

Appendix 1: Council Plan Targets and Supporting KPI's for 'Our Customers by providing excellent and accessible services'

Target Status	Usage
On Track	The target is progressing well against the intended outcomes and intended date.
Not on Track	- The target is six months off the intended completion date and the required outcome may not be achieved - To flag annual indicators within a council plan period that may not be met. - To reflect any indicator that does not meet the expected outturn for the reporting period (quarterly).
Achieved	The target has been successfully completed within the target date. Success to be celebrated.
Extended	The date for completion of this target has been formally extended by a Director and/or Members.
Achieved, behind target	The target has been completed but outside the intended target date. Success to be celebrated but reason for late delivery should be acknowledged.
Withdrawn	The target has been recommended for withdrawal and discussed at SLT meeting. Cabinet Member and Deputy Leader need to be informed.
Failed	The target has failed to achieve what it set out to accomplish within the intended target date.

Key Council Target	Status	Q4 January to March 2025 Progress	Target Date
CUS.01 - Develop real time customer satisfaction measurement for our contact centres by March 2026 and explore rolling this out further throughout the plan period	On Track	Q2 July to Sept – 47 completed surveys received, 70% either Very Satisfied or Satisfied with the service from Customer Services via Live Chat or Email contact. Of the 30% who stated very dissatisfied or dissatisfied, or requested feedback , contact has been made to ascertain details with 12 customers to resolve their issue provide additional information or shared with the relevant department to resolve Examples of this: 1. Customer brought to our attention that a link sent to them in the live chat did not work. This was fed back to the customer advisor and the link since has been updated. 2. Due to the response to the survey, we discovered an admin error on a customer's bin order which the refuse department was able to correct, to speed up delivery of customer's bin. The customer was very happy. (If they	Fri-31-Mar-28

		had not responded to the survey, the error may not have been found and their bin delivery may have been delayed further). 2 compliments have been identified and recorded and shared with officers. Q1 Apr to Jun - 48 completed surveys received, 83% either Very Satisfied or Satisfied with service received from Customer Services via Live Chat or Email contact. Of the 17% who stated very dissatisfied or dissatisfied, or requested feedback, contact has been made to ascertain details to resolve their issue, provide additional information or shared with the relevant department to resolve. 7 compliments have been recorded and shared with officers. NB. % value is a rolling total for the 4 quarters a Further development needed for Telephone contact - Text messaging	
CUS.02 - Ensure we achieve a score of 90% or above (Excellent) on all four categories (Content, Accessibility, Marketing and User Experience) for our website using the Silktide software by December 2027	On Track	Q1 – Content – 99%, accessibility – 99%, marketing 99%, user experience – 90% The lower score on user experience is due to the web vitals score dropping 18.5% This includes issues such as low load speed. The main issue is the homepage which is taking an average of 11.1 seconds to load. Q2 – Content – 98%, accessibility – 98%, marketing – 100%, user experience – 85% An overall drop with the most notable being the user experience which has dropped below 90%. Comms will work on this to improve the score and bring it back up to 90%	Fri-31-Dec-27
CUS.03 - Work with stakeholders, regional and local partnerships to deliver shared strategies and priorities and publish an annual progress and evaluation report in respect of cross cutting themes	On Track	Q1 Devolution The Policy team continues to work closely with EMMCA, particularly the Inclusive Growth strand, via Board meetings, working groups and Thematic meetings. Local Policy areas developed over this quarter cover: Enhancing digital transformation and innovation. Supporting improvements in community wellbeing. Supporting economic growth, tourism and job creation. Lead on climate action and ensure transition, supporting residents to be better connected across the region and beyond, creating ways for residents to learn, grow and prosper.	Fri-31-Mar-28

(skills, aspiration, health, and local rail offer)		Q2 Developments continue with EMMCA, particularly on the Inclusive Growth strand, through Board meetings, thematic discussions, and working groups Delivery and monitoring for the UKSPF and Rural Fund (12month extension) continue. The EMIZ Programme continues to be delivered and the Green Skills Hub proposal for Shirebrook Continues with an internal working group overseeing this strand. We ensure both internal and external stakeholders remain engaged through partnerships and active participation in working groups. Rail Partnership Projects update <u>EMCCA's Position on Rail Projects - Robin Hood and Maid Marian Lines</u> • Acknowledgement: EMCCA appreciates the work done so far on the Robin Hood Line extension and Maid Marian Line reopening, including submissions to the Restoring Your Railways Programme. • Funding Context: The £2bn Transport for City Regions award is welcome, but it must support all transport modes, not just rail. Heavy rail investments are especially costly, so EMCCA will seek additional funding sources beyond this award. • Next Steps: EMCCA will launch the first phase of public consultation later this year to shape its emerging Transport Plan. This will help determine regional priorities. • Ongoing Dialogue: EMCCA is committed to continuing discussions to ensure transport investments deliver the greatest benefit for the region. <u>Rail Safety & Try a Train Initiative</u> Robin Hood Line Community Rail Partnership (RHL CRP) delivered rail safety education and a Try a Train experience to 107 students, 12 school staff, and 8 volunteers. The initiative introduced local attractions and active travel, helping young people build confidence in using the train. 31% of students had never been on a train before, and after the day trip, 92% reported feeling more confident about using rail travel.	
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		<u>Rail Trails Collaboration with Walk Wheel Cycle Trust (Sustrans):-</u> RHL CRP is working with Walk Wheel Cycle Trust on the Rail Trails project to promote physical activity. The project will create accessible walking, wheeling, and cycling routes from Robin Hood Line stations, linking communities to attractions, workplaces, and education sites across Bolsover District. <u>Creswell Art – Youth engagement</u> Creswell Primary School will be working with an artist to design a mural for the Elmton Road underpass. A series of creative workshops with students and the artist will take place at the school between 23rd January and 13th March 2026. These sessions will explore Creswell's past, present, and future, inspiring the final artwork. Lloyds Bank Foundation The Council continues to work with the Lloyds Bank Foundation with input from BDC has been working to develop the roles of the Thematic group going forward. BDC continues to support the thematic groups of Bolsover Partnership and Lloyds bank Foundation in this project Bolsover Partnership Support The Policy Officers continue to work with the thematic groups and provide Commissioning support for Locality Fund programmes and any other partnership funding we receive, including UKSPF and partnership underspend.	
CUS.04 - Monitor progress against the Equality Plan and objectives for 2023-2027 and publish information annually	On track	Q2 25/26: Corporate Equalities objectives continue to be met; the following diversity day was marked during the applicable timeframe: -National Hate Crime Awareness Week (NHCAW) ■Kellie continues to support service managers with their Equality Impact Assessments (EIAs) particularly Housing and Customer Services. ■Kellie continues to provide equalities advice to colleagues across the authority relating to corporate equality matters. ■The Council has a new email address (equalities@bolsover.gov.uk) where all Hate Crime incidents and Reasonable Adjustment Requests (RARs) are directed to. Kellie, Kady and Sazzie have access to this email account to ensure business continuity. ■RARs continue to be processed for residents who've requested improved accessibility to the information they receive from the Council.	Wed-31-Mar-27

		■Content for corporate equality training sessions was agreed with HR so that staff can access SkillGate to meet flexible training needs. KB (30/10/25)	
CUS.05 - Explore running a residents' survey to gain resident feedback on place-based services and priorities for improvement	On track	As agreed at the Exec Board 8/9/25, this Target has been extended to March 2028, as it's 'ongoing' KB 30/10/25 The Autumn Citizens' Survey is currently 'live' and out in the field. Topics include: ■Contacting the Council ■Customer Standards ■Complaints ■Communications As at 30/10/25, there have been 21 responses and with the 'In Touch' magazine reaching households across the district this week, we are expecting participation numbers to increase.	Mon-31-Mar-28
CUS.06 - Increase participation in sport, leisure, and social activities, by 3,000 attendances per year, through the delivery of several physical activity interventions (Active Schools, Active Communities, Active Clubs, Active Holidays, Active Clubs, Active Interventions and Active Leisure)	On track	For the second quarter of 2025/26 we have attracted the following to activities/interventions:- Active Schools - 3262 Active Clubs - 1 Active Holidays - 3674 Active Interventions - 8071 Active Communities - 2013 Active Leisure (facility based activity) - 92300 Events, Learning & Other activities - 808 Total for Qtr 2 – 110,129; giving a cumulative total for the year of 212,391	Fri-31-Mar-28
CUS.07 - Deliver a health intervention programme which provides 500 adults per year with a personal exercise plan via the exercise referral scheme and aims to retain at least 50%	On track	119 clients were processed through the exercise referral programme during the second quarter of 2025/26 and a total of 81 people continued to exercise after the initial 12-week programme.	Fri-31-Mar-28

into continued exercise after 12 weeks.			
CUS.08 - Improve employee engagement and feedback to enable the Council to develop a fully inclusive People Strategy by March 2026	On Track	Performance note (03/02/25 KD) - target date changed to March 2026 to reflect the milestones within the control sheet. Also confirmed that a new occupational health provider has been secured in Q3 2024/25 ahead of the target date of March 2025. Now that an Employee Survey has been completed, the Council's People Strategy will be developed and LGR can be factored in. Update Q1 25/26 - The first draft has been revised and is back with the Council's Communications service. 2 further policies (Maternity Policy and Harassment and Bullying Policy) have been reviewed and where necessary updated. SLT and Trade Unions have been consulted. Awaiting sign off via Delegated Decision. Update Q1 25/26 - Both Policies have now been approved via Delegated Decision. An additional policy on 'Preventing Sexual Harassment' has been devised and approved at Council following consultation with the Trade Unions at UECC. Update Q2 25/26. People Strategy Draft no.3 is with the Communications Team. It is hoped this will result in the final draft to be consulted on via UECC before Council approval. The 2025 Employee Awards are close to being finalised, with voting having ended on 31/10/25.	Mon-31-Mar-26

Supporting Key Performance Indicators

Status		Usage
	Positive outturn	The outturn is above target or positive (for some targets a positive outturn requires the result to be below the target set).
	Within target	The outturn is within 10% of the target set.
	Negative outturn	The outturn is below target or negative (for some targets exceeding the target results in a negative outturn).

Customer Services

CSP 01. % Calls answered within 20 seconds

Quarter	Value	Target	Status	Commentary
Q2/25/26	77.00%	75.00%		Q2 July to Sept 18,998 calls recvd and 18,499 calls answered. Calls answered within 20s 77% which is above target of 75%.
Q1/25/26	75.00%	75.00%		
Q4/24/25	79.00%	80.00%		
Q3/24/25	80.00%	80.00%		
Q2/24/25	77.00%	80.00%		

CSP 02. % of Abandoned Calls - Negative Target

Quarter	Value	Target	Status	Commentary - Negative Target
Q2/25/26	2.00%	3.00%		Q2 July to Sept 18,499 calls answered 2% (340) calls abandoned and within target of 3%.
Q1/25/26	2.00%	3.00%		
Q4/24/25	2.00%	3.00%		
Q3/24/25	2.00%	3.00%		
Q2/24/25	2.00%	3.00%		

CSP 03. Average wait time to not exceed 30 seconds - Negative Target

Quarter	Value	Target	Status	Commentary - Negative Target
Q2/25/26	31	30		Q2 July to Sept average wait time 31 seconds for calls to be answered - just outside target of 30s improvement on previous Q1
Q1/25/26	35	30		
Q4/24/25	30	30		
Q3/24/25	30	30		
Q2/24/25	31	30		

CSP 04. % of emails answered within 8 working days

Quarter	Value	Target	Status	Commentary
Q2/25/26	99.90%	100%		Q2 July to Sept 8270 emails received and 8263 answered within 8 working days (6 out of time , Housing, Legal, planning P&E, Repairs and Streetscene provided responses outside the standard of 8 working days

Q1/25/26	99.70%	100%		
Q4/24/25	99.70%	100%		
Q3/24/25	99.70%	100%		
Q2/24/25	99.50%	100%		

CSP 05. % of Live Chats answered within 20secs

Quarter	Value	Target	Status	Commentary
Q2/25/26	99.00%	90%		Q2 July to Sept 562 chats received and 557 answered, 99% answered within 20s and above target
Q1/25/26	89.00%	90%		
Q4/24/25	89.00%	90%		
Q3/24/25	90.00%	90%		
Q2/24/25	89.00%	90%		

CSP 06. Face to Face customers seen within 20sec and not kept waiting more than 20 mins (Annual)

Annual	Value	Target	Status	Commentary
24/25	99%	100%		Additional monitoring carried out 13/05/25 99.5% seen within 20mins. Future Face to Face monitoring dates 11.11.25 , 11.05.26 & 09.11.26

CSP 07. % of External Satisfaction (Realtime)

Quarter	Value	Target	Status	Commentary
Q2/25/26	70.00%	85%		Q2 July to Sept 47 completed surveys received 70% either Very Satisfied or Satisfied with service received from Customer Services. Surveys are issued via Live Chat and Email. Of the 30% who stated some form of dissatisfaction, 12 customers requested a follow up or their comments were reviewed, contact has been made and the issue resolved or we connected them to the dept the issue was relating to for them to resolve. In addition, an issue raised via the survey identified an error regarding an admin process, which was highlighted with the dept and was able to rectify rather than escalating further. 2 compliments have been shared with the departments.
Q1/25/26	83.00%	85%		
Q4/24/25	69.00%	85%		
Q3/24/25	75.00%	85%		
Q2/24/25	82.00%	85%		

CSP 08. % Calls answered within 20secs (Corporate) – REMOVED 4.2025**CSP 09. % of Abandoned Calls (Corporate) - REMOVED 4.2025**

CSP 10. % Stage 1 Complaints answered within 10 working days

Quarter	Value	Target	Status	Commentary
Q2/25/26	100.00%	100%		Q2 Jul – Sep: 76 Stage 1 complaints received. 100% answered within 10 working days average working day response 5 days. The majority of complaints received were for Street Scene (35), Housing (12) and Revenues (10). Themes included: missed bin collections, lack of communication, disagreement with the action taken and conduct. 1 complaint withdrawn as not wishing to pursue complaint.
Q1/25/26	97.00%	100%		
Q4/24/25	100.00%	100%		
Q3/24/25	100.00%	100%		
Q2/24/25	98.00%	100%		

CSP 11. % Stage 2 Complaints answered within 20 working days

Quarter	Value	Target	Status	Commentary
Q2/25/26	100%	100%		Q2 Jul – Sep: 11 Stage 2 complaints received. 100% answered within 20 working days, average working day to respond 15 working days . Housing received the majority (3) complaints escalated from stage 1. No themes could be identified from the small amount of data.
Q1/25/26	100%	100%		Q1 Apr-Jun - 7 Stage 2 complaints received, 7 answered within 20 working days - average working day response time is 16 days. Housing received the majority of complaints escalated from stage 1 and the main theme was officer conduct
Q4/24/25	94%	100%		% corrected 23.5.25 – previously recorded as 99% in error.
Q3/24/25	100%	100%		
Q2/24/25	100%	100%		

CSP 12. % of all stage complaints acknowledged within 5 working days

Quarter	Value	Target	Status	Commentary
Q2/25/26	100%	100%		All stage 1 and stage 2 complaints acknowledged within timescale
Q1/25/26	100%	100%		
Q4/24/25	97%	100%		
Q3/24/25	99%	100%		
Q2/24/25	96%	100%		

Financial Services**FIN 01. % Sundry Debtors arrears collected (Quarterly)**

Quarter	Value	Target	Status	Commentary
Q2/25/26	80.1%	80%		Target met. The finance and revenues teams have been working hard to implement positive changes and work with departments to improve the debt recovery processes which can now be seen in the results for Q2.
Q1/25/26	63.2%	75%		
Q4/24/25	75.4%	90%		
Q3/24/25	70.2%	85%		
Q2/24/25	64.4%	85%		

FIN 02 - % Invoices paid within 30 days (Quarterly)

Quarter	Value	Target	Status	Commentary
Q2/25/26	99.40%	98%		1552 invoices, of which 1542 paid within 30 days
Q1/25/26	99.70%	98%		

Q4/24/25	99.30%	98%		
Q3/24/25	99.90%	98%		
Q2/24/25	99.57%	98%		

Human Resources

HR01 Days sickness per full time employee

Quarter	Value	MAX CAP	Status	Commentary
Q4/25/26		2.1		
Q3/25/26		2.1		
Q2/25/26	3.1	2.1		The overall average days lost due to sickness in Quarter 2 was 3.11 days, this is the highest Quarter 2 over the last three years. Long term sickness cases have contributed to the escalation of the absence figures (accounting for 75% of sickness) in this Quarter. EMCCA are currently conducting a benchmarking exercise, which will enable BDC to compare their figures with the other Districts. Deadline for responses is 14 th Nov, so an update on this should be available in Q3.
Q1/25/26	2.8	2.1		
Q4/24/25	2.80	2.1		
Q3/24/25	2.09	2.1		
Q2/24/25	2.35	2.1		

ICT

IT 01/11 - Incidents and service requests resolved within target time (quarterly)

Quarter	Value	Target	Status	Commentary
Q2/25/26	90.20%	80%		
Q1/25/26	89.70%	80%		
Q4/24/25	89.70%	80%		

Q3/24/25	84.00%	80%		
Q2/24/25	90.00%	80%		

IT 02/11 - Incidents and service requests fixed at first point of contact (quarterly)

Quarter	Value	Target	Status	Commentary
Q2/25/26	63.20%	40%		
Q1/25/26	57.00%	40%		
Q4/24/25	57.00%	40%		
Q3/24/25	50.00%	40%		
Q2/24/25	56.00%	40%		

Leisure

01. Deliver a health intervention programme which provides 500 adults per year with a personal exercise plan via the exercise referral scheme (quarterly)

Quarter	Value	Target	Status	Commentary
Q2/25/26	119	125		below quarterly target but still ahead at cumulative 6m figure (281 vs 250)
Q1/25/26	162	125		
Q4/24/25	92	125		but ahead of the yearly target
Q3/24/25	184	125		
Q2/24/25	179	125		

02. Retain at least 50% of health referral clients into continued exercise after 12 weeks.

Quarter	Value	Target	Status	Commentary
Q2/25/26	81	63		
Q1/25/26	104	63		

Q4/24/25	126	63		
Q3/24/25	113	63		
Q2/24/25	141	63		

Information & Engagement

CP 02 - % of SARS administered within one calendar month (Annual)

Quarter	Value	Target	Status	Commentary
24/25	96%	90%		103 data protection requests were received and 4 were late for 2024-25.

CSI 19 % FOI/EIR requests responded to in 20 working days (Quarterly)

Quarter	Value	Target	Status	Commentary
Q2/25/26	100.00%	95%		Out of 213 FOIs and 56 EIRs received, none were late.
Q1/25/26	98.85%	95%		
Q4/24/25	98.00%	95%		
Q3/24/25	93.20%	95%		
Q2/24/25	84.30%	95%		

Planning

PLA 01. Determining 'Discharge of Condition' applications within national target deadlines

Quarter	Value	Target	Status	Commentary
Q2/25/26	100.00%	80%		Q2 - 25 applications determined. All within stat. time period.

Q1/25/26	82.00%	80%		
Q4/24/25	93.00%	80%		
Q3/24/25	100.00%	80%		
Q2/24/25	86.00%	80%		

PLA 157a Determining "Major" applications within target deadlines (Quarterly)

Quarter	Value	Target	Status	Commentary
Q2/25/26	100.00%	70%		Q2 - 3 application determined, all within agreed extension of time periods.
Q1/25/26	100.00%	70%		
Q4/24/25	100.00%	70%		
Q3/24/25	100.00%	70%		
Q2/24/25	100.00%	70%		

PLA 157b Determining "Minor" applications within target deadlines (Quarterly)

Quarter	Value	Target	Status	Commentary
Q2/25/26	100.00%	80%		Q2 - 17 applications determined. All within stat. time period or agreed extension of time period. 41% determined within 8 weeks (statutory time period).
Q1/25/26	100.00%	80%		
Q4/24/25	100.00%	80%		
Q3/24/25	100.00%	80%		
Q2/24/25	100.00%	80%		

PLA 157c Determining "Other" applications within target deadlines (Quarterly)

Quarter	Value	Target	Status	Commentary
Q2/25/26	100%	80%		Q1 - 59 applications determined. All within agreed stat time period, or agreed extension of time period. 76% determined within 8 weeks (statutory time period).
Q1/25/26	100%	80%		
Q4/24/25	97%	80%		
Q3/24/25	100%	80%		
Q2/24/25	100%	80%		

Revenues & Benefits

RS 01 % Council Tax arrears collected (Quarterly) (profiled target)

Quarter	Value	Target	Status	Commentary
Q2/25/26	16.45%	15.00%		
Q1/25/26	9.22%	8.00%		
Q4/24/25	26.60%	27.00%		
Q3/24/25	17.80%	20.00%		
Q2/24/25	13.70%	15.00%		

RS 02 % NNDR arrears collected (Quarterly) (profiled target)

Quarter	Value	Target	Status	Commentary
Q2/25/26	47.10%	30.00%		
Q1/25/26	37.99%	20.00%		
Q4/24/25	59.80%	65.00%		
Q3/24/25	5.00%	40.00%		

Q2/24/25	31.90%	30.00%		
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RS 03 % Council Tax Collected (Quarterly)

Quarter	Value	Target	Status	Commentary
Q2/25/26	95.93%	96.50%		whilst target not met there has been a slight improvement on % collected in Q2 24/25.
Q1/25/26	96.61%	96.50%		
Q4/24/25	96.97%	96.50%		
Q3/24/25	94.89%	96.50%		
Q2/24/25	95.82%	96.50%		

RS 04 % Non-domestic Rates Collected (Quarterly)

Quarter	Value	Target	Status	Commentary
Q2/25/26	93.06%	98.50%		Impacted in part by final payments of Q2 not being received on several large accounts until after the Q2 period.
Q1/25/26	96.98%	98.50%		
Q4/24/25	98.15%	98.50%		
Q3/24/25	89.22%	98.50%		
Q2/24/25	96.03%	98.50%		

RS 05 Benefit overpayments as a % of benefit awarded (Quarterly) - Negative Target

Quarter	Value	CAP	Status	Commentary - Negative Target
Q2/25/26	5.08%	8.00%		
Q1/25/26	4.14%	8.00%		
Q4/24/25	4.50%	8.00%		
Q3/24/25	3.19%	8.00%		

Q2/24/25	3.18%	8.00%		
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RS06 % Recovery of overpayments excluding from ongoing HB (Quarterly)

Quarter	Value	Target	Status	Commentary
Q2/25/26	39.06%	20.00%		
Q1/25/26	59.33%	20.00%		
Q4/24/25	36.65%	20.00%		
Q3/24/25	32.62%	20.00%		
Q2/24/25	52.34%	20.00%		

RS 07 % Telephone Abandonment: Revenues (Quarterly) - Negative Target

Quarter	Value	CAP	Status	Commentary - Negative Target
Q2/25/26	1.71%	8%		
Q1/25/26	5.22%	8%		
Q4/24/25	1.50%	8%		
Q3/24/25	2.00%	8%		
Q2/24/25	1.90%	8%		

RS 08 % Calls answered within 20 seconds: Revenues (Quarterly)

Quarter	Value	Target	Status	Commentary
Q2/25/26	87.96%	70.00%		
Q1/25/26	78.31%	70.00%		
Q4/24/25	87.50%	70.00%		
Q3/24/25	92.00%	70.00%		
Q2/24/25	87.20%	70.00%		

RS 09 % Telephone Abandonment : Benefits - Negative Target

Quarter	Value	CAP	Status	Commentary - Negative Target
Q2/25/26	0.78%	3.0%		
Q1/25/26	1.22%	3.0%		
Q4/24/25	0.90%	3.0%		
Q3/24/25	1.20%	3.0%		
Q2/24/25	1.00%	3.0%		

RS 10 % Calls answered within 20 seconds: Benefits (Quarterly)

Quarter	Value	Target	Status	Commentary
Q2/25/26	90.13%	80.0%		
Q1/25/26	90.89%	80.0%		
Q4/24/25	94.50%	80.0%		
Q3/24/25	95.60%	80.0%		
Q2/24/25	94.40%	80.0%		

RS 11 % HB overpayment arrears collected

Quarter	Value	Target	Status	Commentary
Q2/25/26	6.04%	7.50%		Target not met. Staff resources allocated to other Revenues & Sundry Debt Recovery work.
Q1/25/26	3.19%	5.00%		
Q4/24/25	15.00%	15.00%		
Q3/24/25	11.20%	10.00%		
Q2/24/25	8.90%	7.50%		

RS 12 - Time taken to process Housing Benefit/Council Tax Benefit new claims and change events (days - 1/4ly)

Quarter	Value	CAP	Status	Commentary - Negative Target
Q2/25/26	0	10		Data will not be available until the end of October 25
Q1/25/26	4.41	10		
Q4/24/25	3.65	10		
Q3/24/25	4.9	10		
Q2/24/25	5.8	10		