared to **3196** in 2022/23, an increase of **14%**.

383 compliments were received in 2023/24.

This is the **same** number of compliments also received in 2022/23.



Less complaints were upheld.

45% of all resolved complaints were upheld to some degree in 2023/24, compared to **48%** in 2022/23.

Slightly more Stage 1 Complaints progressed to Stage 2.

6.1% of stage 1 complaints progressed to a stage 2 complaint in 2023/24, increased from **5.8%** in 2022/23.



More engagement with completing 'Lessons Learnt' forms.

30% of complaints had a 'Lessons Learnt' recorded for it in 2023/24, up from **22%** in 2022/23. This is an increase of **8%**.

More Councillor Enquiries met the 10-day SLA.

82% of Councillor Enquiries met their 10-day service level agreement (SLA) in 2023/24, compared to **72%** in 2022/23. This is an increase of **10%**



More MP Enquiries met the 10-day SLA.

74% of MP Enquiries met their 10-day SLA in 2023/24, compared to **52%** in 2022/23. This is an increase of **22%**.

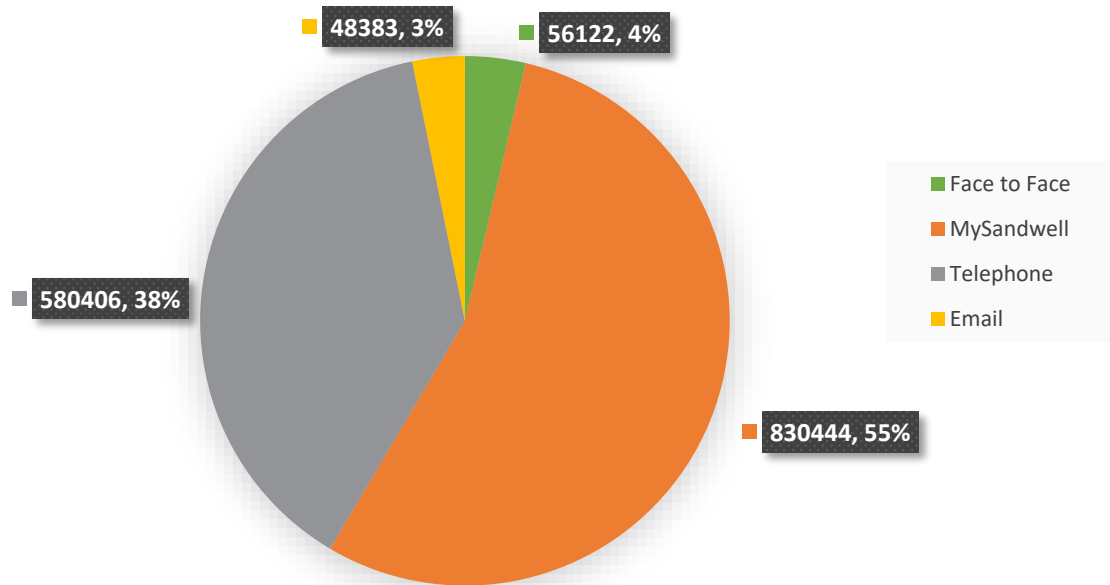
Less enquiries were made to the Ombudsman.

117 enquiries were made to the Ombudsman in 2023/24, **29** to the HO and **88** to the LGSCO. This is a decrease of **16** cases (**-12%**) from the **133** enquiries submitted in 2022/23, **26** to the HO and **107** to the LGSCO.



Breakdown of the total number of customer interactions that took place in 2023/24

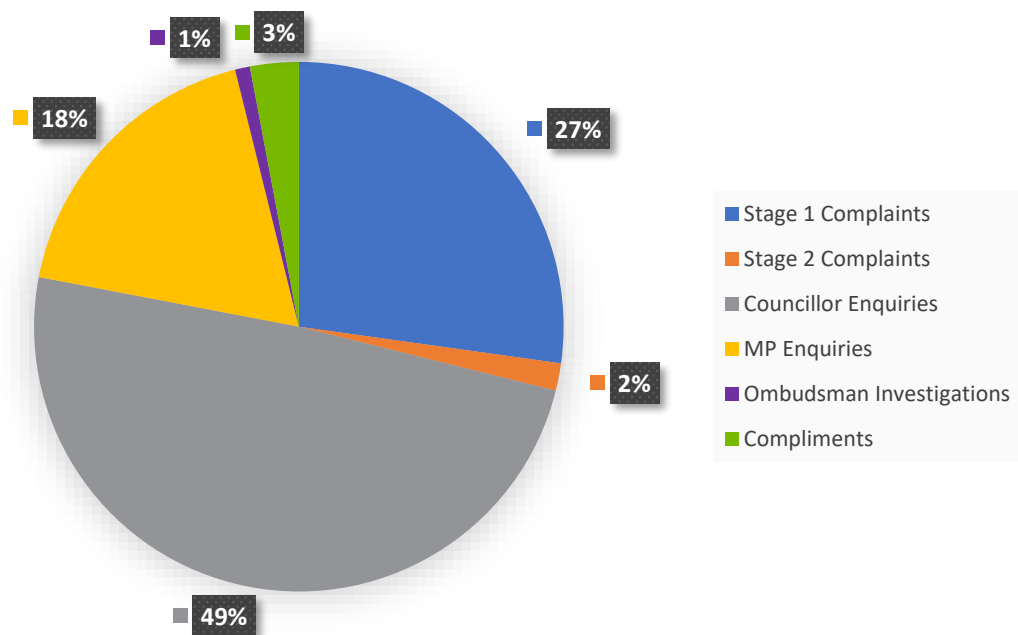
- **Chart 1** illustrates the total number of customer interactions that took place at Sandwell Council in the financial year 2023/24, broken down by the different channels they took place in.



- The Customer Enquires that are detailed within this report (**12,912**), make up less than **1%** of the total number of Customer interactions that took place in 2023/24 (**1,515,355**).

Breakdown of all Customer Enquiries managed by the Customer Feedback Team received by Sandwell Council in 2023/24

- **Chart 2** breaks down the total number of Customer Enquiries managed by the Customer Feedback Team that Sandwell Council has received in 2023/24. Here you can see the proportion that each takes up of the total number of these enquiries that have been received this year, with the total for the financial year 2023/24 being **12,912**.



- **Chart 2** highlights that Councillor Enquiries received the biggest proportion of the enquiries listed above (**6342**).
- It is important to note that MP & Councillor enquiries are enquiries and not recorded as complaints. If for any reason they develop into a complaint then they would be logged as such at the relevant time.

Comparison of Customer Enquiries from 2022/23 to 2023/24

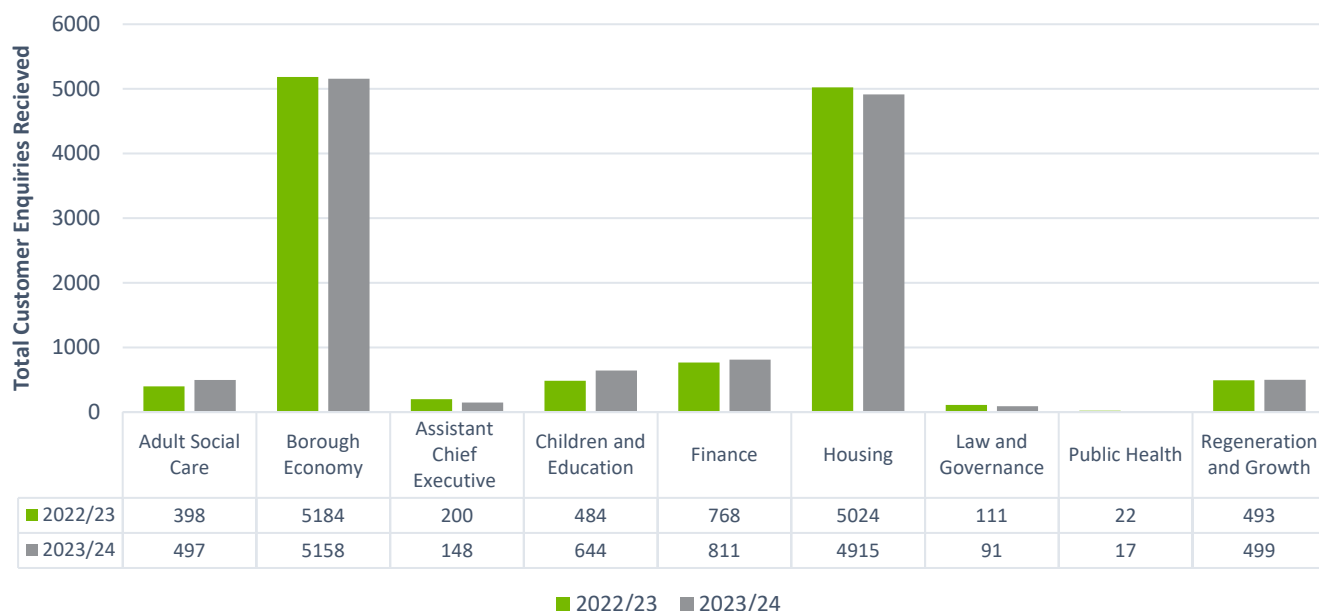
- **Table 1** details the number of different types of enquiries received by Sandwell Council in 2023/24 and compares these numbers with the data from the previous year (2022-23).

Contact Type	2022/23	2023/24	% Change
Stage 1 Complaints	3020	3514	+16%
Stage 2 Complaints	176	216	+23%
Compliments	383	383	0%
Councillor Enquiries	6574	6342	-4%
MP Enquiries	2539	2340	-8%
Ombudsman Investigation	133	117	-12%

- Although Stage 2 complaints have had the largest increase in enquiries received from 2022/23 to 2023/24 (**23%**), the proportion of Stage 1 complaints going to Stage 2 has stayed largely consistent across the two years. **6%** of all Stage 1 complaints progressed to Stage 2 in 2022/23, with this figure being the same in 2023/24, at **6%**.
- The slight increase in Stage 1 complaints can be partially attributed to a rise in complaints relating to **Finance**, whose complaints went from making up **8%** of all complaints in 2022/23 to making up **12%** in 2023/24. This was an increase of **171** complaints, with the main proportion of these additional complaints relating to **Council Tax Billing**.
- The biggest decrease in enquiries being received can be seen in MP Enquiries. This can be linked to the MP training sessions organised by the Customer Feedback Team throughout the last year. Further information on these sessions are detailed in section **6**.

Total Customer Enquiries received by directorate, from 2022/23 to 2023/24

- **Chart 3** breaks down the total number of enquiries that were received by each directorate in 2023/24. This is then compared to the total number received for the previous year, 2022/23.



- When looking at **Chart 3**, it is clear that **Housing** and **Borough Economy** receive the majority of all enquiries received by Sandwell Council. Therefore, we need to look into both directorates further, to see if there is anything we can do to aid with complaints and enquiry handling in these directorates specifically, as well as looking into the specific issues which are leading to the large amount of contact types received. This is further explored when looking at specific service areas and enquiries across this report.
- The biggest increase in enquiries received from 2022/23 to 2023/24 can be seen in **Children and Education**, with a **33%** increase overall. This can be attributed to a **32%** increase (+71) in complaints received in 2023/24. There was also a **44%** increase (+56) in MP Enquiries received in 2023/24.

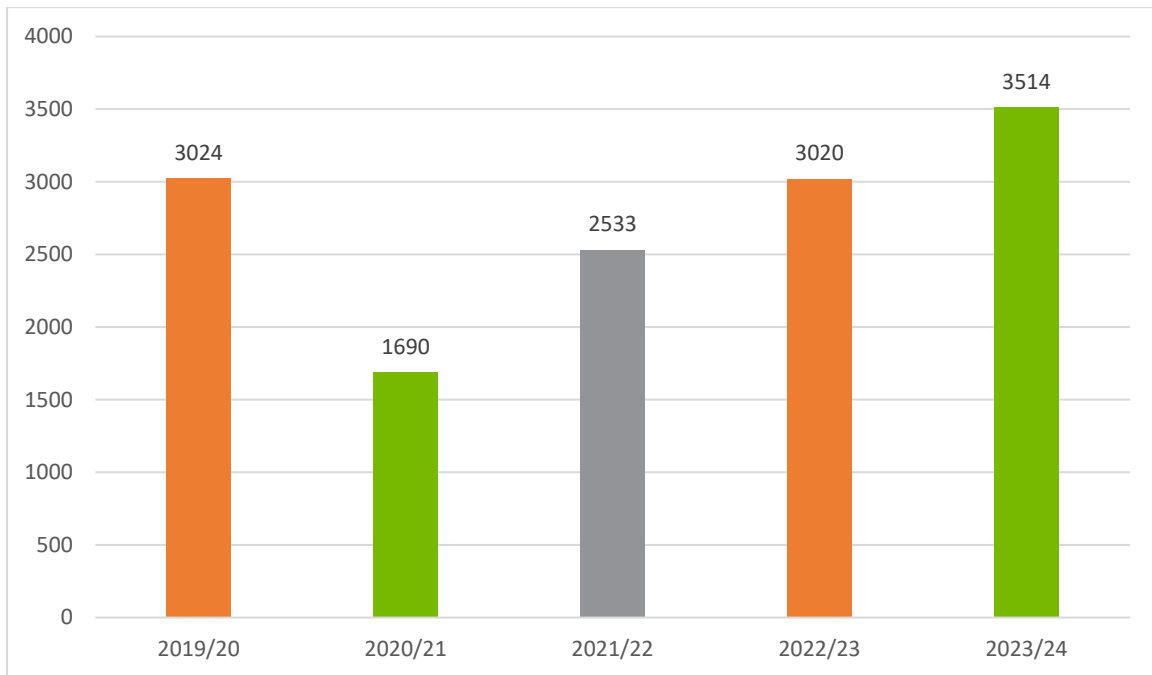
4. Complaints

Background

The Council's corporate complaint's procedure covers all Council services. However, Adults and Children's Social Care Services must adhere to separate statutory complaints procedures for some complaints as defined under the relevant legislation. There is limited information about statutory complaints within this report due to this. Data about Children's Services complaints which can be addressed within the corporate complaint's procedure is included in this report.

Stage 1 complaints received in the last 5 years.

- **Chart 7** shows how many Stage 1 complaints Sandwell Council received in 2023/24 and how that compares to the previous four years.

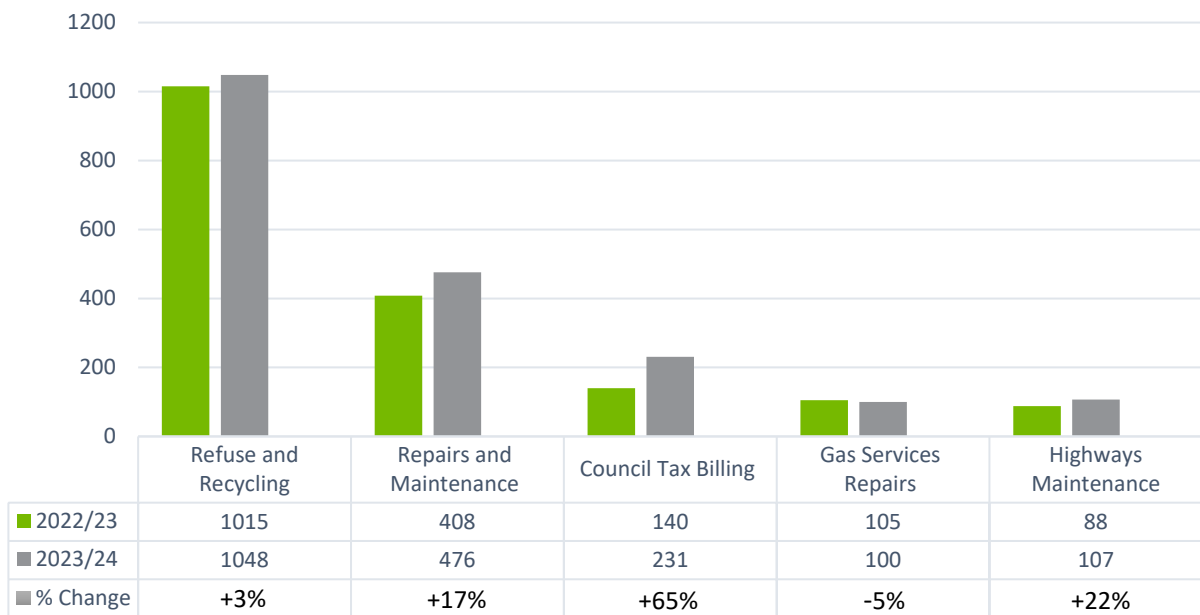


- There has been a steady increase in Stage 1 complaints year-on-year from 2020/21. There was an **16% increase** in Stage 1 complaints from 2022/23 to 2023/24. The increase from 2021/22 to 2022/23 was **19%**. 2020/21 is the main outlier in this data set, with this relating to the unique circumstances caused by Covid.
- The increase from 2022/23 to 2023/24 can be mainly attributed to a significant increase in Stage 1 complaints from **Council Tax Billing (+91)** and **Repairs and Maintenance (+68)**, as well as smaller increases in Stage 1 complaints from **Education (+42)**, **Refuse and Recycling (+33)** and **Tipton Housing Service (+26)**.

- The biggest decrease in Stage 1 complaints has come from **Housing Options complaints (-21)** and **ASB complaints (-12)**.

Analysis of the 5 biggest service areas for Stage 1 complaints in 2022/23, with comparative data from 2023/24.

- **Chart 8** shows the 5 service areas that received the most Stage 1 complaints in 2022/23, and this is compared to the number of Stage 1 complaints those service areas received in 2023/24.



- The 5 biggest service areas for Stage 1 Complaints received for the previous year (2022-23), have stayed exactly the same across this previous financial year (2023/24), with **Repairs and Maintenance**, **Council Tax Billing** and **Highways Maintenance** having had sizable increases in complaints received this year. Some additional context has been provided below to help identify the challenges being faced by these service areas.

Analysis of the 5 biggest service areas for Complaints this year.

- **Table 2** highlights the 5 service areas that received the most complaints this year.

Service Area	2023/24
Refuse and Recycling	1048
Repairs and Maintenance	476
Council Tax Billing	231
Highways Maintenance	107
Gas Services Repairs	100

Refuse and Recycling

- **Refuse and Recycling** remains the biggest area for complaints for this financial year. However, it is important to note that this is within the context of carrying out in excess of **3.5 million** bin collections in a quarter from April 2023 to March 2024. These collections included collecting refuse and recycling from every household every week, as well as garden and food waste from subscribers.

An increase in complaints (a **3%** increase from 2022/23 to 2023/24) can be attributed to the industrial action that took place in 2023. A major proportion of complaints relate to missed bin collections. The strike action took place across May and June 2023, where the average amount of complaints received in this period was **226**, compared to an average of **107** complaints received across the other 10 months in the year. The average number of complaints received across May and June 2022 was **168**. This clearly indicates that the industrial action had a big impact on complaints being received.

Repairs and Maintenance

- **Repairs and Maintenance's** volume of complaints has increased significantly from the previous year (a **17%** increase from 2022/23 to 2023/24), with this reflecting the scarcity of resources available to deal with repairs. This is shown by the fact that the complaint issue which took up the highest proportion was a delay in procedure, **28%** of the total amount of complaints received (Stage 1 and Stage 2). This meant that staff had to prioritise individual cases by order of priority and need.

It is important to note, like with refuse and recycling, that despite an increase in number of complaints, this number is a very small proportion of the number of services carried out by these service areas throughout the financial year. From April 2023 to March 2024, **114,334** responsive repairs were completed (this number does not include no access jobs e.g., gas servicing, inspections, adaptation work etc).

Council Tax Billing

- **Council Tax Billing**, as previously mentioned, has had the biggest increase in complaints from the previous financial year (a **65%** increase from 2022/23 to 2023/24). However, in most of these cases, these complaints were not related to the service provided or the conduct of the team but were instead disputes with the legislation we are governed by when updating Council Tax records as stated in the Local Government Finance Act 1992, or discretionary policies that have been approved by Cabinet members.

The highest proportion of contact received was surrounding the liability to pay Council Tax, discounts, exemptions, and empty property charges which if disputed should be

dealt with through the appeals process at Valuation Tribunal, or in cases for empty properties, should be heard at Judicial Review.

Highways Maintenance

- Highways Maintenance had a sizeable increase in complaints received this year (a **22%** increase from 2022/23 to 2023/24). The issues identified with the team was that they struggled to match resources to manage the queue that deals with highways enquiries.

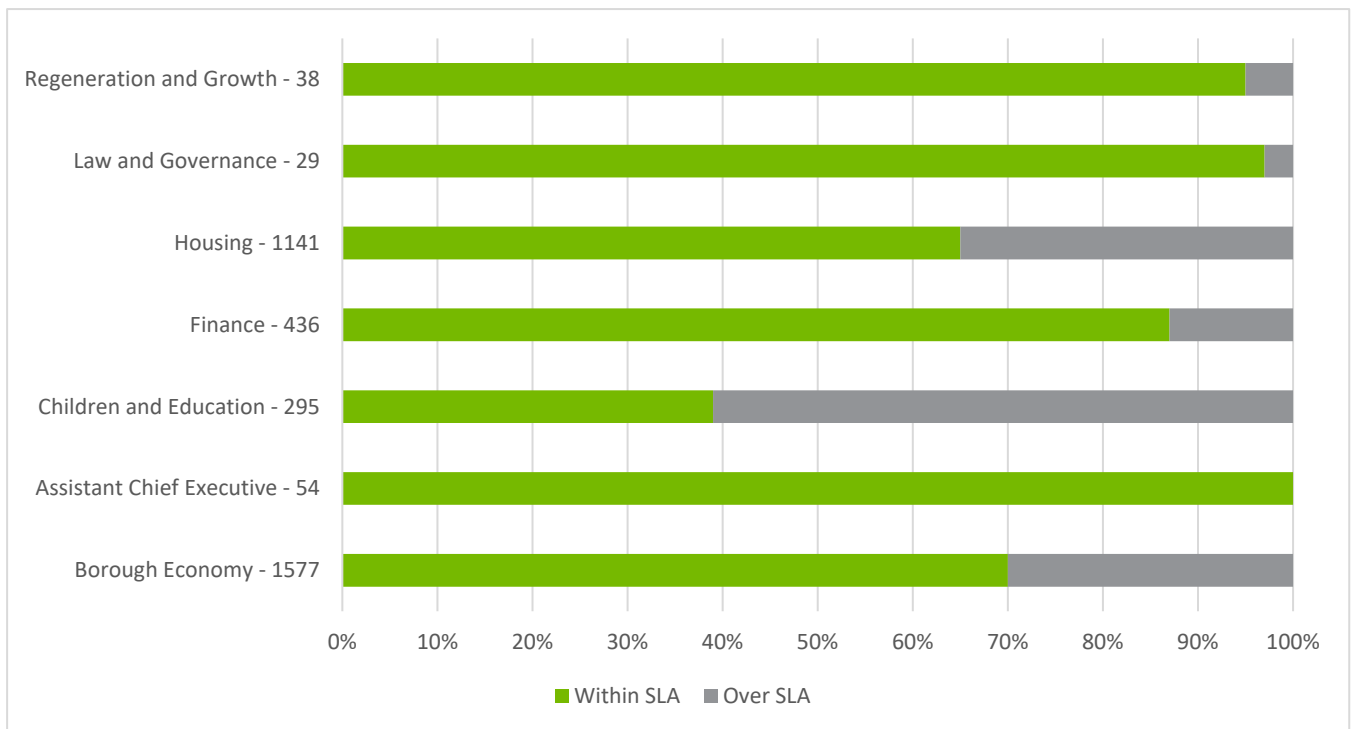
Gas Services Repairs

- Although this service area remained in the top 5 biggest service areas for complaints, there was a small decrease in complaints received this year (a **5%** decrease from 2022/23 to 2023/24). The majority of complaints received were related to a delay in service. In 2022/23, there was a trend identified that this was due to boiler parts availability. The initial turnaround from ordering a part to having it fitted was approximately 3 working days. However, customers were not content with waiting up to 3 working days, especially in the winter months.

The team reviewed the part usage and throughout 2023, changed the stock in the vans to reflect usage as well as also getting suppliers to increase the stock in their branches. While this didn't cover all parts required, there was a marked decrease noticed in waiting times in the 2023 winter period, which contributed to a decrease in overall complaints received this year.

Stage 1 and Stage 2 complaints for each Directorate meeting the Service Level Agreement.

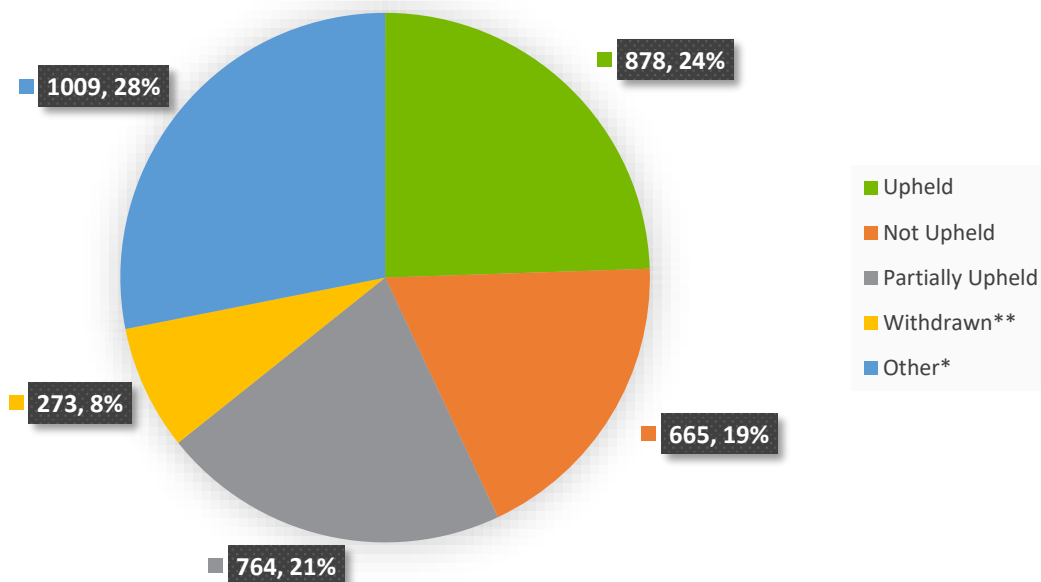
- **Chart 9** shows the number of complaints received in 2023/24 for each directorate, along with the percentage of those that have met the service level agreement (SLA). The average percentage of all Stage 1 and 2 complaints being responded to within their Service Level Agreement (excluding Adult Social Care) was **69%** in 2023/24. The same figure for last year (2022/23) was **76%**.



- As mentioned earlier, **Adult Social Care** has been omitted from this chart due to the fact that they adhere to separate statutory complaints procedures.
- The marked decrease in Stage 1 complaints being responded to within the SLA from 2022/23 to 2023/24 can be attributed mainly to the large % decreases within **Borough Economy (-15%)** and **Children and Education (-25%)**.
- Despite this, some directorates did improve their SLA response compliance, with **Regeneration and Growth** having a **15%** increase. However they only had **38** complaints, so this improvement would have been easier to achieve.
- **Finance** achieved a **13%** increase and went from taking an average of **26** working days to respond to a complaint in 2022/23, to an average of **11** working days in 2023/24. In this case, this was due to the clearing of a large backlog caused by the work involved in the implementation of the Energy Support Scheme in Sandwell and staffing shortages. There were also changes made in 2023/24 to working practices, roles and responsibilities.
- There is a clear correlation between the number of cases a directorate has and their subsequent ability to meet the service level agreement, which is shown by the high % rates for **Regeneration and Growth, Law and Governance** and **Assistant Chief Executive**.

Complaint by Outcomes that have been resolved in 2023/24 (Stage 1 and Stage 2).

- **Chart 10** differentiates the complaints that have been resolved in 2023/24 by their outcomes.



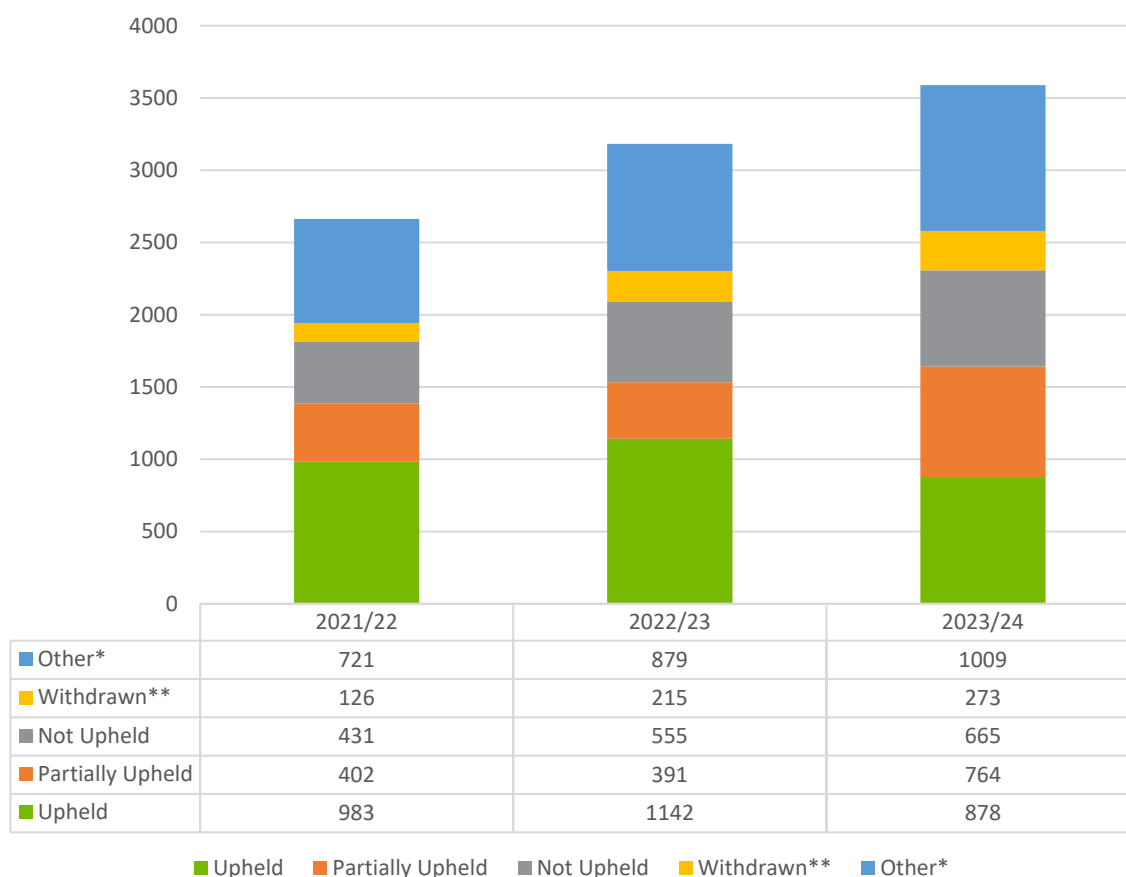
*Other outcomes include: Investigated at Stage 2, Matter dealt with via another internal process, N/A - General enquiry, No finding, Not enough information to process, Response sent outside of system, Blank, CSC No Further Action, Failed to Make Contact or Engage, Incorrect allocation, No Further Action, No Further Support Required, No Victim Support Needed, Signpost to Third Party

**Withdrawn outcomes include: Withdrawn, Withdrawn No Further Action, Cancelled

- **45%** of all resolved complaints were upheld to some degree, whether partially or entirely.
- The highest % of complaints fell under the 'other' category (**28%**), which accounts for complaints that were resolved outside of the complaints process.

Complaint by Outcomes trend analysis (Stage 1 and Stage 2).

- **Chart 11** highlights how complaint outcomes have changed in the 3-year period from 2021/22 to 2023/24.



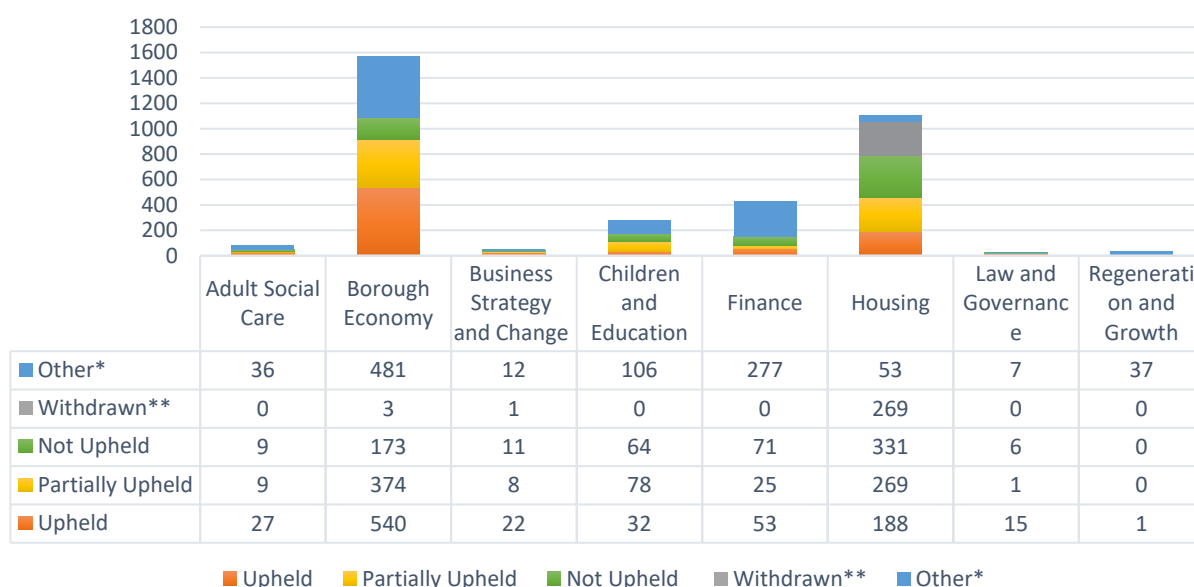
- There has been a sharp decrease in the number of complaints that were upheld in 2023/24 compared to across the previous 2 years. In 2023/24, **878** complaints were upheld, a figure that is vastly lower than the figures of **1142** in 2022/23 and **983** in 2021/22. Although this is a very encouraging statistic, highlighting the fault of many complaints does not lie with Sandwell Council, this does indicate that more work needs to be done by Sandwell Council to ensure that customers are aware of what is and isn't within the remit of different council services. As well as this, more could be done to inform customers of the best channel to go down to resolve their issues, where a complaint is not the appropriate channel in that individual instance.
- There was a big rise in complaints that had the outcome of partially upheld, with the number being at **402** and **391** in 2021/22 and 2022/23 respectively. This increased considerably to **764** in 2023/24. This can possibly be linked to the decrease in upheld complaints, with more of an effort being made to distinguish between complaints that

were entirely valid and accurate and those that may have only been partially correct in their complaints. This rise in partially upheld cases shows that officers are looking at complaints with more nuance and understanding at where there might be room for improvement, even when the fault may not be clear or lie entirely with us. This attitude of seeing complaints handling not wholly as a negative activity, but also as a tool to grow and progress as an organisation, is key to improving and achieving our customer journey aims.

- Looking ahead, from April 2024 onwards, all complaints will be resolved as either upheld or not upheld, as per the Ombudsman’s recommendation.

Complaint by Outcomes by directorate (Stage 1 and Stage 2).

- Chart 12** shows how Complaint Outcomes compare to each other when sorted by directorate for complaints received in 2023/24.

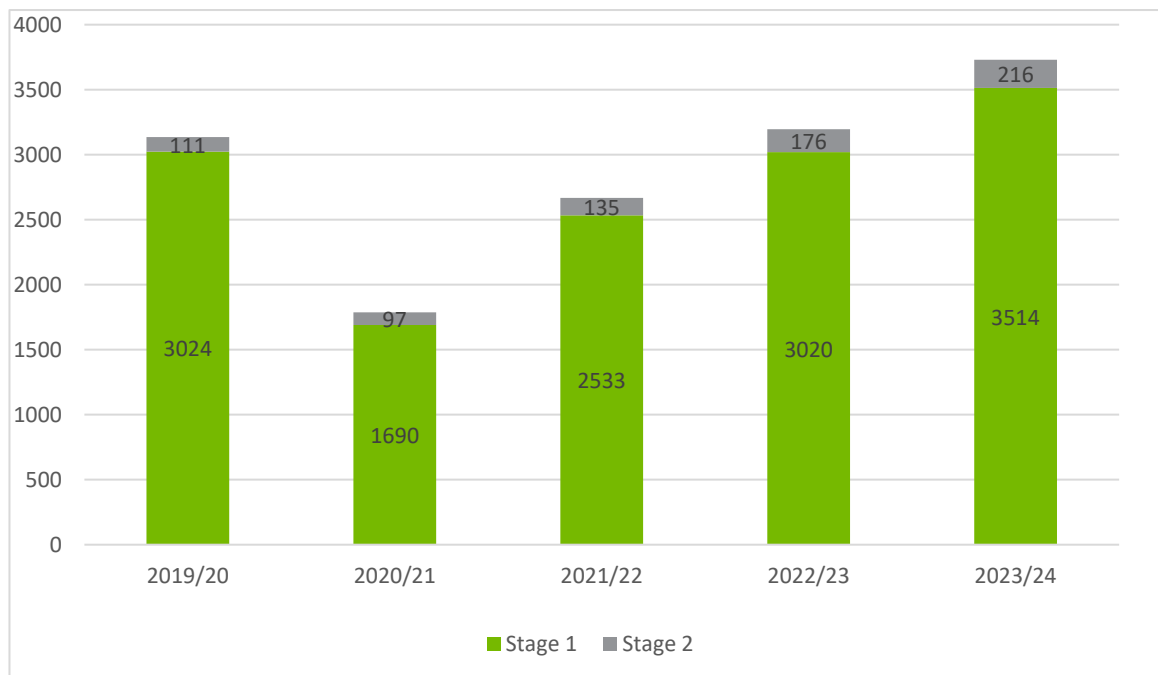


- Regeneration and Growth had the biggest proportion of complaints that fell under the category ‘Other’, with a percentage of **97%** of all cases coming under this category. This would indicate that complaints in this directorate did not come down the correct channels and could have been dealt with outside of the complaints procedure.
- Housing had the largest proportion of complaints within their directorate for ‘withdrawn’ cases, with it taking up nearly a quarter of all complaints received at **24%**. The Customer Feedback Team have been sending out reminders for service areas and teams to make sure that complaints are closed down with the following, **Upheld/Not Upheld**, and that any that need to be **Withdrawn/Cancelled** from the system are to be forwarded to the Customer Feedback Team to close down.
- Housing also had the largest proportion of complaints for the category ‘Not Upheld’, with this taking up **30%** of all cases received.
- Education had the largest proportion of cases which were ‘Partially Upheld’, **28%** of their total complaints.

- Law and Governance had the largest proportion of cases which were ‘Upheld’, **52%** of their total complaints.

Stage 2 Trend Analysis

- There were **216** Stage 2 Complaints raised in 2023/24. This is **6%** of all complaints that were received this year.
- There was an increase of **40** Stage 2 Complaints from 2022/23 to 2023/24. This **23%** increase can be mainly attributed to an increase of **34** complaints within the Housing directorate, from **82** in 2022/23 to **116** in 2023/24. This included big increases in Stage 2 complaints for Repairs and Maintenance (**+14**) and Housing Options Complaints (**+7**).
- The biggest decrease in Stage 2 complaints from 2022/23 to 2023/24 was seen within ASB Complaints. This was a decrease of **9** complaints, from **16** in 2022/23, to **7** in 2023/24.
- **Chart 13** compares the total number of Stage 2 complaints received with the number of Stage 1 Complaints received over the last 5 years.



- The data from **Chart 11** is promising, highlighting that the vast proportion of Stage 1 complaints are resolving issues that complainants are raising, with only a small proportion of those complaints being escalated to Stage 2.

Analysis of the 3 biggest service areas for Stage 2 complaints this year.

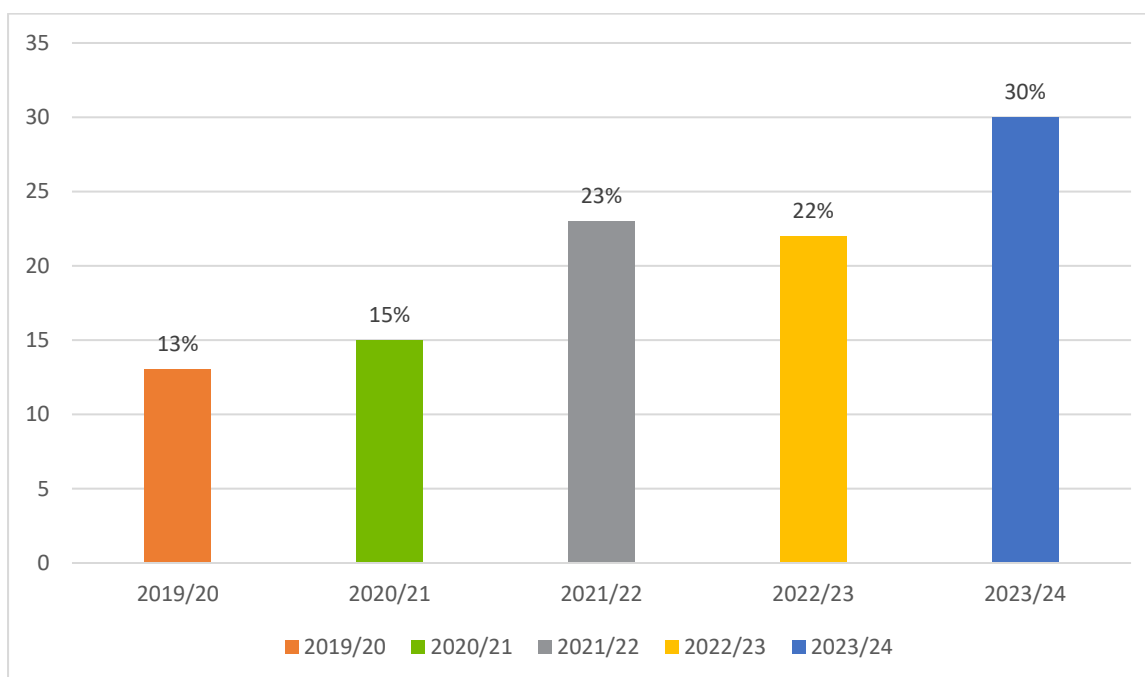
- **Table 3** highlights the 3 service areas that received the most Stage 2 complaints this year.

Service Area	2023/24 – Stage 2 Complaints
Repairs and Maintenance	33
Refuse and Recycling	20
Housing Options Complaints	10

- **Repairs and Maintenance** and **Refuse and Recycling** received the most Stage 2 complaints as a result of these two service areas having received the most Stage 1 complaints, with this leading to a comparable percentage of complaints escalating to Stage 2. It is important to note that due to both of these service areas receiving such a large amount of complaints, these numbers above highlight the effectiveness with which the complaints are being resolved, with only **2%** of all Stage 1 complaints being escalated to Stage 2 in **Refuse and Recycling**. This number is slightly higher at **7%** for **Repairs and Maintenance**.
- **19%** of all Stage 1 complaints progressed to Stage 2 for Housing Options Complaints.

Trend analysis of engagement with completing Lessons Learnt forms.

- **Chart 14** shows the % of complaints with ‘Lessons Learnt’ recorded over the last 5 years.

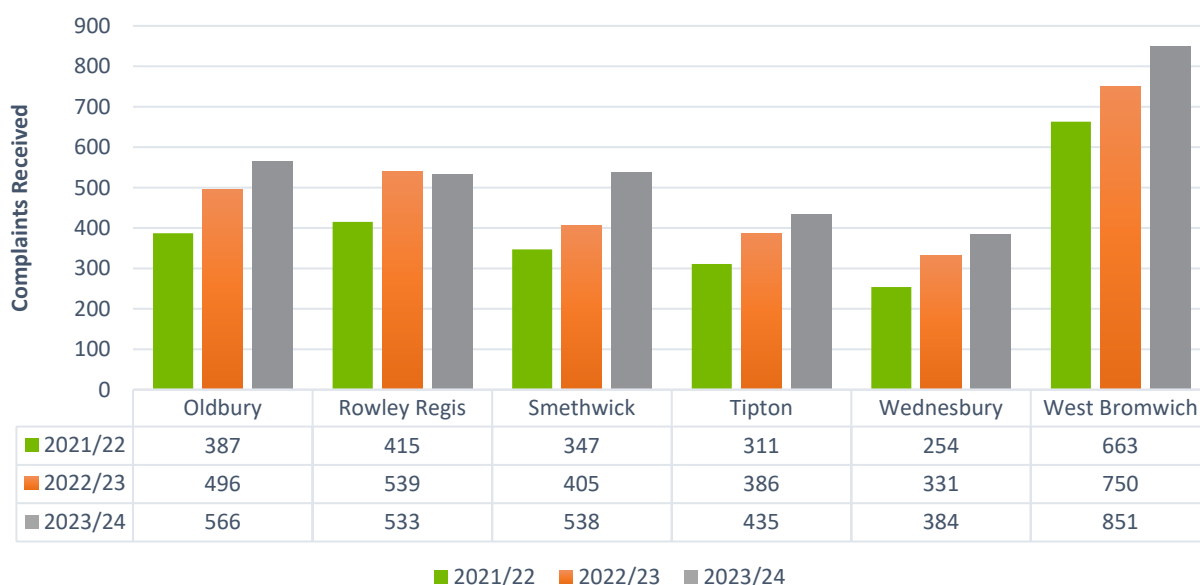


- There has been consistently positive progress with more complaints having ‘lessons learnt’ recorded. This improvement is linked with the rise in complaints being received, with both increasing similarly in the last 5 years.
- Unfortunately this data is limited, and although the system expects officers to complete this section which is mandatory, they can record something as simple as N/A to move forward to progress to complete and close down on the system, rather than provide what they have learnt from the complaint.
- Although there are some limitations with lessons learnt forms and engagement with them, there are still many examples of how this has shone a light on the work done by teams and officers to improve services and issues in response to complaints and enquiries received and responded to. Below are some examples of such actions taken by teams and officers.

You said	We did
Complaint regarding unauthorised use of daughters photo.	Put a new process in place for photo permissions.
Complaint regarding member of staffs social media post	Undertook staff training regarding the use of social media.
Complaint regarding the library staff and noise levels	Staff have been spoken to and have discussed acceptable noise levels in public areas
Complaint regarding documents and where ID was sent to	Consideration of sending documents and ID via recorded delivery even if not received by recorded delivery.
Complaint regarding how planning has dealt with concerns about neighbouring property.	Staff have had further training on office procedures and practices they are to follow
Complaint as advisor had booked repairs on incorrect address and tenant had taken time off work	Feedback provided to the advisor to ensure moving forward that they reconfirm the address back to the caller. This will ensure they have captured the correct details prior to raising the job and avoid complaints.

Number of Total Complaints (Stage 1 and Stage 2) received by Town over the last 3 years.

- **Chart 15** shows the total number of Stage 1 and Stage 2 complaints that were received across the 6 towns in Sandwell for the last 3 years.
- Only complaints that are linked to towns are included in the below chart, meaning that complaints that might not be linked, due to reasons such as anonymous complainants or coming from an address outside of Sandwell, are not included.

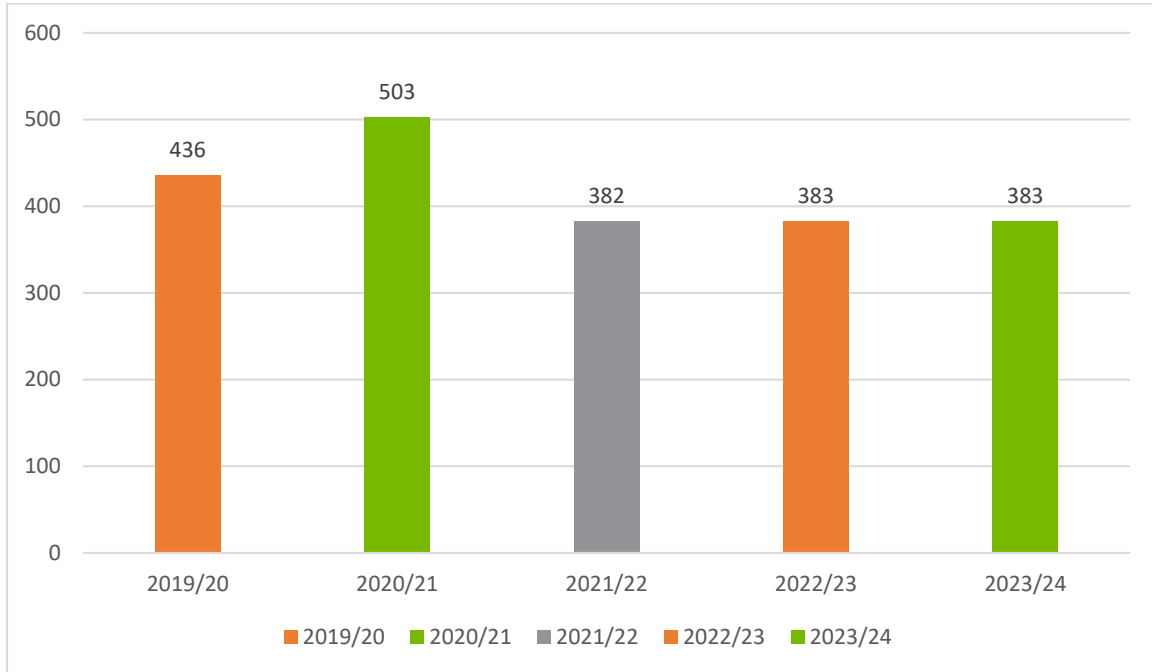


- There has been a consistent rise in complaints equally across towns in Sandwell over the past three years, with the exception of **Rowley Regis**, where there has been a slight decrease.
- The consistent rise in complaints across the towns in Sandwell are very much in line with the increase in complaints received across the council overall.
- The community hub at **Blackheath library** can be seen to have been a big contributor with it being the one town that hasn't seen an increase in complaints. The community hub has provided customers access to customer service advisors from the Customer Contact Centre here, housing officers, revenue and benefit advisors via Teams or webchat and a staff member from the Healthy Sandwell team in Public Health, plus library staff on hand to support residents who need any face-to-face support.
- **West Bromwich** has a significantly larger population, which accounts for its larger number of complaints compared to other towns. Although there has been a community hub in West Bromwich, footfall has been relatively low, and this may be attributed to the external work going on at the Town Hall where some customers have assumed that the building is closed.

5. Compliments

Trend Analysis of Total Compliments received.

- **Chart 16** shows the total number of compliments that have been received in the past 5 years.



- The number of compliments received over the last three years has been remarkably similar. Most, but not all, compliments received by Sandwell Council are recorded by the Contact Centre and sent to the team that the officer/s that have been complimented are in so that they can be informed and congratulated.

Analysis of the 5 biggest service areas for compliments this year.

- **Table 4** highlights the 5 service areas that received the most compliments this year.

Service Area	2023/24
Repairs and Maintenance	63
Customer Service Centre	58
Homes and Communities	40
Green Spaces, Green Services and Events	19
Gas Services Repairs	18

- Compliments reflect the best work our officers do and highlight good practice and customer service that we aspire to consistently achieve. These compliments reflect different core values and highlight where progress is being made within the council. Below are examples of compliments received from each of the 5 most complimented service areas this year, as well as exceptional compliments that particularly embody our values at Sandwell Council. These have been matched with 1 of the 5 Sandwell values and behaviours below that the compliment best demonstrates.



We are **One Team** - united and working together with the shared purpose of achieving great results.



We are **Customer focused** caring about providing the best possible public service.



We are **Inclusive** treating each other with respect and knowing our diversity is our strength.



We are **ambitious** striving for excellence, always looking to get better and making sure everyone can take pride in our borough.



We are **accountable** delivering what we say we will.

Repairs and Maintenance

“He was very **polite, friendly** and **very professional**. He carried out all the work **efficiently** and **respectfully**. I was very pleased with everything; he is a **credit to the team**.”



“I reported a blocked sink, **within 24hrs** a repair guy came out and **solved the issue within minutes**. **Really pleasant guy, really pleased with the job**.”

“My wife and family are extremely grateful for the **excellent service provided to a man with such little time left**. I hope this spurs you on to continue this service to other people in my situation.”



Customer Service Centre



“XXXXX is really **empathetic** and has helped me loads. He has provided the name of my caseworker. He **also talked about his own previous situation that made me feel better about myself. He went above and beyond.**”

“**Excellent explanation** provided, XXXXX **made me feel at ease** and **provided me with a feel-good factor.** This **makes my job easier** to relay to my customer and reassure them.”



Homes and communities



“Would like to thank them all for their **outstanding work over the last year.** XXXXX and his colleagues keep Brookview, Stanhope Road clean and tidy, **are always polite, friendly and helpful.** Thanks to them all. Happy New year to all.”

“Tenant sending a compliment to XXXXX who repaired her heating today. XXXXX said he was a **superstar**, not only did he fix her heating, but **he took the time to check it too.**”



Green Spaces, Green Services and Events



“I just wanted to say a massive thank you for arranging the Dartmouth park event on Friday 3rd November.

The **organisation of the event was very good, lots of security people to keep people safe**, car parking organised, admission to the event **well manned** and a **brilliant night of entertainment** for families. **Lots of activities** for the children to get involved with and a **great light display**.



Great selection of food and drink stalls plus the fair for people to enjoy.

My family and I really enjoyed our evening and just wanted to say a big thank you to the organisers of this event. **We look forward to seeing more events like this.**”

“Whilst attending the Dementia Cafe yesterday lunchtime one of our guests decided that he would like to "investigate the building" and began to wander around.

I would like to express my sincere gratitude **to your staff for their prompt responses** to a quick glimpse of my ID and their **immediate understanding of the situation without drawing any attention** to the gentleman's behaviour and interest.

He thoroughly enjoyed looking around the reception area and entering meeting rooms so that he was able to investigate "behind closed doors”.

It was an enjoyable experience for him and another reason for me to believe that West Smethwick Park Pavilion is an excellent venue for holding such groups.”



Gas Services Repairs



“Tenant wanted to say how pleased he was with the work that has been done by two workmen that came out to him on 18/05/23 (he cannot remember the name). **They went above and beyond. Really pleased with the outcome.**”

“He **helped me so much** and was **kind** and **patient**. He is a **special council employee**. I will rate him 10/10.”



Other great compliment examples



“**Thank you for taking the time to ring and email me over and over** to make sure I understood what was needed. I can’t thank you enough for the help you have given me and my partner. **We can now see the light at the end of the tunnel.**”

“I want to express my sincere appreciation for the outstanding service provided by XXXXX. She shows **professionalism, dedication, and genuine commitment**. She was **patient, responsive and attentive** to my concerns. Thank you.”



“**Can’t fault you** as my liaison officer, you **gave me plenty of notice** on things prior to works commencing. Once the work did start you **provided me with daily updates** and was **very prompt in any questions I had.**”

“My mother recently passed away and I want to say thank you to XXXXX who has been **brilliant in handling this matter**. **We didn’t feel rushed or pressured** to empty the property and **XXXXX showed a lot of empathy**. excellent service.”

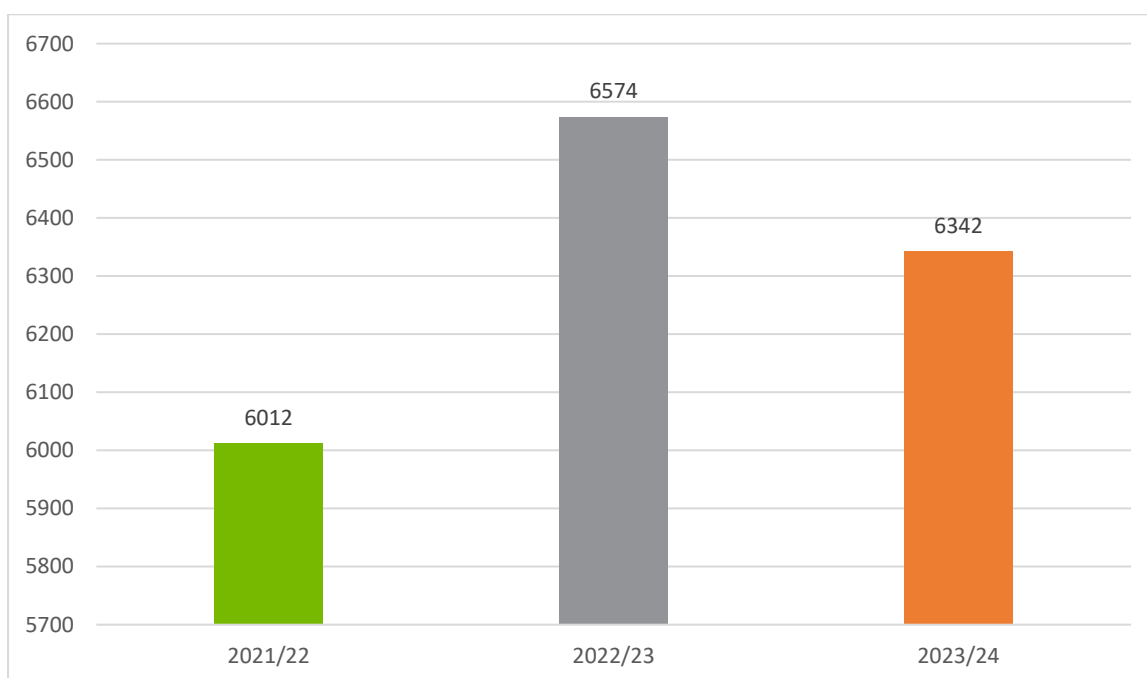


- A common theme throughout all the above compliments is that all the Sandwell Council employees take pride in the work they are doing, knowing the importance that they are playing in helping our customers. As a result, they make the extra effort in their actions and behaviours. It is important that we as a council do more to celebrate these individual and collective instances of outstanding model behaviour.
- Outside of compliments, Sandwell Council is doing a lot to recognise the work being done by employees within the council, with shout-out recognitions being shared across corporate communications, and with the introduction of the We are Sandwell Awards, where employees are able to nominate and highlight the amazing work being done by their colleagues.

6. Members Enquiries

Councillor Enquiries received in the last 3 years.

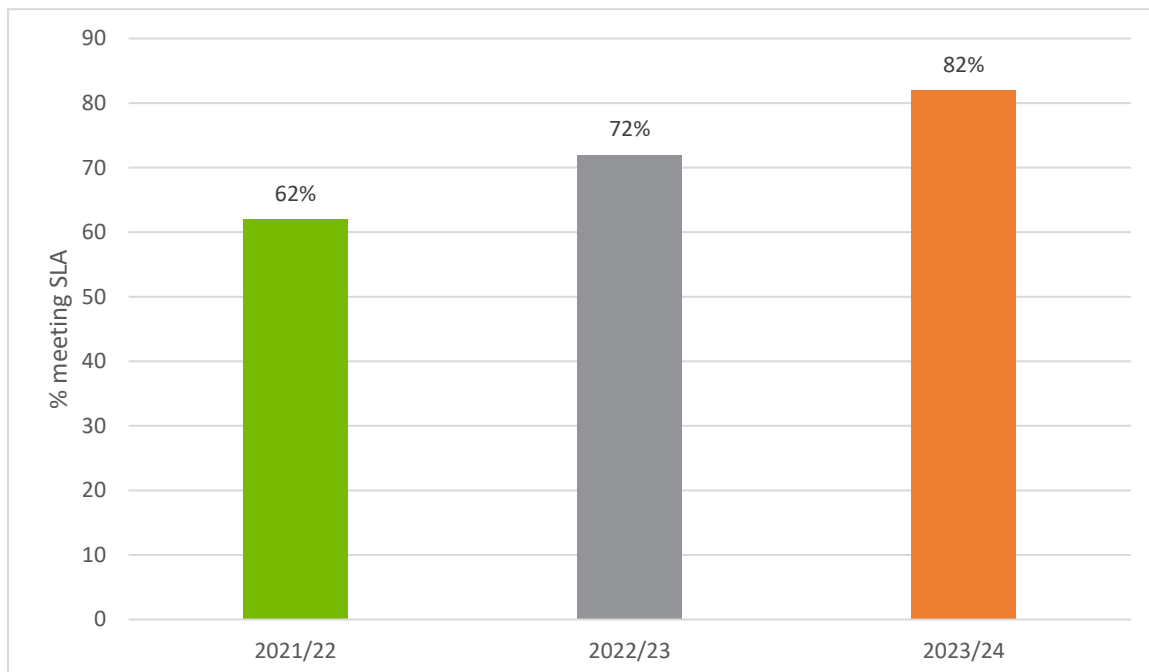
- All the data below relating to councillor enquiries is to do with enquiries that are logged through the MyCouncillor portal. Some enquiries do come through other routes, and are not covered by this report.
- **Chart 17** shows how many Councillor Enquiries Sandwell Council received in 2023/24 and how that compares to the previous two years.



- There has been a decrease of **232** Councillor Enquiries from 2022/23 to 2023/24, a % decrease of **3.5%**. This follows a **9.3%** increase the previous year. The most significant decrease can be seen with repairs, which has had **83** less enquiries from 2022/23 to 2023/24. Another service area that had significantly less enquiries was Street Cleansing and Enforcement, which had a decrease of 85 enquiries from 2022/23 to 2023/24
- The marked decrease in Councillor Enquiries from 2022/23 to 2023/24 can be attributed to the work being done with the new neighbourhood model, as well as the introduction of Pre-Council Member Market events, which allow officers and Councillors to come together to try and answer and solve any queries Councillors may have.

% of Councillor Enquiries meeting the 10-day service level agreement (SLA) over the last 3 years.

- **Chart 18** shows the percentage of Councillor Enquiries meeting their SLA for the last 3 years.



- There has been a consistently positive trend of a **10%** increase in the number of councillor enquiries that met their service level agreement of 10 days over the last 3 years. This can be linked to **chart 17**, with an increase in efficiency in responding to councillor enquires meaning that there is less of a need for councillors to be reporting recurring issues that their constituents might be raising with them.

Analysis of the 3 biggest service areas for Councillor Enquiries this year.

- **Table 5** highlights the 3 service areas that received the most Councillor Enquiries this year and the percentage this takes up as a proportion of the total number of enquiries received in 2023/24.

Service Area	2023/24
Repairs	724 (11%)
Maintenance (inc. Grass Cutting and Overgrown Trees)	587 (9%)
Highways Maintenance	449 (7%)

- Repairs has received **83** less councillor enquiries than it received in 2022/23. Its compliance with the 10-day Service Level Agreement has improved by **5%**, from **74%** in 2022/23 to **79%** in 2023/24. The average working days taken to respond to an enquiry also improved, from **11** days in 2022/23 to **8** days in 2023/24. This shows that, despite receiving the most councillor enquiries, Repairs has been constantly improving in nearly every performance metric.
- Similarly, Maintenance (inc. Grass Cutting and Overgrown Trees) has shown significant progress from 2022/23. Despite receiving **95** more enquiries in 2023/24, the compliance with the 10-day SLA jumped from **54%** to **92%**, a remarkable improvement. The average working days taken to respond went from **15** days in 2022/23 to just **5** days in 2023/24. Of these enquiries, Overgrown Trees has taken up the biggest proportion of **61%**.
- Highways maintenance has seen a rise in councillor enquiries being received, gaining **11** more enquiries from 2022/23 to 2023/24. Although both the SLA compliance (from **46%** in 2022/23 to **58%** in 2023/24) and average working days to respond (from **34** days in 2022/23 to **20** days in 2023/24) have improved, these numbers are far from where they need to be.

This service area, in particular, has reported staffing and resource issues with complaints and enquiries that means that they are unable to cope with the high level of enquiries coming through and are not able to resolve them in a timely fashion.

Number of Councillor Enquiries received by Town over the last 3 years.

- **Chart 19** shows the total number of councillor enquiries that were received across the 6 towns in Sandwell for the last 3 years.

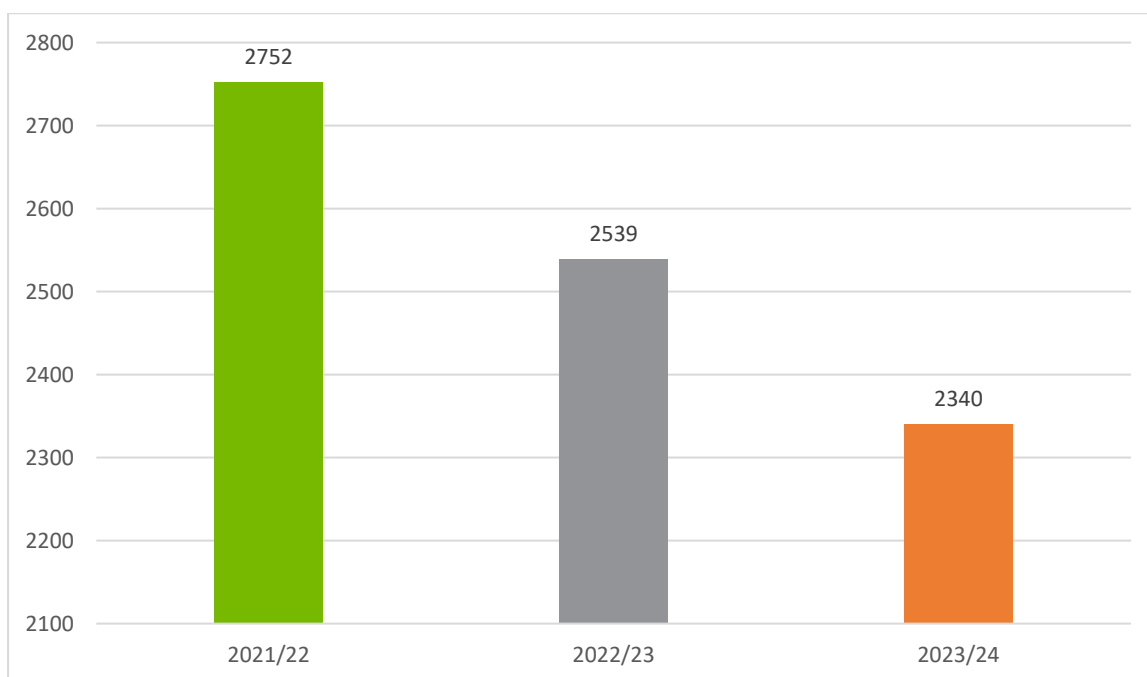


- The number of councillor enquiries in **Oldbury** increased significantly by **289**, a percentage increase of **37%** from 2022/23 and 2023/24. The number of councillors raising enquires in Oldbury increased from **10** to **15** between 2022/23 and 2023/24. There was an increase in enquiries raised in 2023/24 relating to repairs (**+57**), Oldbury Local (**+41**) and Maintenance (**+42**).
- Councillor enquiries in **Rowley Regis** decreased by **173**, a percentage decrease of **19%**. There was a decrease in enquiries received by Rowley Regis Local in 2023/24 (**-73**), with less enquiries received relating to untidy council properties and rehousing requests for council tenants.
- There was a decrease of **16%** in councillor enquiries received in **Smethwick (-130)**. The most notable decreases within service areas in this town were related to Applications for Council Housing (**-8**) and Smethwick Local (**-16**).
- There was a small increase in enquiries being received by **Tipton**, an increase of **3%** (**+36**). The biggest increase within this town was within Maintenance (**+43**), with **34** of these enquiries related to Overgrown Trees. Despite the overall increase, there was a decrease in enquiries received by Repairs (**-38**).
- **Wednesbury** saw a **7%** increase in councillor enquiries (**+77**). Again, Maintenance saw the biggest increase in councillor enquiries (**+29**). There were decreases in councillor enquiries from Repairs (**-36**) and Wednesbury Local (**-11**).
- The biggest decrease in councillor enquiries can be seen in West Bromwich, a decrease of 332 (**-18%**). The biggest decreases were in Repairs (**-53**) and West Bromwich Local (**-29**).

Overall, across the 6 towns, ground maintenance consistently had the biggest increases in councillor enquiries. This can be linked to the significant challenges posed by time frames, particularly with lengthy processes such as rear garden tree works that can extend up to 12 months for completion. This delay is primarily attributed to budgetary constraints set by the Housing Revenue Account (HRA) department, restricting the department's capacity to undertake a predetermined number of jobs each month. Additionally, factors like bird nesting seasons further exacerbate time constraints, as works during such periods may be postponed until after September, resulting in a substantial backlog of pending jobs.

MP Enquiries received in the last 3 years.

- **Chart 20** shows how many MP Enquiries Sandwell Council received in 2023/24 and how that compares to the previous two years.

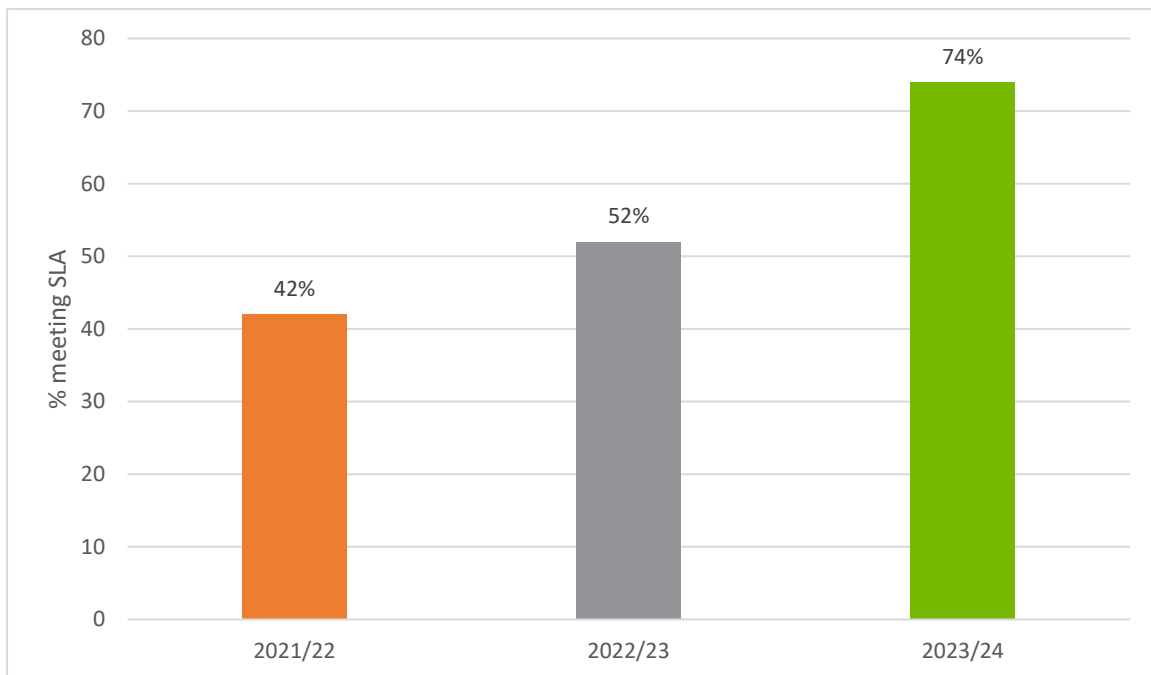


- There has been a steady decrease in MP Enquiries received across the last years, with a decrease of **7.8%** from 2022/23 to 2023/24 following a **7.7%** decrease from 2021/22 to 2022/23. The biggest decrease in enquiries received can be seen in Housing, where the enquiries dropped from **1367** to **1157**, a decrease of **210** enquiries.
- This can be partially attributed to MP training sessions that have been run by the Customer Feedback Team, who have invited people dealing with these enquiries from MP's offices to get the chance to be trained on specific service areas, by the service areas themselves. The training sessions that have been completed so far have been for Housing Solutions and Homelessness, Anti-Social behaviour and most recently, Repairs. Although the repairs session happened quite recently and means we wouldn't be able to see a shift in the data, there have been decreases in enquiries received for

both Housing and for Anti-Social Behaviour, with the latter having a decrease of 17 enquiries received.

% of MP Enquiries meeting the 10-day service level agreement (SLA) over the last 3 years.

- **Chart 21** shows the % of MP Enquiries meeting their SLA for the last 3 years.



- There has been a big increase of **22%** from 2022/23 to 2023/24 in MP Enquiries meeting the 10 -day SLA. This can be attributed to a big focus on MP Enquiries in the last year and performance with these enquiries. The MP training sessions, along with the continuing year-on-year reduction in enquiries being received go a long way in allowing officers to focus on responding to MP enquiries that are relevant and require a response, with avoidable contact being cut down here.

Analysis of the 3 biggest service areas for MP Enquiries this year.

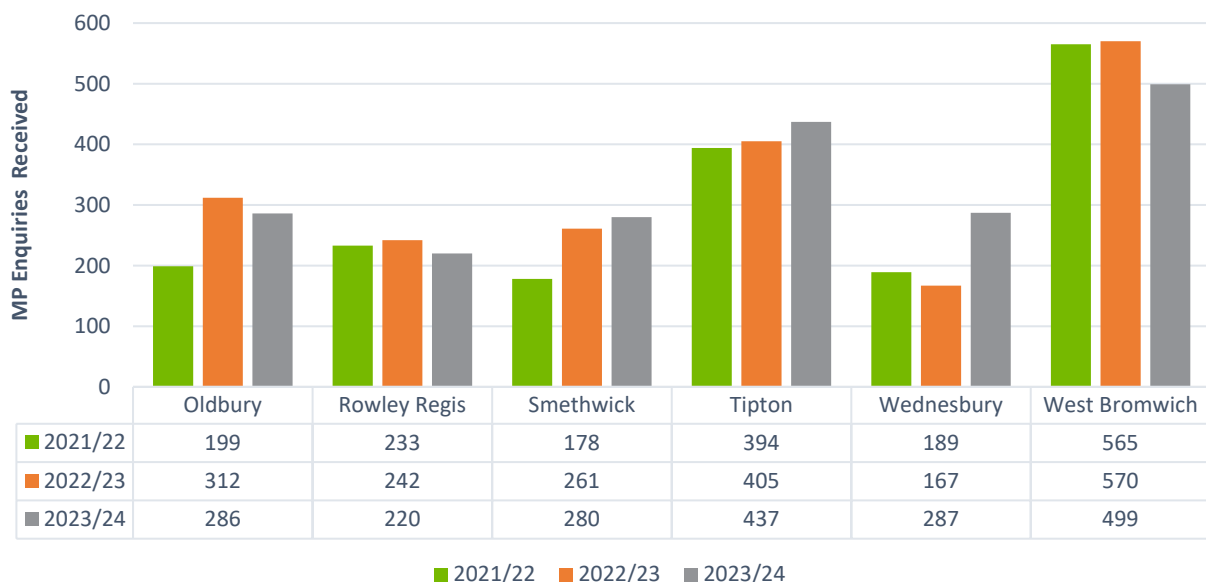
- **Table 6** highlights the 3 service areas that received the most MP Enquiries this year.

Service Area	2023/24
Housing Solutions Team	472
Education	146
Repairs Gas and Improvement Team	118

- Housing Solutions received 160 more MP Enquiries in 2023/24 than in 2022/23. However, its compliance with the 10-day SLA rose from 52% in 2022/23 to 74% in 2023/24. A lot of enquiries received relate to housing applications and differing housing situations, with customers seeking updates or reviews on their individual situations. The difficulty in responding to these enquiries is that each individual is assessed in different ways and have to apply in different ways, and these requests for updates in the form of enquiries can be quite draining on the resources of the service area.
- There was a **73%** increase in MP Enquiries from Education between 2022/23 and 2023/24 (**+62**). There was a marginal increase in the 10-day SLA performance, from **60%** in 2022/23, to **64%** in 2023/24. The majority of enquiries received relate to parental complaints to do with school admissions, whether there is a delay, or they are challenging an outcome they are unhappy with.
- There has been a sizable decrease of **37%** (**-71**) for how many MP Enquiries were received this year (2023/24) compared to last year (2022/23) for Repairs Gas and Improvement. This might help to explain the big increase in compliance with the 10-day SLA, from **32%** in 2022/23, to **69%** in 2023/24, with a reduction in cases allowing officers to meet the service level agreement in an easier fashion.

Number of MP Enquiries received by Town over the last 3 years.

- **Chart 22** shows the total number of MP enquiries that were received across the 6 towns in Sandwell for the last 3 years.



- MP enquiries in **Oldbury** decreased by **26 (-8%)** from 2022/23 to 2023/24, with a decrease of **15** enquiries in the Housing directorate. MP enquiries also decreased at a similar rate in **Rowley Regis (-22, -9%)** and **West Bromwich (-71, -12%)** in the same period. The biggest decrease in Rowley Regis was in Regeneration and Growth, which

had **9** less enquiries, whilst in West Bromwich, there were **40** fewer enquiries in Borough Economy.

- There were small increases in MP enquiries in Smethwick (**+19, +7%**) and Tipton (**+32, +8%**) from 2022/23 to 2023/24. There was an increase of **12** enquiries in Borough Economy in Smethwick, and an increase of **19** enquiries in Children and Education.
- There was a much bigger increase in MP enquiries received in Wednesbury from 2022/23 to 2023/24, an increase of **120** enquiries (**+71%**). This included an increase of **75** enquiries within Housing and an increase of **42** enquiries within Borough Economy.

7. Ombudsman Enquiries

- There was a total of **117** enquiries made to the Ombudsman in 2023/24, **29** to the Housing Ombudsman and **88** to the Local Government and Social Care Ombudsman.
- This is a decrease of **16** cases (**-12%**) from the **133** enquiries submitted in 2022/23, **26** to the Housing Ombudsman and **107** to the Local Government and Social Care Ombudsman in 2022/23.
- From the **29** cases made to the Housing Ombudsman, the breakdown of these enquiries is listed below in **Table 7**.
- Of the **29** Housing Ombudsman enquiries, only **2** found fault with Sandwell Council, a percentage of **7%**.

Number of Ombudsman Investigations	Outcome of this/these Housing Ombudsman case/s
15	Cases were sent back to Sandwell Council, to deal with using our internal complaints procedures and use our correct guidelines.
5	Cases are currently still in the process of being investigated by the Ombudsman.
3	Cases have had information requests from the Ombudsman so that they can decide whether or not to investigate.
2	Cases, after investigation by the Ombudsman, found faults with Sandwell Council and compliance orders were made.
1	Case was completed after exhausting our internal complaints procedure.
1	Case, after investigation by the Ombudsman, found no fault, but gave 1 recommendation.
1	Case is in the assessment stage, where the Ombudsman are seeing whether or not to investigate.
1	In unique circumstances, the Ombudsman helped to mediate the case between the complainant and Sandwell Council to agree a compensation figure.

- From the **88** cases made to the Local Government and Social Care Ombudsman, the breakdown of these enquiries is listed below in **Table 8**.

Number of Ombudsman Investigations	Outcome of these Local Government and Social Care Ombudsman cases
30	Assessed and closed after initial enquiries.
31	Referred back for local resolution.
6	Advice Given.
3	Invalid or Incomplete.
14	Upheld
4	Not Upheld

- **Appendix 1** highlights the LGSCO decisions that were decided for Complaints and Enquiries in 2023/24 for Sandwell Council, compared to 10 statistical neighbour councils.
- **14** complaints/enquiries out of **18** were upheld after investigations. This is an upheld rate of **78%**, which is marginally lower than the average upheld % for similar authorities, which was **80%**.
- Out of the 11 statistical neighbour councils, Sandwell Council was joint **3rd** in terms of the total number of Investigations.
- Sandwell Council ranked joint **7th** for the upheld rate of investigations among statistical neighbour councils.
- The fact that Sandwell Council had the **2nd** highest number of complaints/enquiries referred back for local resolution highlights that the council's complaints procedures are working well in finding fair and appropriate local resolutions.

8. Frequently raised issues/concerns.

As part of the research that has gone into compiling this report, officers from across different directorates and service areas in the Council were consulted. Although they identified trends and issues specific to their own service areas, there were some common points raised across many different meetings, highlighting issues that are widespread and commonly encountered at Sandwell Council. These have been listed below, along with some comments on how we can start to look at solving these issues.

- **Avoidable Contact** – Officers noted that not all enquiries and complaints received were always best suited to be answered through the enquiries and complaints process. Although there is a policy in place to ensure that customers can put in a service request as an enquiry rather than submitting a complaint straight away, officers still felt that many issues being raised, often repetitive, took up much more time than they needed to, and that the systems and policies did not place lower

complexity issues where they needed to be. Issues like this include missed bin collections as well as council tax billing issues.

They stated that the focus with these lower complexity issues needed to be on how they could be dealt with in a more automated, streamlined and efficient manner, especially as most of these issues require very similar responses. This would relieve pressure on service areas where these issues manifested in the form of many complaints, taking up significant time and resources. This would also lead to quicker response times, which would prevent further escalations.

- **Unreasonably Persistent Complainants** were a common theme of frustration that officers shared. This is that there are complainants that were taking a significant amount of resources and a large percentage of the total complaints that were received. These complainants are seen to be, in a lot of cases, unwilling to deal with the council in good faith or try and find solutions. Instead, they continue to inundate the council with more complaints. Officers felt that the council was not doing enough to stop unreasonably persistent complainants from being able to continuously send complaints and request complaint escalations, which are also taking up a lot of monetary resources to deal with.
- **MP and Cllr Enquiries being used as a fast-track service** – Officers noted that often, customers were going to MP and Councillors with issues that they had already brought to the attention of the council through other avenues, because they had been told that it would be dealt with faster if they had raised the issue separately with MP's or Councillors. This was creating an extra strain on resources and duplicating work where these cases had already been raised.

This can be dealt with by helping MP offices as well as Councillors to ask the correct questions to identify where complaints and enquiries had already been brought up or where they were in the process of being responded to within the council. By more clearly articulating what we can and cannot do, as well as providing relevant context, we would be putting both MP's and Councillors in a much better position to identify how best they can help their constituents, whether it is through an enquiry or signposting to consult existing services.

Ensuring we continue maintain good relations with MP's offices and Councillors is very important to ensuring that there is a mutual understanding of how the processes are supposed to work in an ideal sense and ensuring we can get as close to that as possible.

- **Issues with triaging system** – Another issue raised by officers was that complaints and enquiries were being triaged to their service areas incorrectly. They said this was often

because it contained a word or two at the forefront that related to their service vaguely, whereas the complaint or enquiry was meant for another service area, which was clear if it had been read more in-depth. Some officers took issue with the 24hr triage policy, where a service area or officer would have to take ownership of a complaint or enquiry if it had been incorrectly triaged them initially and they hadn't re-allocated it within 24 hours. They felt this was an unfair rule which did not take into account the unique pressures and work patterns of specific teams that would make adhering to this rule difficult. However, even though this might be an issue for some officers, there had been a positive response from many other officers, stating that it helped to deal with an issue of taking ownership with complaints, something detailed below.

- **Lack of Ownership of complaints** – There has been an acknowledgement by officers that there is a culture among officers of not wanting to take ownership of complaints and enquiries where there might be some ambiguity as to where it should be allocated to. Similarly, if a complaint or enquiry had been incorrectly triaged, officers would be reluctant to take any action to ensure that it was sent to the right place to respond to promptly. This stems from a lack of understanding or unwillingness to accept that the council's aim to help its customers is a shared aim across all directorates and service areas, with all officers being expected to work together towards constantly trying to achieve this shared goal. This is something that the 24hr rule that was implemented is helping to fix. This is because, as well as encouraging officers to work promptly and to manage their own workflows, it allows officers who breach the 24hrs to take ownership of the enquiry or complaint, and work collaboratively across teams to compile a response, hopefully leading to a better understanding of all the important work done across service areas in trying to help our customers.
- This also links to **general communication issues** between officers, where they are unable to or may be less encouraged to work quickly to help officers outside of their service area, not seeing their key objectives as aligning with those of those outside of their respective areas. This is seen acutely with **Multi-Service Responses**, where officers who lead on these responses noted that there was often a disconnect, with part-responses not being sent within agreed timeframes due to differing levels of priority being given to these complaints or enquiries.

Where there are delays with responses or any issues arising with a complaint or enquiry, officers need to ensure that they are communicating this to the Customer Feedback Team. This team's role is to be of assistance where things are not going right, but they are unable to do so when they are not only not getting any indication of any officer or team struggling, but that team is also not engaging with any chasers or update requests.

9. Recommendations for actions to be taken in response to the issues/ concerns raised.

Recommendations	Actions
<p>To replace the current systems (DASH and OpenHousing) with a new, single system that is intuitive and user-friendly.</p>	<p>Business case to be reviewed by the Executive Director of Finance and Transformation and the Assistant Chief Executive as part of developing a digital blueprint for the organisation. In view of the importance of Customer Journey, alongside the emerging proposals for a digital blueprint, a solution will be identified, and a procurement process will be initiated.</p>
<p>To introduce training and refreshed guidance/ templates to address avoidable follow-up contacts for enquiries and complaints.</p>	<p>Customer Feedback Team to update template letters and guidance on intranet page on what needs to be included in response letters.</p> <p>New bespoke Customer Service training to commence in September. This will be aimed primarily at front-line staff, with the intention to also roll this out to some back-office staff. This training will cover coaching skills for Team Leaders and Supervisors and will provide Customer Skills Training for staff.</p>
<p>To ensure that a renewed effort is made to underline the importance of Lessons Learnt across all directorates and service areas, as a key part of the second phase of the improvement journey, embedding a culture of continuous improvement.</p>	<p>Customer Feedback Team to review the questions being asked in Lessons Learnt forms and audit the lessons learnt forms completed across each directorate.</p> <p>Customer Feedback Team to assess the impact of lessons learnt on the improvement of service delivery, and what can be done to improve this.</p> <p>Complaints, Compliments, Enquiries & Lessons Learnt are to be added onto the monthly agenda for Directorate Management Teams.</p> <p>Insights from Complaints, Compliments and Enquiries are to be fed into a corporate evidence bank, which in turn will be shared across service areas to inform service planning.</p>

	<p>Lessons Learnt, Complaints, Compliments and Enquiries are to be on the agenda at least once annually at Wider Leadership Team.</p> <p>Within teams that have a high level of complaints, Lessons Learnt are to be on the agenda on a more regular basis, discussing complaints received, what the lessons to be learnt are, and how best to communicate/action those lessons.</p>
<p>To ensure that more is done to recognise and motivate those who receive compliments for their exemplary services and actions, as well as circulating these lived examples of our values council-wide.</p>	<p>All compliments are to go through the Customer Contact Centre, where they can be regulated. This will mean that each compliment is communicated correctly, and none are lost in the process.</p> <p>Compliments are to be incorporated into 1-2-1 check ins and appraisals.</p> <p>Compliments are to be highlighted in a regular segment in corporate communications, highlighting Sandwell Values being shown through these examples.</p>
<p>To review the unreasonably persistent behaviour policy.</p>	<p>The unreasonably persistent behaviour policy is to be reviewed, to see if it is still fit for purpose. This review will also look into how this policy is being used in practice, and whether any changes need to be made to it.</p>
<p>To review and streamline Sandwell Council's Ombudsman processes and procedures.</p>	<p>The latest annual review from the LGSCO is to be analysed, with any findings and learning being used to inform changes made to the Council's current Ombudsman procedures.</p>
<p>To review the organisational location of the complaints function within the Council.</p>	<p>Following the conclusion of the Phase 2 review of the Assistant Director tier of the Council, the organisational location of the complaints function within the council will be reviewed.</p>

10. Glossary

Complaints

A **complaint** is an expression of dissatisfaction, however made, about the standard of service, actions or lack of action by the organisation, its own staff, or those acting on its behalf, affecting an individual or group of individuals.

The Corporate Complaints process consists of 2 stages, **Stage 1** and **Stage 2**.

At **Stage One**, the investigation involves the complaint being considered by an experienced officer from the department the complaint is regarding. In cases where the complaint concerns more than one Council service, the Council will ensure that the response is coordinated, and a collective response will be given to all issues raised.

If the complainant is dissatisfied with the outcome of the Stage One response, they can request to escalate their complaint to **Stage Two** which is the final stage of the complaints process. Following the acceptance of a Stage Two complaint, an investigating officer will be appointed. The investigating officer will not have had any previous involvement with the case. The investigating officer will review the entire case, such as the original complaint, any background information relating to the complaint matter, the response provided at Stage One and any other information which has relevance to the complaint.

Compliments

A **compliment** is a recognition of the council giving the best service they can, whether received by a department or an individual. The person or service who receive a compliment are informed and congratulated.

Councillor and MP Enquiries

The complaints policy is intended for individual citizens to seek resolution to an issue. A Member of Parliament (MP) or Councillor can make an enquiry on behalf of a constituent. These are **MP Enquiries** and **Councillor Enquiries**.

MP Enquiries and **Councillor Enquiries** are distinct from complaints, and are handled outside the Complaints process

Local Government and Social Care Ombudsman and the Housing Ombudsman Service

If a complainant remains dissatisfied with their response received following a Stage Two response, they can escalate their complaint to the Local Government and Social Care Ombudsman Service or the Housing Ombudsman Service. These free to use services are

external to Sandwell MBC. Contact details for the appropriate body are provided in the Council's Stage Two response.

The Ombudsman's service is the final stage for complaints about the Council, with their investigations being independent to the Council. The Ombudsman service will assess the complaint and advise the Council if they decide to initiate an investigation.

The Ombudsman can be approached at any stage of the Council's complaints process. However, the Ombudsman will normally only consider complaints once complainants have exhausted the Council's complaints process.

Appendix 1 - Local Government and Social Care Ombudsman Complaints and Enquiries Decisions (by Outcomes), 2023-24, Sandwell Metropolitan Borough Council and Statistical Neighbours.

Authority Name	Invalid or Incomplete	Advice Given	Referred Back for Local Resolution	Closed after Initial Enquiries	Not Upheld	Upheld	Total	Uphold rate (%)	Average uphold rate (%) of similar authorities
Nottingham City Council	10	4	37	18	0	10	79	100%	79%
Luton Borough Council	4	3	19	25	4	9	64	69%	79%
Middlesbrough Borough Council	4	0	12	27	2	3	48	60%	79%
Blackburn with Darwen Council	2	2	15	19	1	5	44	83%	79%
Coventry City Council	2	4	21	34	5	3	69	38%	80%
Walsall Metropolitan Borough Council	2	1	18	19	1	18	59	95%	80%
Stoke-on-Trent City Council	7	2	29	37	3	13	91	81%	79%
Leicester City Council	6	2	15	38	3	18	82	86%	79%
Derby City Council	8	1	19	13	4	14	59	78%	79%
Oldham Metropolitan Borough Council	2	1	31	24	2	12	72	86%	80%
Sandwell Metropolitan Borough Council	3	6	31	30	4	14	88	78%	80%