

# NNDR Benchmarking Club 2018

## IMPORTANT GENERAL GUIDANCE

Guidance and definitions for this questionnaire can be found on the "Guidance" sheet.

**Please read the "Guidance" sheet before completing the questionnaire.**

Throughout the questionnaire, you can link to the associated definitions and guidance by clicking on the white 'Go to Guidance -->' in the top right corner of each section. To return to the questionnaire please click on the 'Questionnaire' tab at the bottom of the window.

In order to try and reduce the problem we have of identifying zeros from missing key data, this year we have entered '..' in most numeric data entry cells and you will notice that formulae e.g. totals and carry-forwards all show '..' before any data is entered. Only by overwriting all of the '..' in a table will the total be generated so please do not leave any cells as they are. If the genuine figure is zero then please replace '..' with 0. If the figure is not known/not available, please replace the '..' with na.

Please do not enter any comments or data outside the cells provided or within the return email, as these are processed automatically and your comment will not be seen. If you wish to make any comments, please enter these in the boxes below.

## COMMENTS

Please include here any thoughts regarding difficulties completing the questionnaire or other general points about your service that you feel would be of interest to other members. Please do not use these cells to update contact information.


EXAMPLE

QUESTIONNAIRE

# 1. SERVICE DELIVERY

Service Structure		<a href="#" style="color: white; text-decoration: none;">Go to Guidance --&gt;</a>
Please read the guidance notes on this section.		
To what extent is your NNDR function outsourced during the period being benchmarked and what percentage of the function was delivered by each method?		
<b>(a) IN-HOUSE delivery</b>	-- select --	% Delivered ..
<b>(b) OUTSOURCED to a Shared Services Arrangement (SSA)</b> <i>(with other LA's and / or with other public sector organisations)</i>	-- select --	% Delivered ..
Name(s) of SSA partner(s)?		
1		
2		
3		
4		
5		
<b>(c) OUTSOURCED to an External Contractor</b> <i>(incl. legal entities partly/wholly owned by your organisation)</i>	-- select --	% Delivered ..
Name(s) of External Contractor(s)?		
1		
2		
3		
<b>Total (a) + (b) + (c) % Delivered should be 100%</b>		% Delivered ..
<b>(d) Comments re your service delivery</b>		

EXAMPLE QUESTIONNAIRE

## 2. COSTS

### (a) Cost Of Collection (2017/18 Actuals)

[Go to Guidance -->](#)

Actual cost of collecting NNDR for 2017/18 as defined in official returns such as RO, RA, POBE etc. Include client side costs. Exclude costs of collecting Council Tax.  
Please use your judgement about treatment of one-off or exceptional costs, to show a fair picture of "going concern" costs.  
Actual FTE staffing level for NNDR that corresponds to the staff cost, incl. agency staff.

	Staff Number	2017/18 Cost	2016/17 Cost
<b>Direct Costs</b>			
NNDR Staff (including valuation and visits)	FTE	..	..
Customer Contact Centres	FTE	..	..
Receiving Payments		..	..
Bought-in services		..	..
Other Running Costs (net)		..	..
<b>Total Direct Cost</b>		..	..
<b>Indirect Costs</b>			
IT Charges		..	..
Accommodation Charges		..	..
Other Central Charges		..	..
<b>Total Indirect Cost</b>		..	..
<b>Outsourcing Costs</b>			
		..	..
<b>Gross Costs (excl. enforcement)</b>			
		..	..
Enforcement Cost or (Surplus)	as per 2(b) FTE	..	..
<b>Gross Costs (incl. enforcement)</b>			
	FTE	..	..
Allowance for Cost of Collection		..	..
<b>Net Costs (incl. enforcement)</b>			
		..	..

### (b) Breakdown of Enforcement Costs

[Go to Guidance -->](#)

Costs		2017/18 Cost	2016/17 Cost
+ In-house Enforcement Agents		..	..
+ External Enforcement Agents		..	..
+ IT Costs		..	..
+ Other Support Costs		..	..
+ Fees		..	..
<b>Gross Enforcement Costs</b>		..	..
<b>Less Income</b>			
- Recovery Income Enforcement Agent Fees	(enter as positive)	..	..
- Other Income	(enter as positive)	..	..
<b>Total Enforcement Income</b>		..	..
<b>Net Enforcement Cost or (Surplus)</b>			
		..	..

### 3. WORKLOAD

#### (a) Hereditaments

Please only include properties with live rateable values, as at 2018/19 billing time.

	Number of hereditaments	Rateable value of hereditaments £'m
Total hereditaments	..	..
Occupied hereditaments	..	..
of which partially occupied s44(A)	..	..
Empty hereditaments (including exempt)	..	..
of which exempt	..	..
Properties paying by internal transfer, i.e. the LA is the ratepayer.	..	..

#### (b) Reliefs

[Go to Guidance -->](#)

Please provide a breakdown of all reliefs as at 2018/19 initial billing, not just new cases.

		No. of Cases
Mandatory:	Charitable occupation	s43(5 & 6A) ..
	Community Amateur Sports Clubs	s43(5 & 6B) ..
	Rural Rate Relief	s43(6A & 6B) ..
	Small business relief	s43(4B) ..
	- of which relief where a 2nd property occupied	s31 ..
Discretionary:	Charitable occupation	s47(2A) ..
	Community Amateur Sports Clubs	s47(2B) ..
	Non-profit making bodies	s47(2B & C) ..
	Rural Shops etc.	s47(3A) ..
	Small Rural Businesses	s47(3B) ..
	Other Rate Payers (localism schemes)	s47 ..
	<u>Rural rate relief</u>	s47 ..
	<u>Local newspaper temporary relief</u>	..
	<u>Supporting small business relief</u>	..
	<u>Discretionary scheme relief</u>	..
<u>Pub relief</u>	..	
What is your estimated gross cost of discretionary relief in 2018/19 (NNDR1 - Line 37)?		£'k ..
Number of Hardship Relief cases (s49) as at 2018/19 initial billing	No. of Cases ..	Value £'k ..

What were the actual costs of discretionary reliefs (including Hardship Relief) in 2017/18?

+ Gross cost of discretionary relief	£'k ..	
- Less NNDR pool funding	..	
= Net cost of discretionary reliefs to LA	..	
Discretionary relief applications in 2017/18 (incl. s31)	No. Received ..	No. Refused ..
Discretionary relief applications in 2017/18 (s31 only)	..	..

#### (c) Inspections

[Go to Guidance -->](#)

An inspection relates to an individual property, not a building or ratepayer. Count inspections for all purposes. Count the number of inspections (so if a property is inspected twice, this counts as 2).

	NNDR Staff	Other LA staff	Bought-in / Outsourced Staff	Total
Number of inspections made in 2017/18	..	..	..	..
FTE staff time spent on spent on inspection work 2017/18	..	..	..	..
How often are empty properties inspected? (number of times per annum)				..

**(d) Changes to Valuation Lists**

**(i)** 2017/18 actuals; please show number of amendments to list based on your schedules received (not number of schedules). Count splits (e.g. 1 to 3) as 1+3 = 4 updates.

What was the number of updates by VO to:

	No.
2010 list	..
Previous lists	..
Valuation certificates	..
Total	..

What was the number of billing authority reports raised?

Do you use electronic lists of planning applications and building control inspections to the valuation office?

Do you issue completion notices?

If yes, how many were issued in 2017/18?

**(ii) 2017/18 RV Appeals**

01/04/2017 Brought forward  
 Added in 2017/18  
 Cleared in 2017/18  
 31/03/2018 Carried forward

	Rateable values if hereditament £k	No. of Appeals
01/04/2017 Brought forward	..	..
Added in 2017/18	..	..
Cleared in 2017/18	..	..
31/03/2018 Carried forward	..	..

NB: Enter all figures as positives.

**(e) Other Workload Measures**

[Go to Guidance -->](#)

How many cases of the following did you have in 2017/18 (relating to any year)?

	No.
Refunds	..
Write-offs	..
FOI enquiries	..
Data Protection enquiries	..
Registered complaints/ombudsman inquiries referred	..

Not answered

No. upheld

**(f) Reviews**

How frequently and using what method(s) do you review the following?

	Frequency	Date of last review (dd/mm/yyyy)	Method
Reliefs	-Mandatory	..	- Select -
	-Discretionary	..	- Select -
Chargeable empty properties	- Select -	..	- Select -
Empty exempt properties	- Select -	..	- Select -

**(g) BIDS**

How many BIDS arrangements do you have?

How many of these are 'cross boundary'?

What was the annual debit raised from BIDS in 2017/18?

What was the annual debit raised from BIDS at 2018/19 billing time?

What was the amount collected from BIDS in 2017/18?

What software do you use for collecting this charge?

If other, please overwrite.

Please name the improvements / key objectives for your current BIDs (e.g. extra safety/security, cleansing, environmental measures).

(h) Business Rate Supplements

Do you charge a business rate supplement (incl. crossrail)?

- Select -

If yes, please give details:

Empty text box for details.

4. BILLING, RECOVERY AND ENFORCEMENT

(a) Demands

Go to Guidance -->

2017/18 actuals

Number of annual bills
Number of new demands or amended bills
Total number of demands & adjustment notices

Table with columns: No., Of which: e-billed. Rows for annual bills, new demands, and total demands.

(b) Timing

Go to Guidance -->

2018/19 tax year, enter dates as dd/mm/yyyy
On what date was:

NNDR bills issued
The first instalment due (Direct Debit)
The first instalment due (other payment types)

Table with column: Date. Rows for NNDR bills issued, first instalment due (Direct Debit), and first instalment due (other payment types).

(c) Reminders & Notices

2017/18 actuals relating to all tax years and including non-statutory notices if any

In 2017/18 what was the number of Statutory reminders

Reminders
Final Notices
Total

Table with column: No. Rows for Reminders, Final Notices, and Total.

Please show total even if you cannot split reminders from final notices.

Non-statutory reminders

-Emailed
-Mailed
-SMS

Table with columns: Option available, No. Rows for -Emailed, -Mailed, -SMS.

In 2017/18 what was the frequency of billing per week? (1- 5)

Table with column: Days per week.

Average number of working days between instalment date & reminders being issued?

Average number of working days between instalment date & final notices being issued?

Table with column: Working days. Rows for average number of working days between instalment date & reminders, and average number of working days between instalment date & final notices.

Internal daily limits of reminders sent out

Internal daily limits of final notices sent out

Table with column: Working days. Rows for internal daily limits of reminders and internal daily limits of final notices.

(d) Enforcement Actions

[Go to Guidance -->](#)

How many cases of the following did you have, in 2017/18, relating to all tax years?

- Summonses issued
- Special arrangements before Liability Order granted
- Liability Orders granted
- Special arrangements after Liability Order granted
- Referrals to enforcement agents/collectors
- Committal summonses
- Committal orders - sentence suspended
- Committal orders - sentence imposed
- Arrest warrants obtained - with bail
- Arrest warrants obtained - without bail
- Security for unpaid rates
- Statutory Demands issued
  - petitions commenced
  - bankruptcies obtained
  - insolvencies obtained

No.	..
..	..
..	..
..	..
..	..
..	..
..	..
..	..
..	..
..	..
..	..
..	..
..	..
..	..
..	..
..	..
..	..
..	..
..	..
No. of Months	-- Select --

Number of court days used

Court booking time

Please name the enforcement agents you have used in 2017/18

Text input field for enforcement agents.

Please name the debt collection agencies you have used in 2017/18

Text input field for debt collection agencies.

How long is your compliance stage?

No. of Days	..
-------------	----

Do you have a central/corporate debt recovery team?

- Select -

(e) Collection by Enforcement Agents

**Collection statistics re collection made in 2017/18:**

Business Rates Debit re 2017/18

All

Number of cases issued

Number	..
--------	----

Total Business Rates Debit passed

£'k	..
-----	----

Total Business Rates Debit collected

..	..
----	----

Number paid in full

Number	..
--------	----

(f) Collection by In-house Enforcement Agents

**Collection statistics re collection made in 2017/18:**

Business Rates Debit re 2017/18

All

Number of cases issued

Number	..
--------	----

Total Business Rates Debit passed

£'k	..
-----	----

Total Business Rates Debit collected

..	..
----	----

Number paid in full

Number	..
--------	----

(g) Charges

(i) What are the costs charged to individual ratepayers (2018/19) for the following:  
*Unit charge per case, not total income received. Include fees paid to court.*

	£
Issue of summons	..
Issue of liability order	..
Combined total	..

Committal (charge for issue of committal summons only)	..
--	----

	£
Committal Summons	..
Warrants with bail	..
Warrants without bail	..

Do you have a minimum balance below which a summons is not issued?

Do you have a balance below which a lower rate of charges apply?

(ii) Do you supply a breakdown of "costs" to the court clerk?

When were the "costs" last reviewed?

When were the "costs" last amended?

Have your "costs" been challenged?

Is your cost calculation available online?

(h) Court Procedures guidance

Do you provide the following?

Own Staff Training

Magistrates Briefing

Prepare guidance notes for Magistrates



## 5. 2017/18 COLLECTION

### (a) % Cumulative In-Year Collection by Quarter

[Go to Guidance -->](#)

What was the cumulative in year collection of 2017/18 debit by quarter (excl. collection costs)?

	Total NNDR % collected	2016/17 % collected
Before April	..	..
April - June	..	..
April - September	..	..
April - December	..	..
April - March	..	..

### (b) In Year Collection Targets

What are your in year collection targets?

	2017/18	2018/19
Total %	..	..

### (c) Overall Collection Account (excl. Costs)

Please provide a breakdown of your overall collection account

	Prior Years Debits £'k	2017/18 Debits £'k	Collection Account Movements £'k
Balance brought forward 01/04/2017 (excl. costs)	..		..
Net adjustments to prior years debits (not including write-offs) (+/-)	..		..
Net collectable debit for 2017/18 [QRC4 Row 1]		..	..
Amounts written-off in 2017/18	..	..	..
Amounts collected in 2016/17 re 2017/18 debit [QRC4 Row 2]		..	..
Amounts collected in 2017/18 re prior years debit [QRC4 Row 6]	..		..
Amounts collected in 2017/18 re 2017/18 debit [QRC4 Row 3]		..	..
<b>Balance brought forward 31/3/18 (excl. costs)</b>			..
Amounts collected in 2017/18 re 2018/19 debit [QRC4 Row 7]		..	
<b>Total amount collected in 2017/18 re all years</b> [QRC4 Row 8]		..	.. [Row 8 = Row 6 + Row 3 + Row7]

### (d) Costs (with respect to all years' costs)

	£'k
Costs raised during 2017/18	..
Costs collected during 2017/18	..

### (e) Prior Year's Collection - In Year

For the following years, what was the level of each years debit that was collected in-year?

	%
2012/13	..
2013/14	..
2014/15	..
2015/16	..
2016/17	..

### (f) Prior Years' Collection - Cumulative to 31/03/2018

Please detail the amount of prior years' debit up to 31/03/2018

	Adjusted Net debit £'k	Amount Collected £'k	Amount Written Off £'k	Balance Outstanding £'k	Number of Accounts Outstanding	% Collection
2012/13	..	..	..	..	..	..
2013/14	..	..	..	..	..	..
2014/15	..	..	..	..	..	..
2015/16	..	..	..	..	..	..
2016/17	..	..	..	..	..	..

## 6. METHODS OF PAYMENT

### (a) Main Methods of Payment (Number of Payments)

[Go to Guidance -->](#)

Best estimate/actuals for 2017/18

Please give a breakdown of the number of payments by:

	£'k	No. of Payments
Cash	..	..
Cheque	..	..
Sub total Cash/Cheque (by post & over the counter)	..	..
Debit & credit card (by phone and over the counter)	..	..
Direct Debit - AUDDIS & manual	..	..
Payment outlets (PO, AllPay, PayPoint, PayZone etc.)	..	..
Internet payments (LA website)	..	..
Automated telephone (ATP)	..	..
Bank credits (including online banking)	..	..
Other*	..	..
<b>Total</b>	..	..

Please specify other methods of payment

### (b) Further Analysis - Direct Debit

[Go to Guidance -->](#)

	2017/18 %	2018/19 %
Percentage of all accounts who had agreed to pay by DD at main billing time.	..	..
At main billing time:		2018/19 %
Percentage of all accounts with DD Instalment Frequency		
10 monthly payments		..
12 monthly payments		..
Other frequency		..
How many dates per month are available for monthly DD payments?		..
How do you set up direct debit mandates?		
Phone		- Select -
Online		- Select -
Forms/Post		- Select -

### (c) Further Analysis - Payment by Instalments (non-DD)

	% of Accounts	% of Net Collectable Debit
Percentage of all accounts with Instalment Frequency		
10 monthly payments (non-DD)	..	..
12 monthly payments (non-DD)	..	..
Other frequency (non-DD)	..	..

### (d) Credit-Cards

Do you accept credit cards?	- Select -
What is your recharge to a customer for a payment of £100 by credit card? (If you do not charge please overwrite with 0.)	£ ..
What were your total credit card recharges to customers in 2017/18	£ ..
What were your total credit card costs in 2017/18	£ ..

## 7. CUSTOMER CONTACT

### (a) Contactable Hours Go to Guidance -->

How many hours a week are you able to answer NNDR queries **in detail** for the following?

	Mon-Fri	Sat	Sun
Personal Callers	..	..	..
Phone Calls	..	..	..

### (b) Phone Calls, Mail, Emails (2017/18 Actuals) Go to Guidance -->

	Direct to NNDR staff	Direct to contact centre
How many items of mail did you receive in 2017/18?	..	..
How many emails did you receive in 2017/18?	..	..
How many phone calls were offered in 2017/18?	..	..
Of these how many were referred to the back office?	..	..
Of phone calls offered, how many were <b>answered</b> ?	..	..
Of phone calls offered, how many were <b>abandoned</b> ?	..	..
What was the average resolution time?	..	..

### (c) Response Times

What was the average response time to queries received via mail and email (excluding acknowledgements)?

	No. of working
Mail	..
Email	..

### (d) Contact/Call Centres

*Specifically referring to all NNDR queries direct to office/contact centre*

Do you have a corporate contact centre handling:	Phone calls?	- Select -
	Personal visits?	- Select -

If you answered **yes** to either of the above, how do they deal with the following types of enquiry?

	Calls	Visit
Billing Enquiries	- Select -	- Select -
Valuation Enquiries	- Select -	- Select -
Exemptions & Reliefs	- Select -	- Select -
Occupancy Changes	- Select -	- Select -
Payment Arrangements	- Select -	- Select -
Enforcement Agent Enquiries	- Select -	- Select -
Take Payments	- Select -	- Select -

Does the contact centre have staff dedicated to NNDR enquires? - Select -

### (e) Further Information - Visits

What was the total number of NNDR enquiry visits to contact/call centres?	No.	..
Of these how many were referred to the back office?		..

What was the total number of NNDR enquiries received directly by the NNDR section?	No.	..
--	-----	----

## 8. STAFFING & SERVICE STRUCTURE

(a) Staff Grading		Go to Guidance -->
What is the pay structure of your NNDR team? (Please see guidance on how to treat part-timers)		FTE Staff at 31/03/2018
under £15,000		..
£15-20,000		..
£20-25,000		..
£25-30,000		..
£30-40,000		..
over £40,000		..
Total FTE		..
(b) Agency Staff		Go to Guidance -->
For members for whom this is a material cost. How many FTE agency staff do you have? (as included in 2a)		FTE Staff ..
What was the total cost in 2017/18 of agency staff?		£'k ..
What was the average cost per hour for agency processing staff?		£ ..
(c) Sickness Absence		Go to Guidance -->
What is your best estimate for the average number of days per FTE in the last 12 months?		Days
Long-term sick		..
Short-term sick		..
Total sickness		..
(d) Staff Turnover		
What was the turnover of permanent staff in the NNDR section during the last 12 months?		FTE
Number of Staff FTE at 31st March 2017		..
Numbers leaving the organisation 2017/18		..
Numbers joining the organisation 2017/18		..
Number of Staff FTE at 31st March 2018 (as per 2a)	as per 2 (a) ..	..
(e) Employment Status		
Please provide the estimated proportion of staff cost 2017/18:		%
Permanent staff - normal hours		..
- overtime		..
Fixed Term / Contract staff / Agency staff (including zero hours staff)		..
	These should total 100%	..
(f) Homeworking		
If you have homeworkers please split the NNDR Staff FTE between office & home based staff.		FTE
Office Based		..
Home Based		..
Total Staff	as per 2 (a) ..	..
(g) Mobile Staff		
Do you make use of tracker devices? E.g. Mobile phone/GPS for the safety of your staff		- Select -
If yes, what system do you use?		- Select -
(h) Staff - Conflict of interest		
Do you maintain a register of "connected parties" to NNDR staff?		- Select -
E.g. relatives, landlords, business partner etc.		
If yes, how frequently do you review this register?		- Select -



## 9. E-GOVERNMENT

E-Government		
<b>Do you accept relief / exemption claims forms:</b>		2017/18 Number
(i) Online - paper declaration to be signed	- for new claims	<input type="text" value=".."/>
	- for change events	<input type="text" value=".."/>
(ii) Online - without signatures	- for new claims	<input type="text" value=".."/>
	- for change events	<input type="text" value=".."/>
(iii) Online - with 'electronic signatures'	- for new claims	<input type="text" value=".."/>
	- for change events	<input type="text" value=".."/>
If so, do they feed into your DIP system?		<input type="text" value="- Select -"/>
If so, do they feed into your NNDR Processing system?		<input type="text" value="- Select -"/>
Do you have electronic interfaces with your Planning department?		<input type="text" value="- Select -"/>
Do you have electronic interfaces with your Building Control department?		<input type="text" value="- Select -"/>
Do you accept change event by phone?		<input type="text" value="- Select -"/>
Do you accept new claims by phone?		<input type="text" value="- Select -"/>
Do you contact new clients using SMS text?		<input type="text" value="- Select -"/>
Do you contact new clients using E-mail?		<input type="text" value="- Select -"/>
Please name your e-forms provider, if applicable?		<input type="text" value="- Select -"/>
Do you have software implemented to enable E-Billing?		<input type="text" value="- Select -"/>
Can NNDR payers view / update their account online?		<input type="text" value="- Select -"/>

## 10. IT ARRANGEMENTS

<b>(a) NNDR Systems</b>		
Who provides IT facilities to your NNDR section?		<input type="text" value="- Select -"/>
<b>(b) NNDR Software</b>		
What software does your NNDR section use?	<input type="text" value="- Select -"/>	Version <input type="text" value=".."/>
Do you intend to change your system during the next 12 months?		<input type="text" value="- Select -"/>
Have you changed you system during the past 12 months?		<input type="text" value="- Select -"/>
If changing/changed, which system are you changing to/from?		<input type="text" value="- Select -"/>
<b>(c) Document Image Processing/Scanning</b>		
What DIP software do you use?	<input type="text" value="- Select -"/>	Version <input type="text" value=".."/>
Is this software departmental or corporate?		<input type="text" value="- Select -"/>
<b>(d) Workflow Systems</b>		
What workflow software do you use?	<input type="text" value="- Select -"/>	Version <input type="text" value=".."/>
Is this software departmental or corporate?		<input type="text" value="- Select -"/>
<b>(e) Recovery Software</b>		
Do you use a separate enforcement/recovery software?		<input type="text" value="- Select -"/>
If so, what software do you use?	<input type="text" value="- Select -"/>	Version <input type="text" value=".."/>
<b>(f) Rating Analysis Software</b>		
Do you use a separate rating analysis software?		<input type="text" value="- Select -"/>
If so, what software do you use?	<input type="text" value="- Select -"/>	Version <input type="text" value=".."/>
<b>(g) Baseline Personnel Security Standards (BPSS)</b>		
When did your organisation achieve compliance in order to be connected to PSN (Public Services Network) or use it to receive PSN services?		<input type="text" value="- Please Select -"/>

## 11. TEXT QUESTIONS

### (a) Financial Pressures - Customers

[Go to Guidance -->](#)

Have you taken any new initiatives in respect to pressures on customers?

### (b) Budgetary Pressures

In response to budgetary pressures, what changes in service structures and delivery of services have you made (or plan to make) including shared services and contracting out options?

### (c) Criteria for s47 Other Discretionary Relief

Briefly describe your criteria for awarding other discretionary relief in 2018/19. How has this changed from 2017/18? Do you have a local discount "scheme" in place for 2018/19 and how has it changed from 2017/18?

### (d) Rates avoidance

(i) What new developments in "rates avoidance" have you experienced?

(ii) What initiatives are you using to minimise "rates avoidance"?

### (e) Business Rate Retentions

What issues are you experiencing re following areas of Business Rate Retention?

(i) Enterprise Zone and New Development Deals

(ii) Renewable Energy Schemes

### (f) Estimated Change in Rateable Value

What issues did you have in calculating the estimated growth / decline in Rateable Value at line 4 on NNDR1?

### (g) FOI Requests

Do you release info on empty properties including credit balances if requested under FOI?

### (h) Examples of Good Practice

Please list any examples of good practice your authority has adopted that you are willing to share with the club. Examples of good practice could include cost-saving measures, improvements in the output of the system (e.g. useful reports), improvements in customer service or efficiency savings.

## 12. COMMENTS/FEEDBACK

With each exercise we seek to improve the quality of guidance and definitions supplied in the questionnaire. Please detail any questions where you felt the guidance was unclear or could be improved.

If you have any comments either about the content or ways we can improve the exercise please enter here.

Next year we will hope to further improve the content included in this year's exercise. If there are any questions or areas of HR that you feel we should add to the exercise please specify below.

EXAMPLE QUESTIONNAIRE