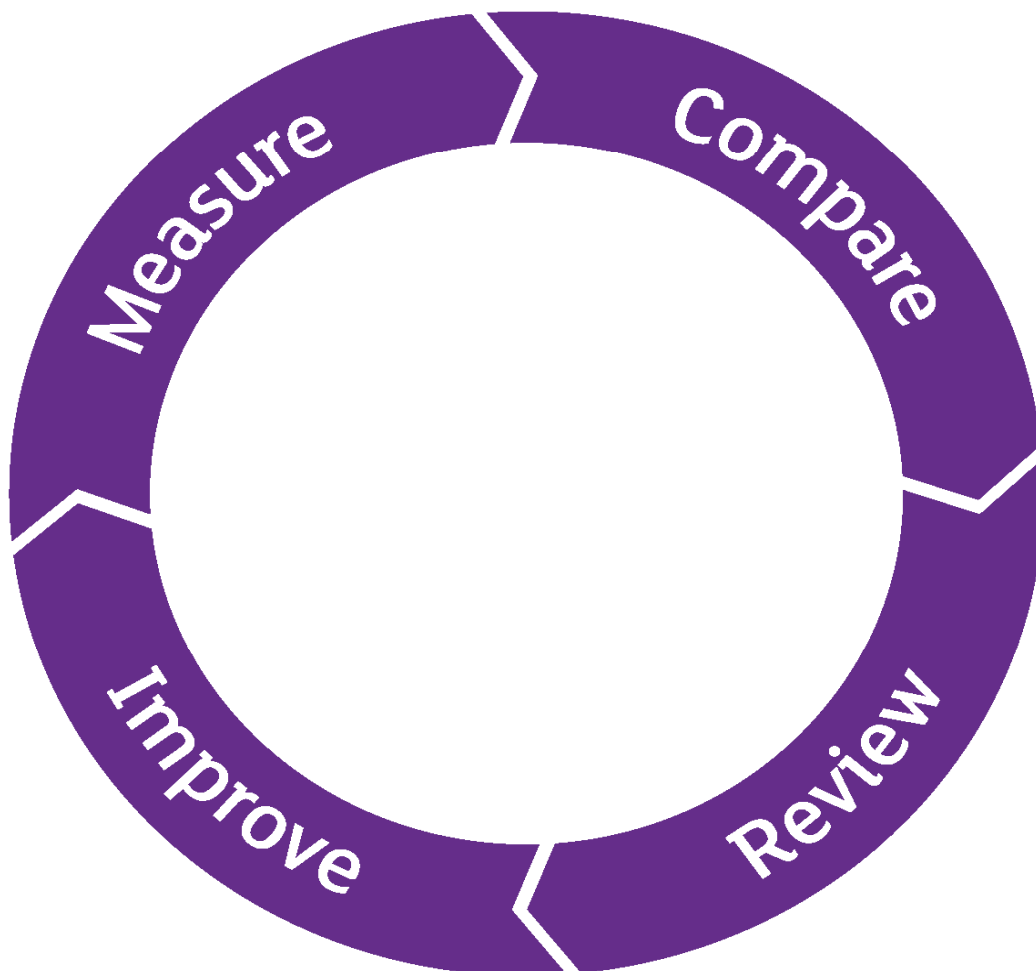


Research and Analytics

non-domestic rates benchmarking club

2018 - Barchester Comparator Report



This is a sample report. The averages contained within this report have been adjusted so they do not reflect true club averages.

Normally we would include a separate key with this report which would indicate which letter stood for which comparator.

Introduction

This report closely reflects the questionnaire and you may find it helpful to have a copy of your questionnaire to hand when looking through the report.

This benchmarking club collects processing costs (both central and contact centres) and workload volumes. This enables informed comparisons to be made of the average collection cost per hereditament and hereditaments per FTE.

At the end of the Benchmarking process, your authority will also receive supplemental materials which will provide further depth to this report:

- **Interactive report:** an Excel spreadsheet containing all the bar charts found in this report. The user can change the charts to show custom comparator groups.
- **Database:** an Excel spreadsheet containing all the data submitted by club members in 2017. The user can also populate a copy of the questionnaire with the data for any member.
- **Scrapbook:** a report containing an analysis of the responses to the text based parts of the questionnaire.

We hope you find the report useful. Please let us know of any suggestions you may have that could help to improve the exercise in future years.

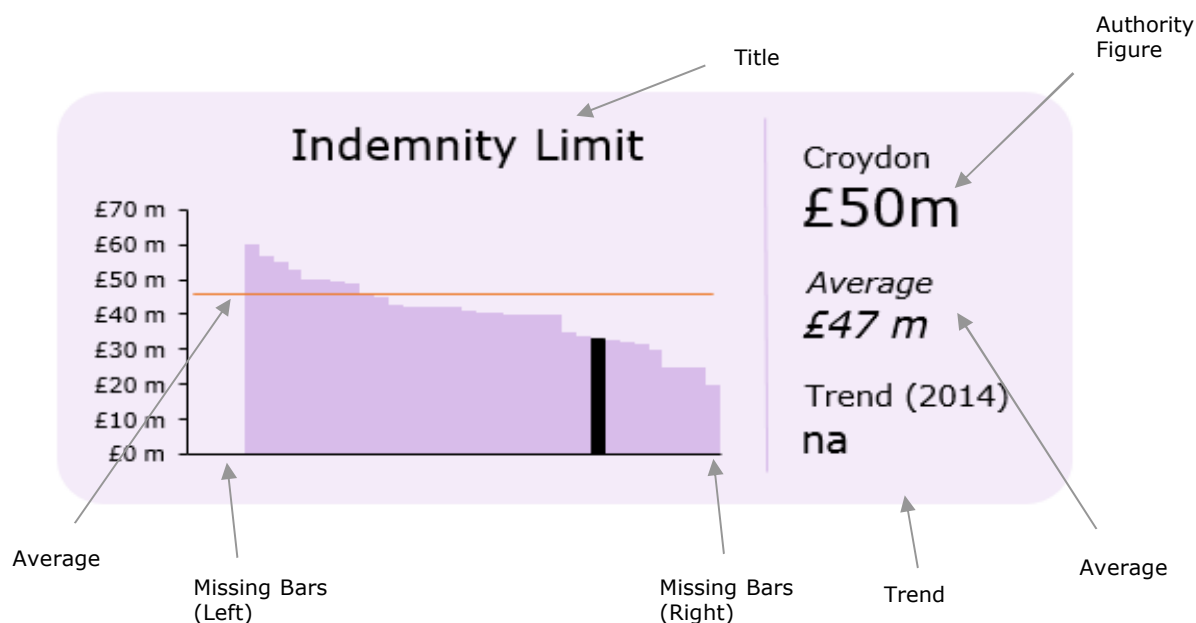
Useful Information

Averages: Almost all of our tables and charts compare your figure with a group average. The average is the unweighted mean value for the group. This average value ignores missing data, or data that we have excluded; for this reason, sets of averages sometimes do not reconcile precisely.

Charts: We display a large amount of data on charts as this allows us to show data for entire groups efficiently and gives far more information than a simple average (i.e. range of data, individual authority values etc.) Below we have annotated some examples of the charts we use.

Bar Charts

This is our standard way of displaying a full set of data for a particular indicator.



Title: Title of this chart.

Authority: Figure for your authority.

Average: The average figure of all the authorities included in this report.

Trend: The figure that you provided to us for the previous year's club *[not included within this report]*.

Purple Bars: Each purple bar represents an authority in the comparator group.

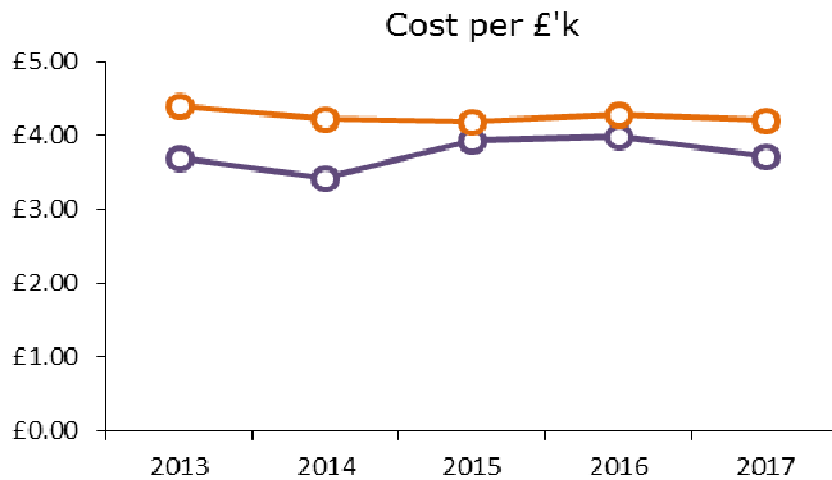
Black Bar: Your authority's figure.

Missing Bars (Left): Missing data or data that has been excluded. These figures are not included in the average.

Missing Bars (Right): Represents values which are 0 and have been included in the average.

Time Series Charts

Time series charts are used to present selected data which has been provided over the past five years.



Purple Line: The data for your authority. The purple circles indicate data points.

Orange Line: The average figure of all the authorities included in this report. The orange circles indicate data points.

Glossary

£'k: £ thousands

£'m: £ millions

Avg: Average

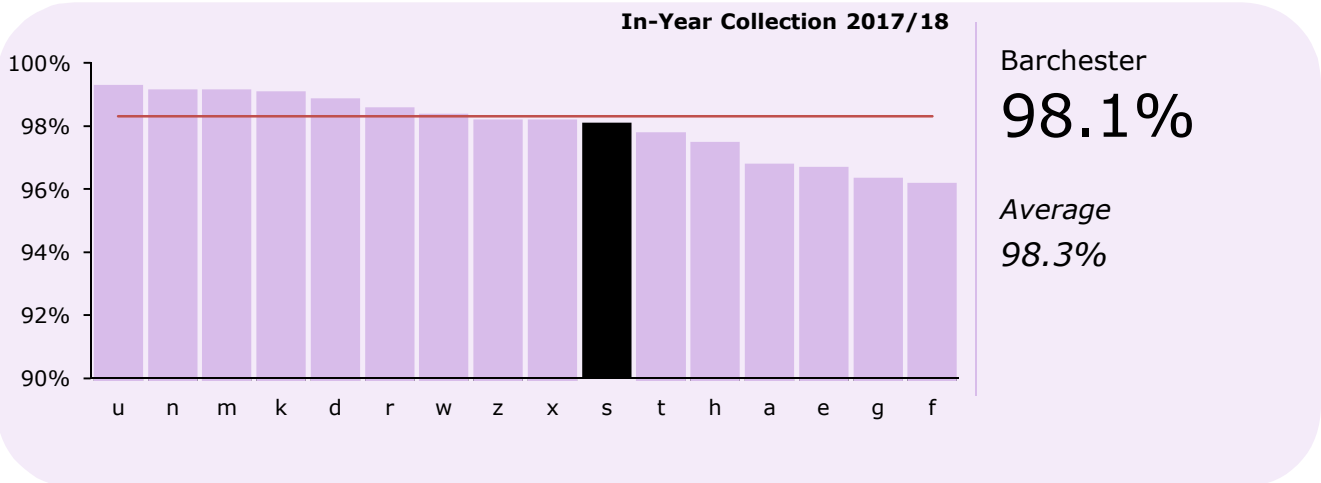
CIPFA NNDR Benchmarking Club 2018

Contents

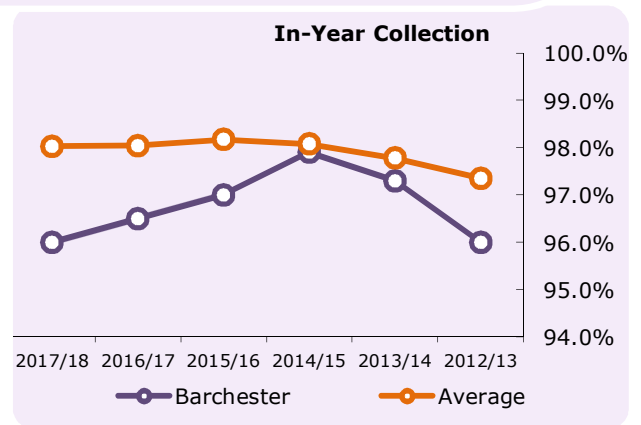
Section		Page
1 Summary	Collection Rate	6
	Cost per Hereditament	8
2 Collection Cost	Cost of Collection - Figures	9
	Cost of Collection - Charts	10
3 Workload Measures	Number of Hereditaments; Inspections	14
	Reliefs	15
	Net Cost of Reliefs; Reviews	18
	Changes to Valuation Lists	19
	Other Workload Measures	20
4 Billing, Recovery & Enforcement	Demands & Adjustment Notices	21
	Billing & Instalment Timings; Reminders & Notices	22
	Costs Charged to Ratepayers	23
	Enforcement Actions	24
	Collection by Enforcement Agents	26
5 Collection	Collection	27
	Quarterly Collection	28
6 Payments	Methods of Payment	29
	Credit Card Payments	30
	Direct Debit	31
	Payment by Instalments (non-DD)	32
7 Customer Contact	Opening Hours; Phone Calls & Mail	33
	Response Time; Corporate Contact Centre	34
8 Staff	Staff Grading	35
	Turnover; Sickness Absence	36
9 Time Series Analysis	Time Series Analysis	37
10 Quartile Figures	Quartiles	38

SECTION 1 - SUMMARY

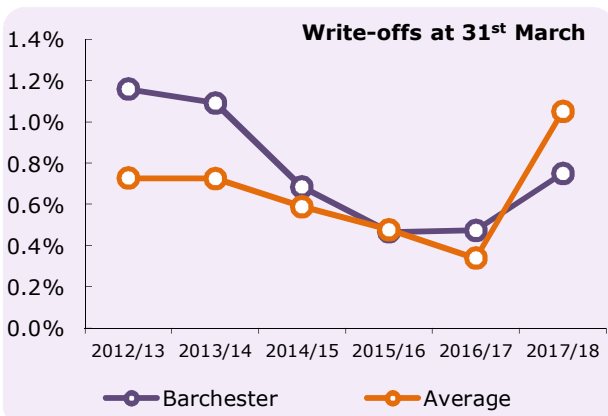
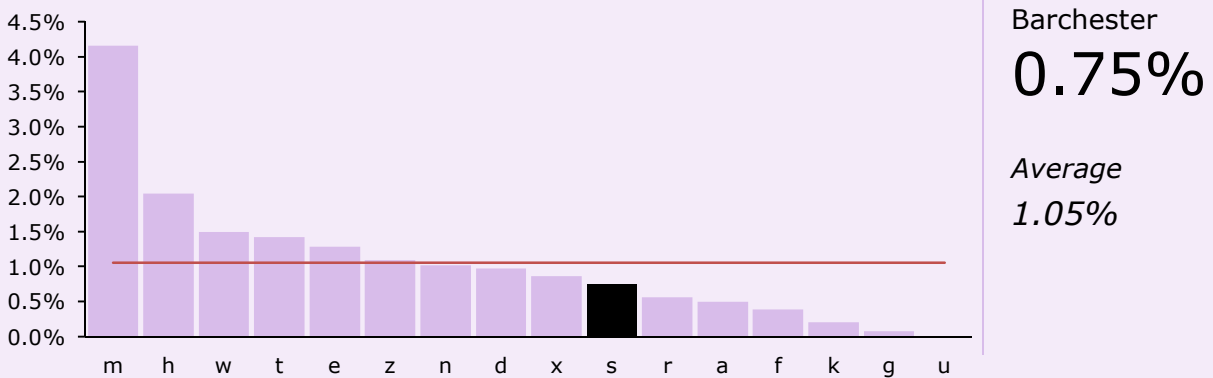
Collection Rate



In-year Collection	%	Avg.
2012/13	97.6%	97.3%
2013/14	97.3%	97.8%
2014/15	97.9%	98.1%
2015/16	98.1%	98.2%
2016/17	98.1%	98.0%
2017/18	98.1%	98.0%

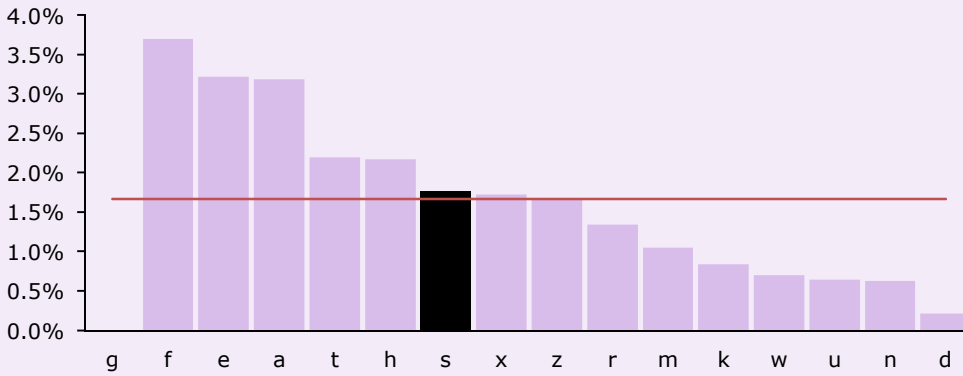


Amount written off during 2017/18 as a % of Net Debit



Write-Offs	%	Avg.
2012/13	1.16%	0.73%
2013/14	1.09%	0.72%
2014/15	0.68%	0.59%
2015/16	0.47%	0.48%
2016/17	0.47%	0.34%
2017/18	0.75%	1.05%

Net Balance outstanding 31/03/18 as a % of Net Debit



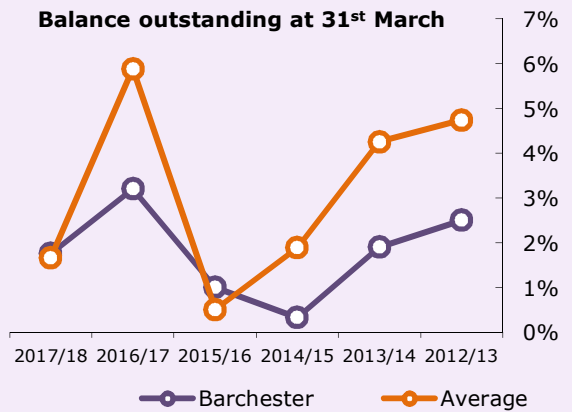
Barchester
1.76%

Average
1.67%

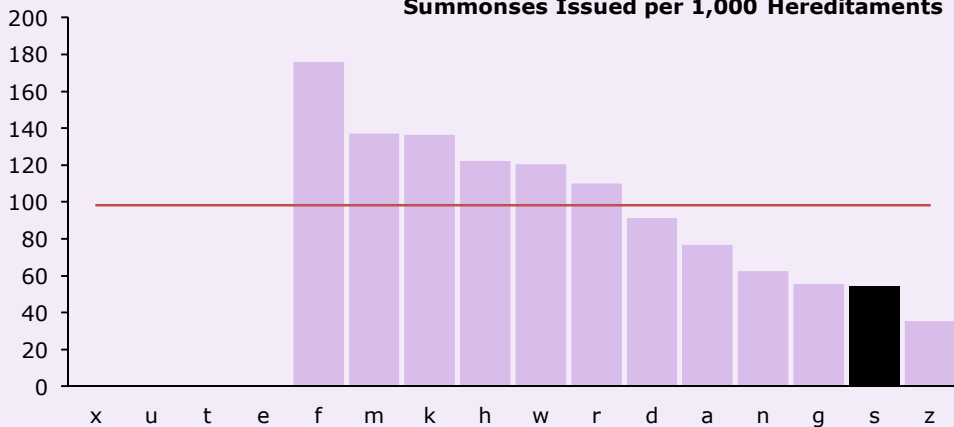
Balance outstanding

	%	Avg.
2012/13	0.23%	4.74%
2013/14	0.33%	4.25%
2014/15	0.33%	1.89%
2015/16	0.41%	0.50%
2016/17	0.44%	5.89%
2017/18	1.76%	1.67%

Balance outstanding at 31st March



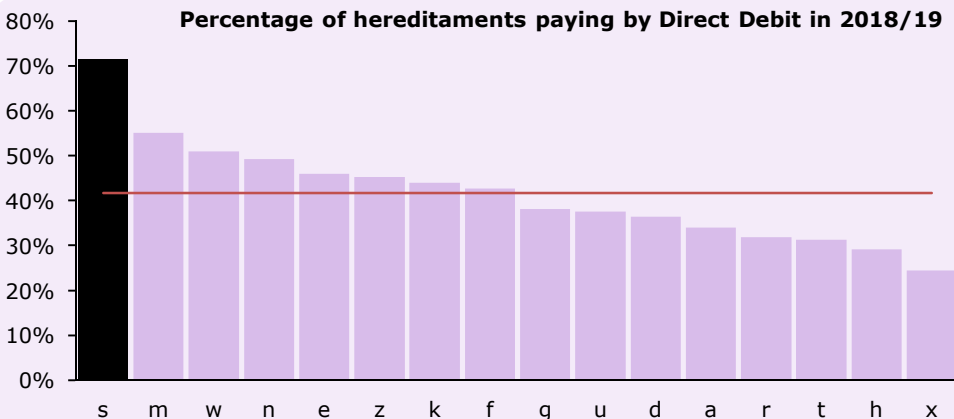
Summons Issued per 1,000 Hereditaments



Barchester
54.5

Average
98.2

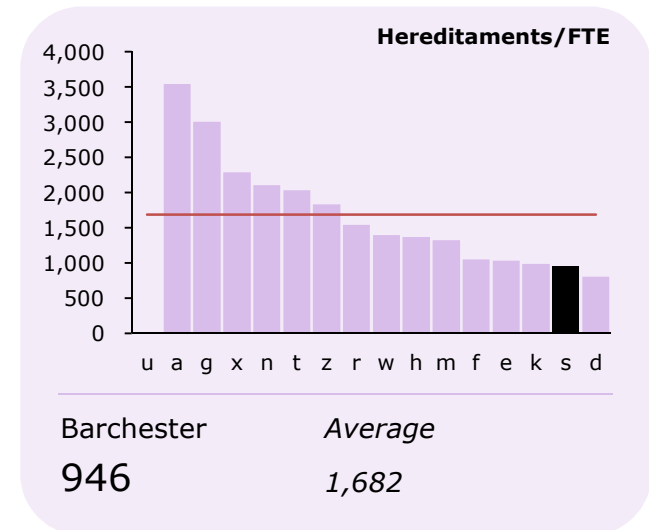
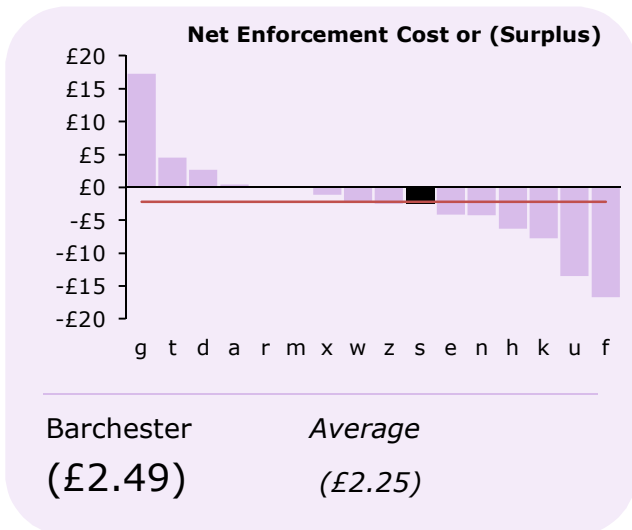
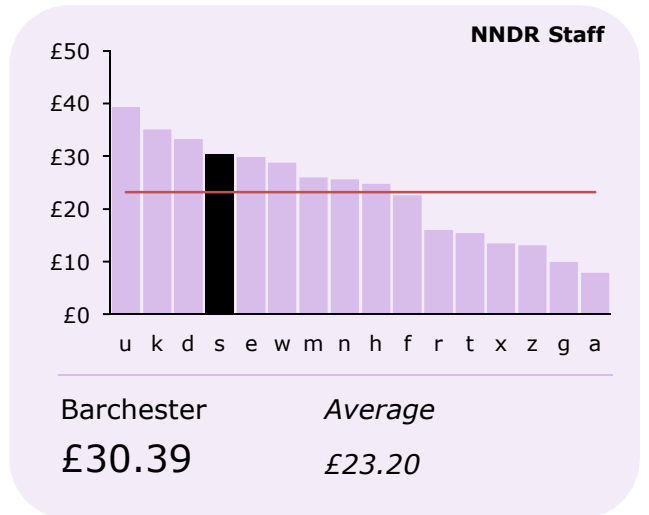
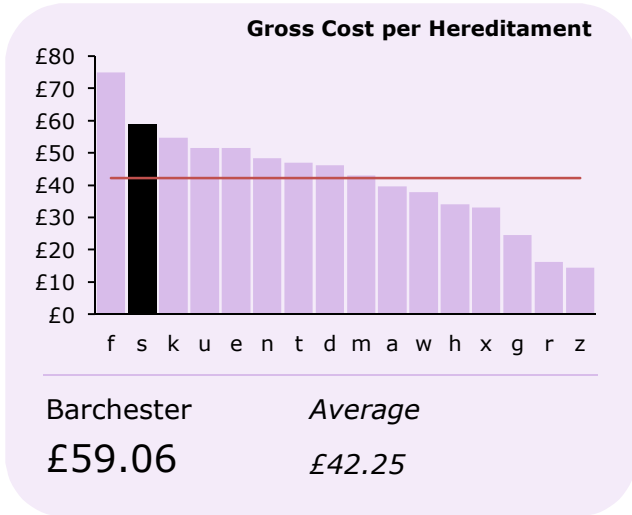
Percentage of hereditaments paying by Direct Debit in 2018/19



Barchester
71.5%

Average
41.7%

Cost Per Hereditaments

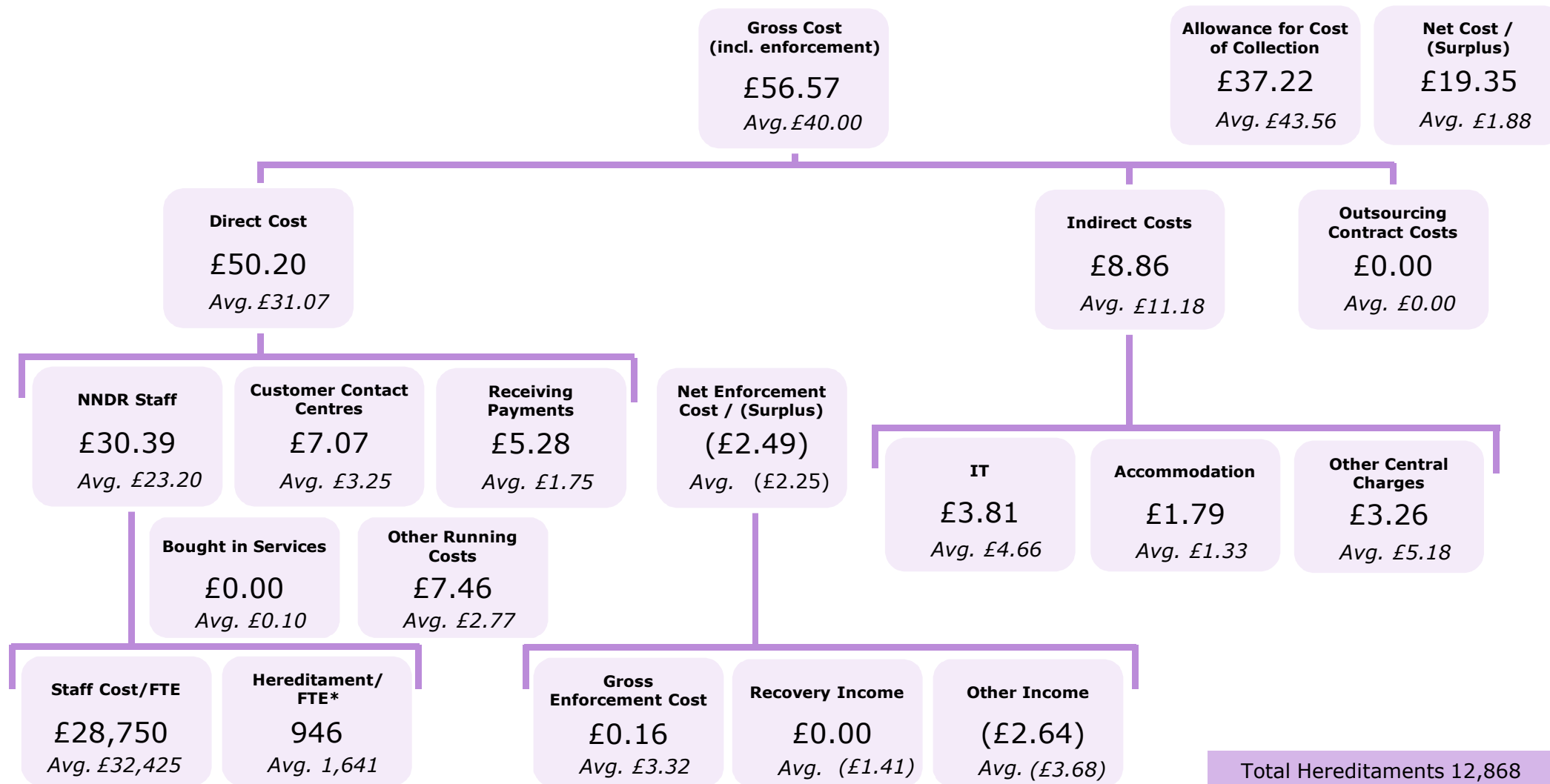


Collection cost/Hereditament		Avg.
Gross Cost (excl. enforcement cost)	£59.06	£42.25
Staff Cost	£30.39	£23.20
Enforcement cost or (Surplus)	(£2.49)	(£2.25)
Hereditaments/FTE	946	1682
Total Hereditaments 12,868		
NNDR Staff Total FTE 13.6		

SECTION 2 - COLLECTION COST

COST/HEREDITAMENT 2017/18 ACTUALS

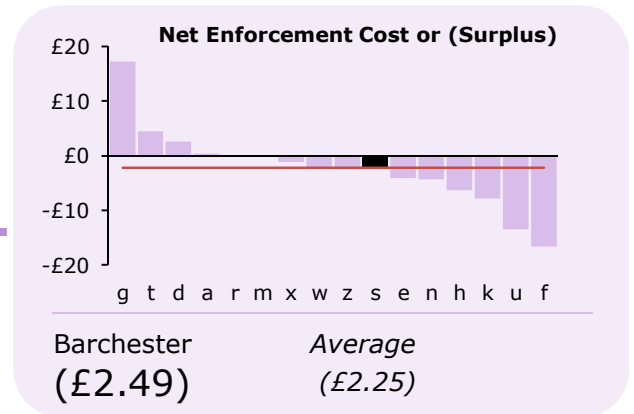
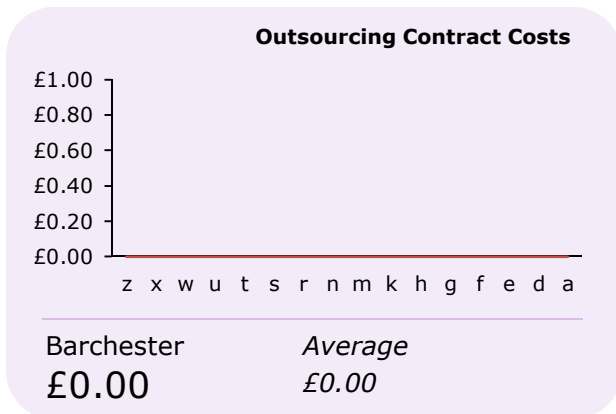
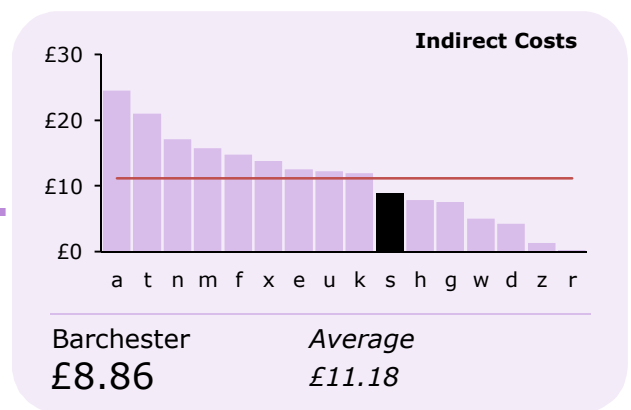
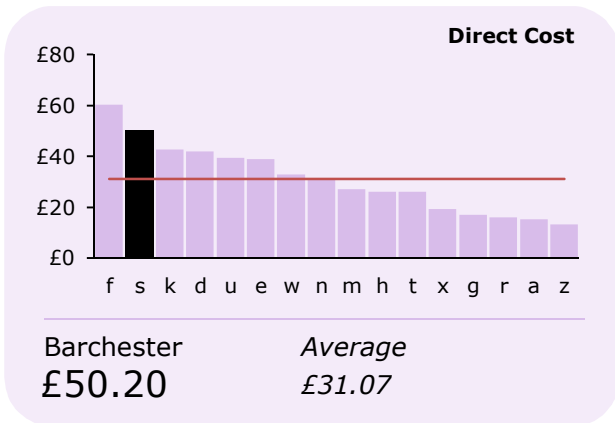
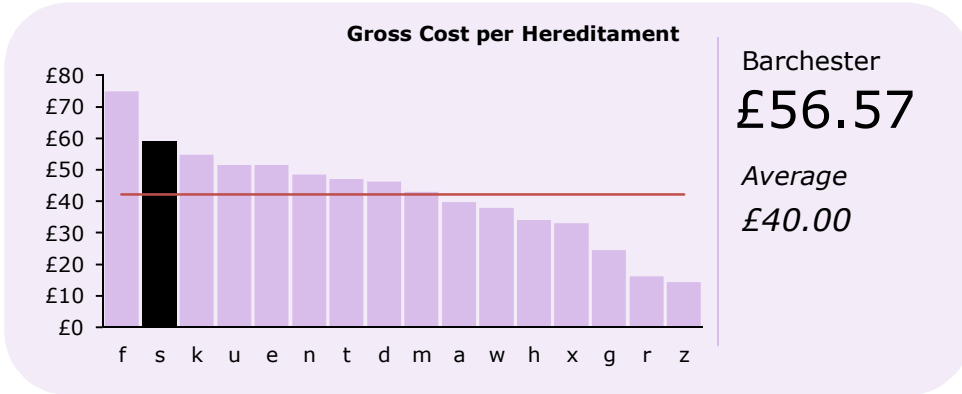
This tree diagram analyses the cost per dwelling. For each benchmark two figures are given, the first being the authority's cost and the second (in italics) is the group average.



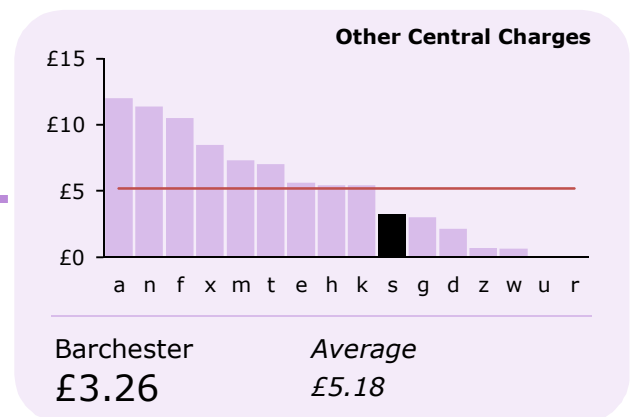
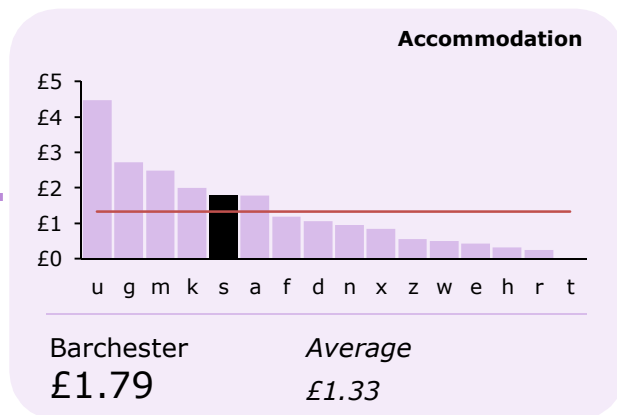
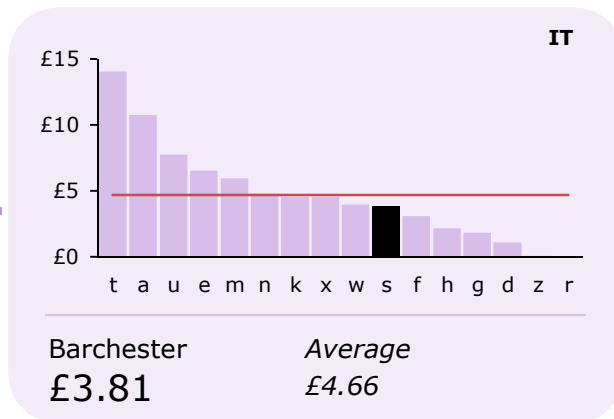
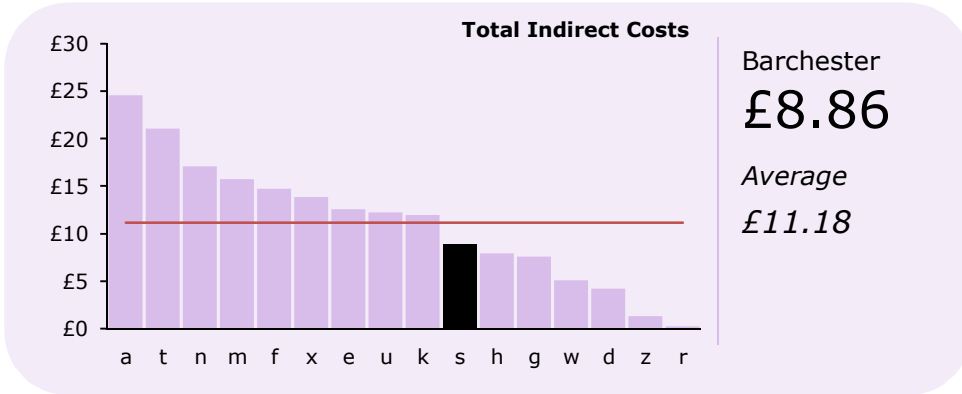
*In Hereditament/FTE we include Customer Contact Centre FTE.

Cost per Hereditament

2017/18



Costs of Collection	
2017/18	
Direct Costs	£646 k
Indirect Costs	£114 k
Outsourcing Costs	£0 k
Enforcement Cost or (Surplus)	(£32)k
Total Gross Costs (incl. enforcement costs)	£728 k
Total Hereditaments 12,868	



Costs of Collection	
2017/18	
IT Charges	£49 k
Accommodation	£23 k
Other Central Charges	£42 k
Total Indirect Costs	£114 k
Total Hereditaments 12,868	

Direct Cost per Heraditament

2017/18

Questions 2 (a-b) 2018 Questionnaire

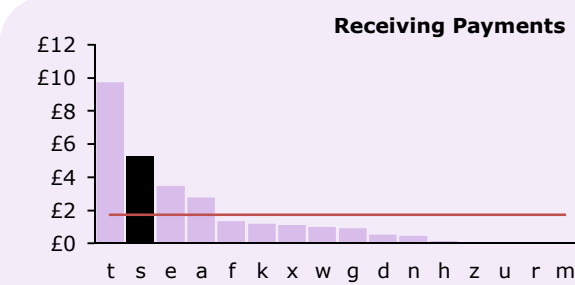
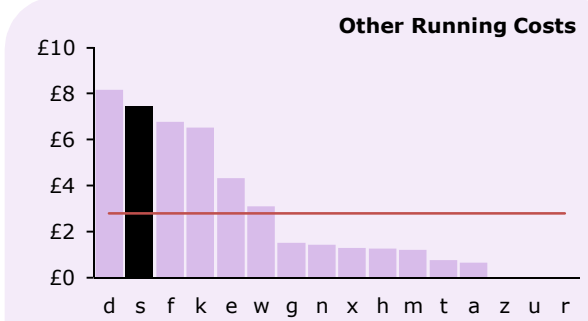
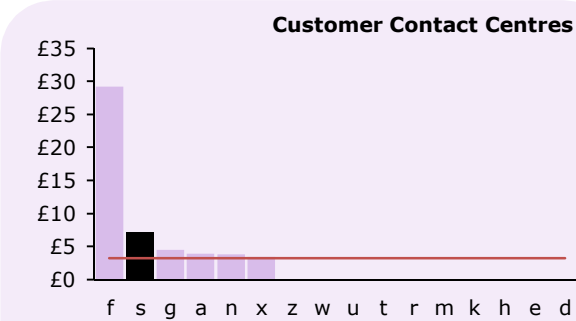
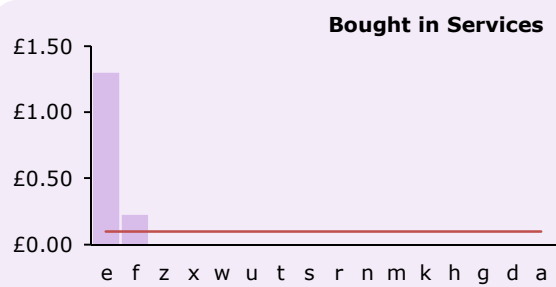
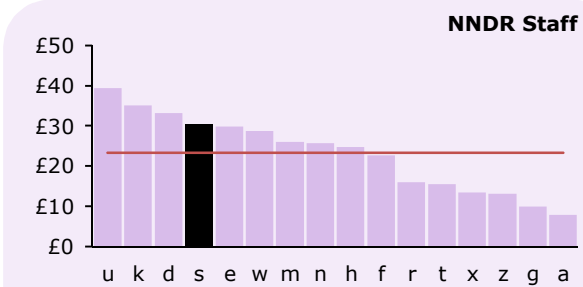
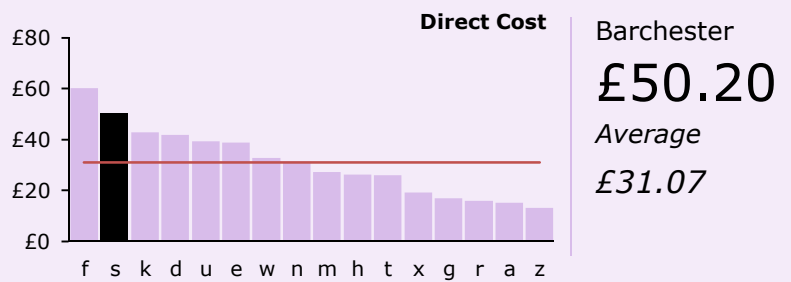
Costs of Collection

2017/18

NNDR Staff	£391 k
Customer Contact Centres	£91 k
Receiving Payments	£68 k
Bought-in Services	£0 k
Other Running Costs	£96 k

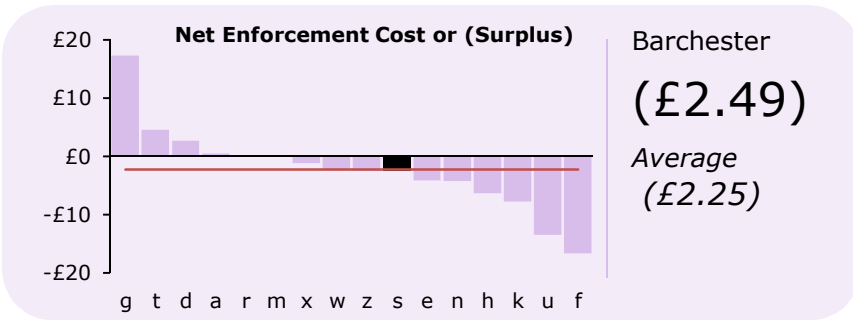
Total Direct Costs £646 k

Total Hereditaments 12,868

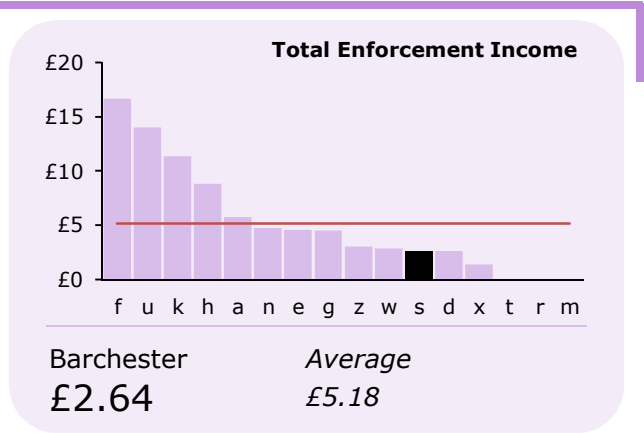
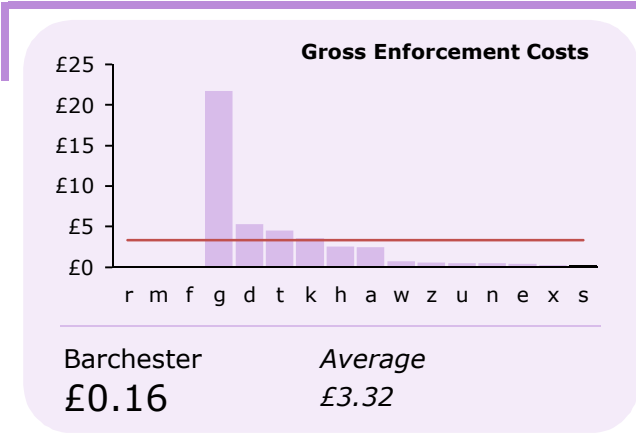


Enforcement Cost Per Heraditament

2017/18



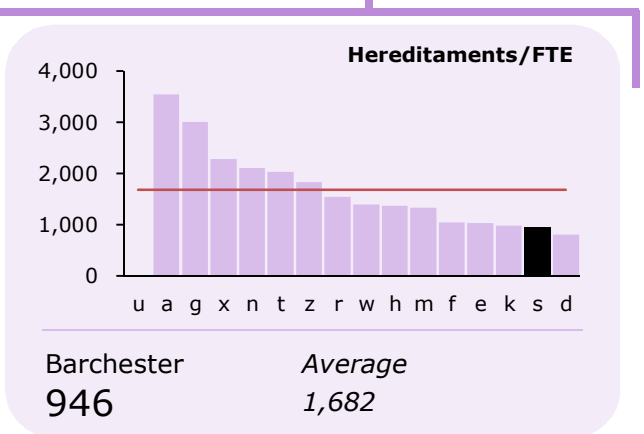
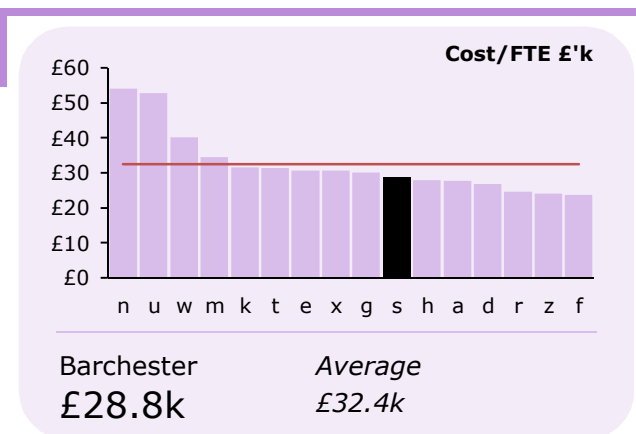
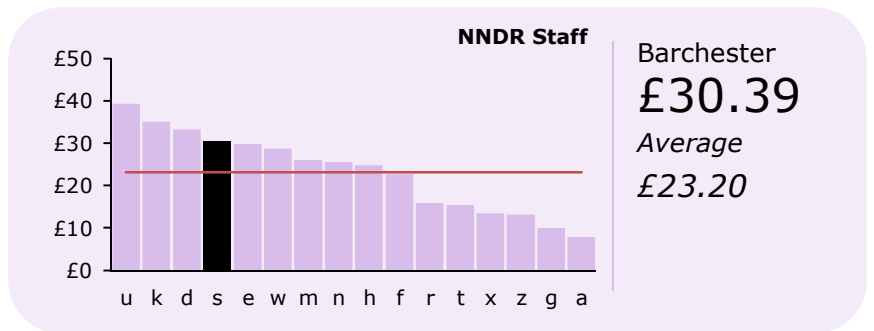
Enforcement Cost 2017/18	
Gross Enforcement Cost	£2 k
Total Enforcement Income	£34 k
Net Enforcement Cost or (Surplus)	(£32)k
Total Hereditaments 12,868	



Staff Cost and Activity

2017/18 Cost per Hereditament

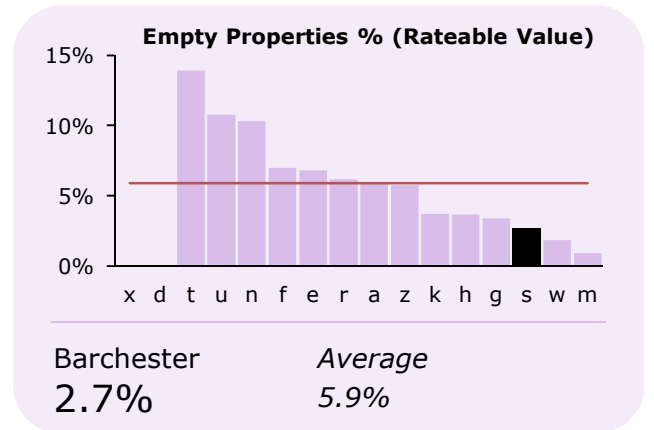
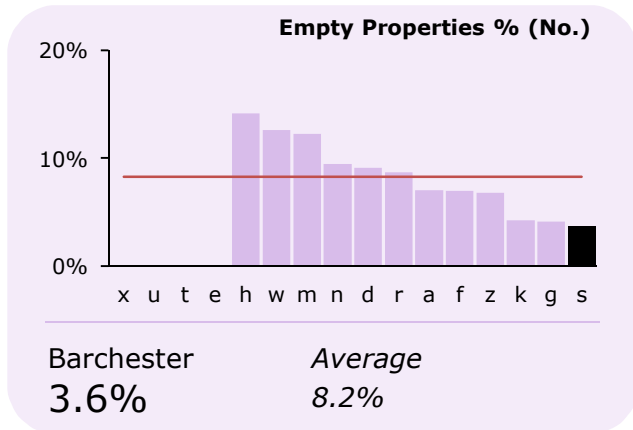
Staff Cost and Activity	
Staff Cost/FTE	£28.8 k
Heraditaments/FTE	946
FTE	13.6
Staff Costs	£391 k
Total Hereditaments 12,868	



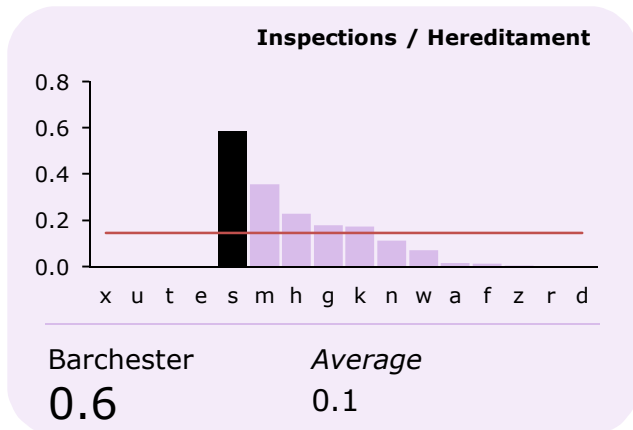
SECTION 3 - WORKLOAD MEASURES

Number of Hereditaments

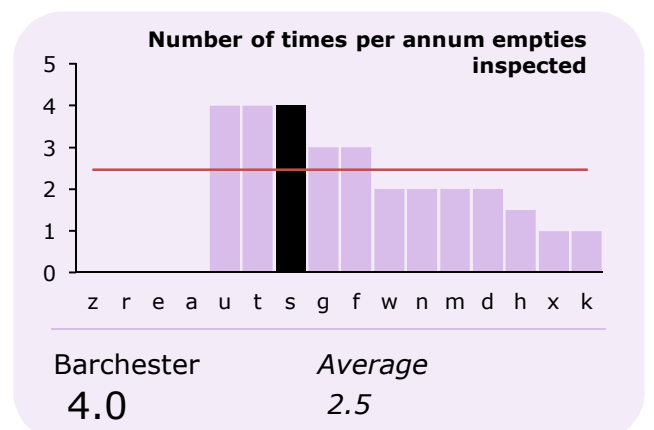
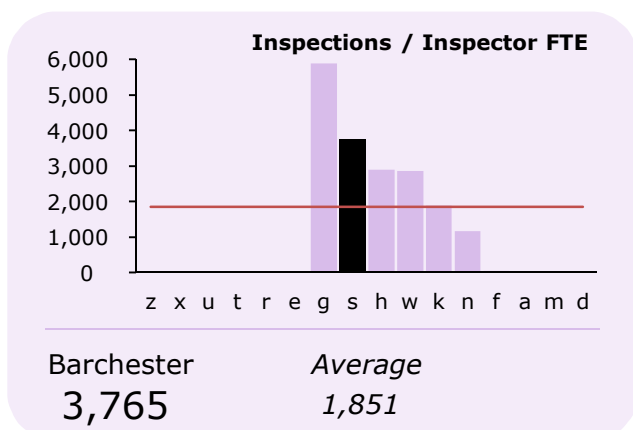
Properties				Rateable Value			
2018/19 Billing Time	Number	%	Avg.	2018/19 Billing Time	£'m	%	Avg.
Occupied	12,404	96.4%	91.8%	Occupied	219.0	97.3%	93.7%
of which Section 44a	0	0.0%	0.0%	of which Section 44a	0.0	0.0%	0.0%
Empty	464	3.6%	8.2%	Empty	6.0	2.7%	5.9%
of which exempt	717	5.6%	4.4%	of which exempt	2.0	0.9%	3.3%
Total	12,868			Total	225.0		



Inspections



Inspections		No.
2017/18		No.
Total Inspections		7,530
NDR staff		7,530
Other LA staff		0
Bought-in / Outsourced Staff		0
Total FTE inspectors		2.0
NDR staff		2.0
Other LA staff		0.0
Bought-in / Outsourced Staff		0.0
	No.	Avg.
Inspections per Hereditament	0.59	0.14
Inspections per FTE inspector	3,765	1,851
Number of times per annum empties inspected	4.0	2.5

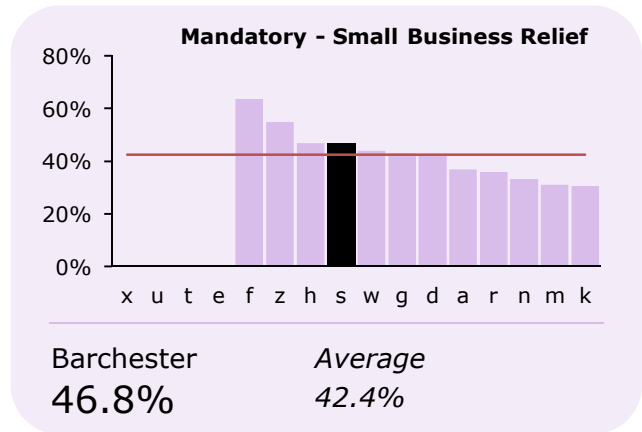
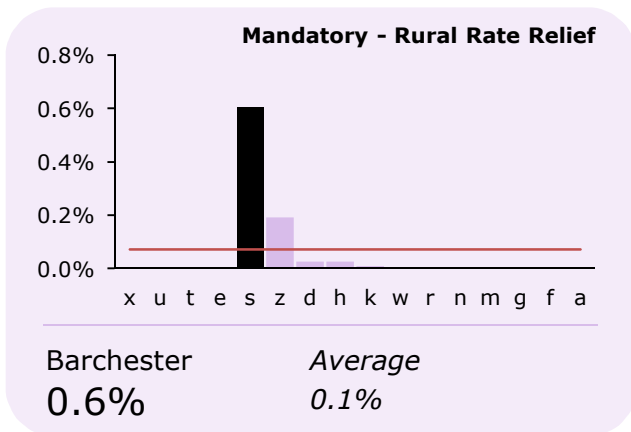
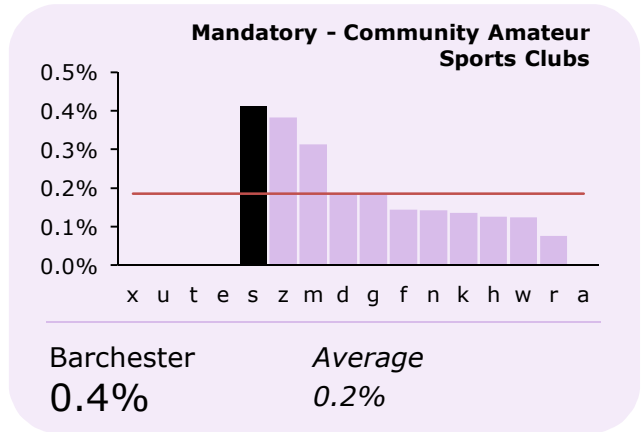
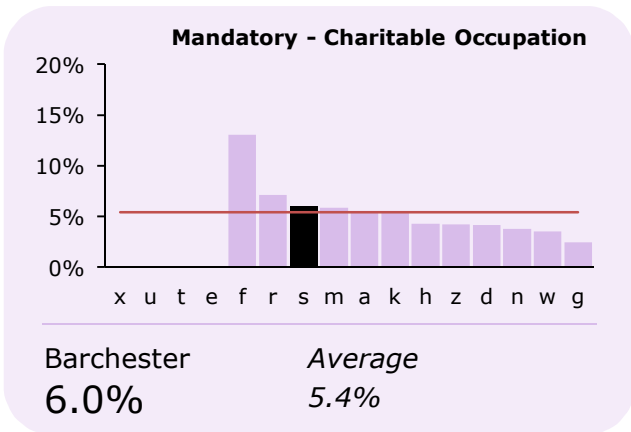


Reliefs

% of Total Hereditaments

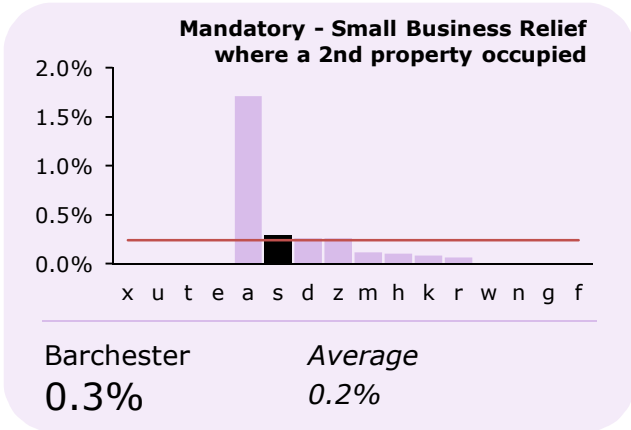
Reliefs		Number	% of hereditaments	Avg.
2018/19 Billing Time				
Mandatory:				
Charitable Occupation	s43(5 & 6A)	772	6.0%	5.4%
Community Amateur Sports Clubs	s43(5 & 6B)	53	0.4%	0.2%
Rural Rate Relief	s43(6A & 6B)	78	0.6%	0.1%
Small Business Relief	s43(4B)	6,023	46.8%	42.4%
- of which relief where a 2nd property occupied	s31	38	0.3%	0.2%
Discretionary:				
Charitable Occupation	s47(2A)	407	3.2%	1.1%
Community Amateur Sports Clubs	s47(2B)	50	0.4%	0.1%
Non-Profit Making Bodies	s47(2B & C)	68	0.5%	0.2%
Rural Shops etc.	s47(3A)	0	0.0%	0.0%
Small Rural Businesses	s47(3B)	23	0.2%	0.0%
Other Rate Payers	s47	1	0.0%	0.0%
Rural rate relief		78	0.6%	0.1%
Local newspaper temporary relief		1	0.0%	0.0%
Supporting small business relief		133	1.0%	0.7%
Discretionary scheme relief		592	4.6%	5.6%
Pub relief		196	1.5%	0.9%
Hardship relief	s49	2	0.0%	0.0%

Mandatory

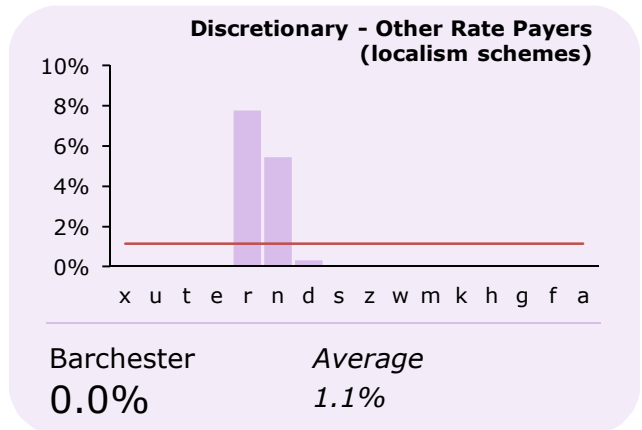
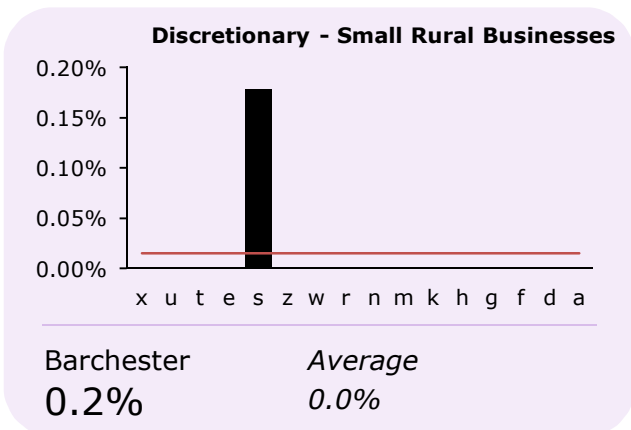
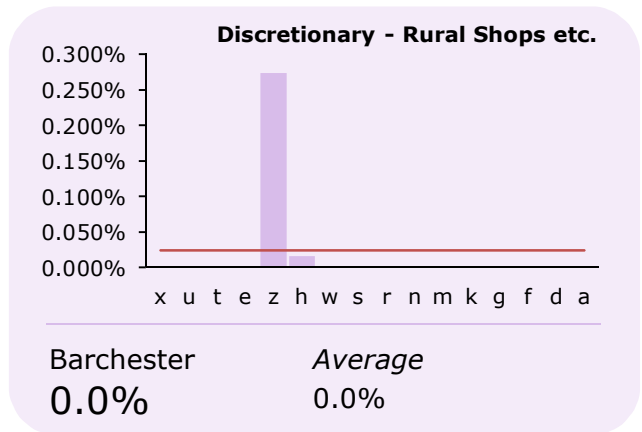
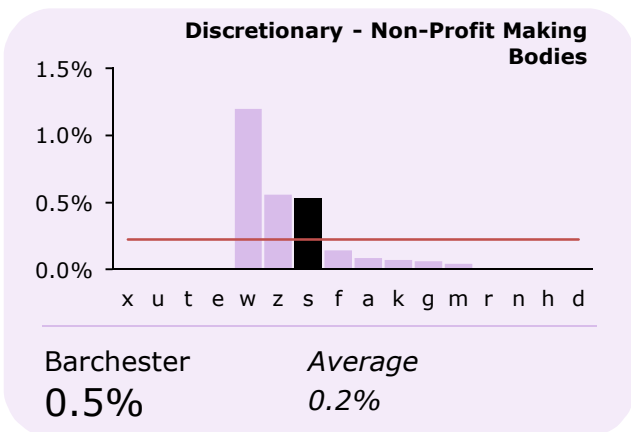
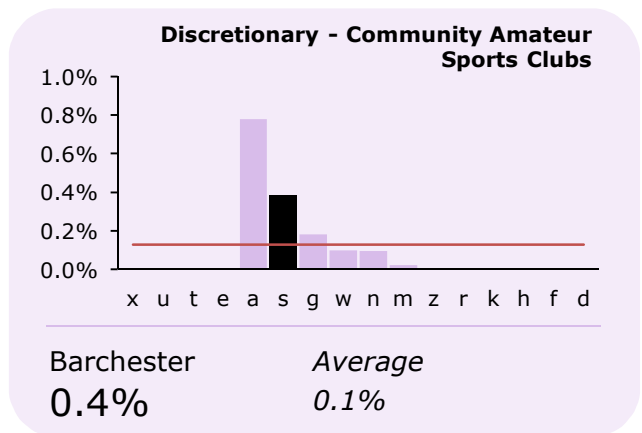
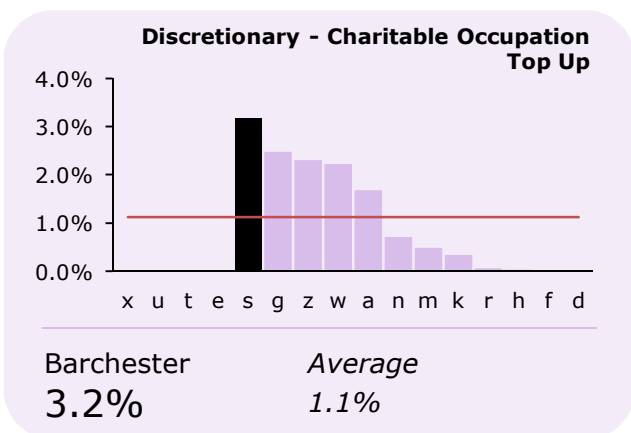


Reliefs (continued)

% of Total Hereditaments



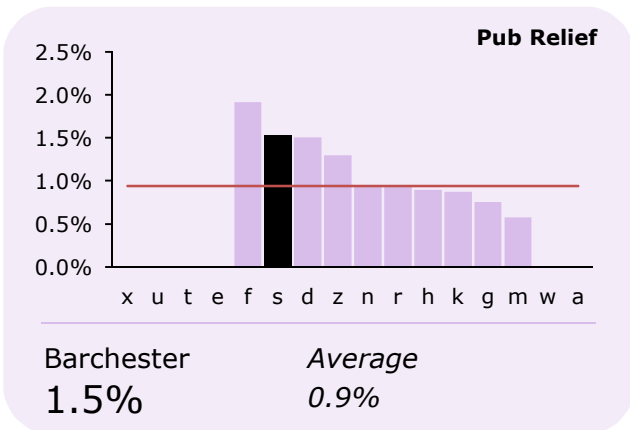
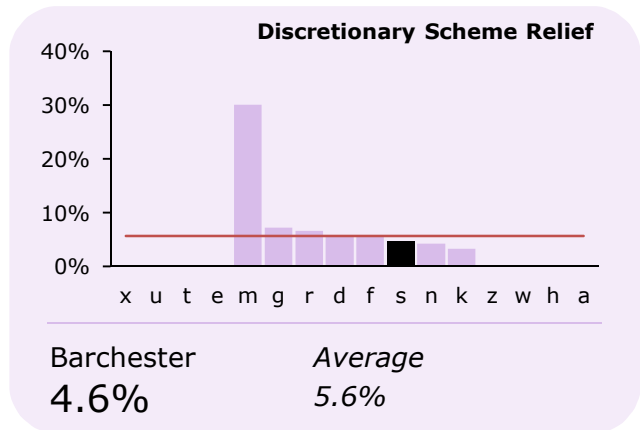
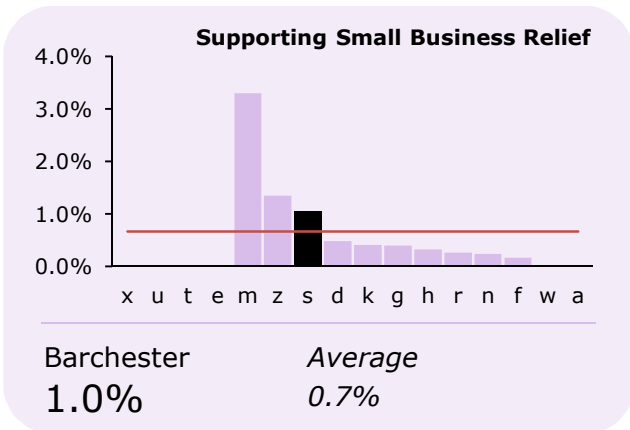
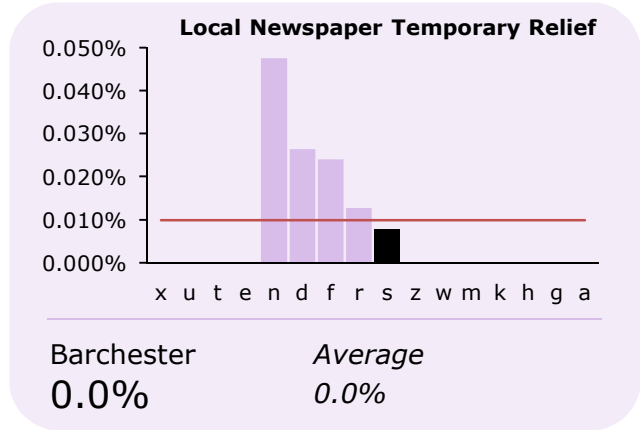
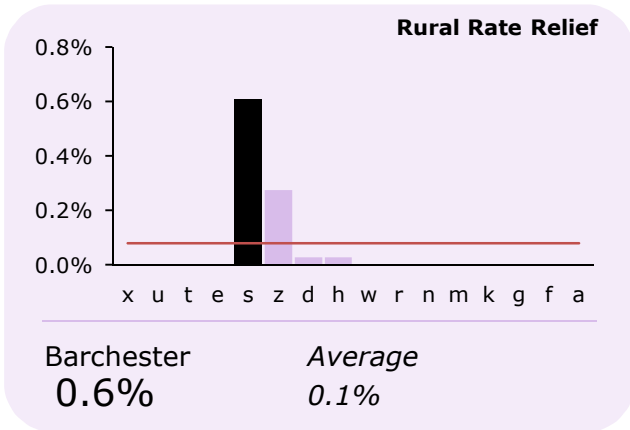
Discretionary



Reliefs (continued)

Questions 3 (a-h) 2018 Questionnaire

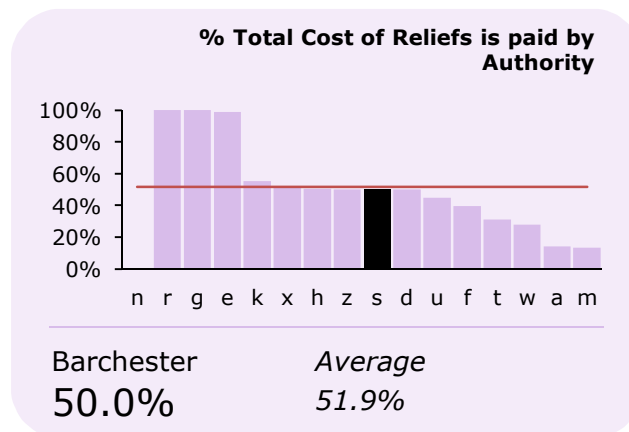
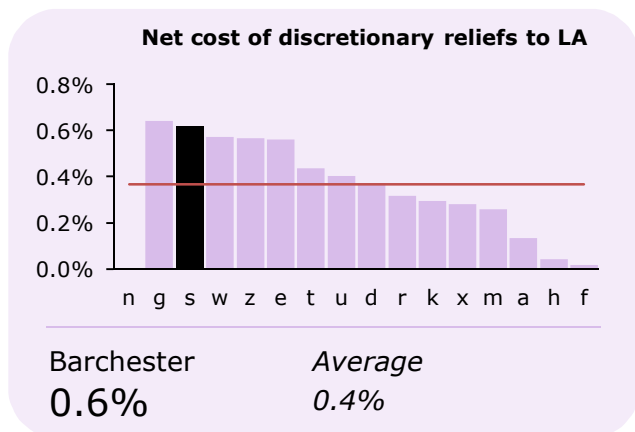
% of Total Hereditaments



Net Cost of Reliefs

Cost of Reliefs to Authority	
2017/18 actuals	£'k
Gross Cost of discretionary Reliefs	£1,008 k
Less NNDR Pool Funding	£504 k
Net Cost of discretionary reliefs to LA	£504 k
Net Collectable Debit for 2017/18	£81,585 k

Net Cost of Reliefs to Authority		
2017/18 actuals	%	Avg.
% of Net Debit	0.6%	0.4%
% of Total Cost of Reliefs	50.0%	51.9%
Estimated gross cost of discretionary relief 2018/19		£1,011 k



Reviews

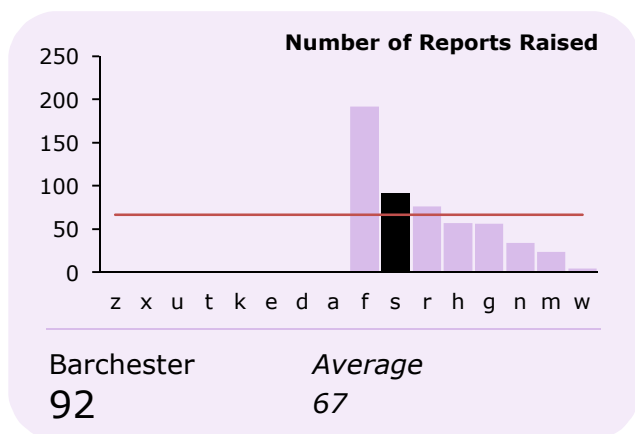
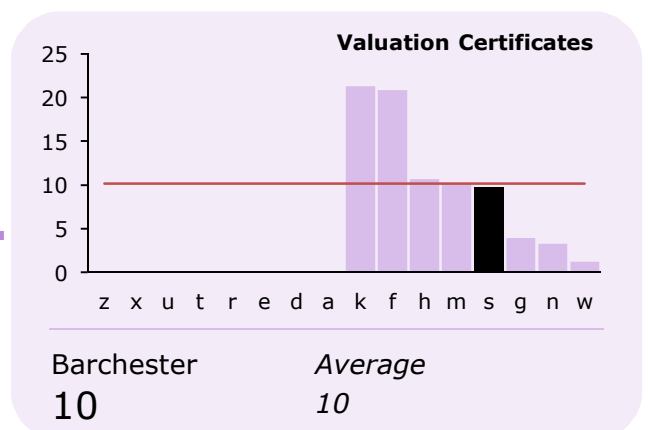
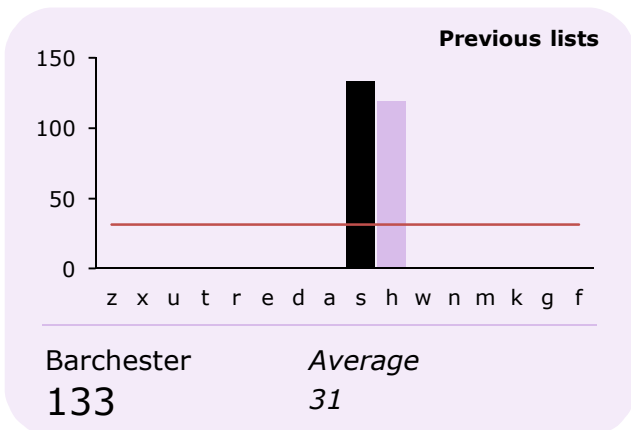
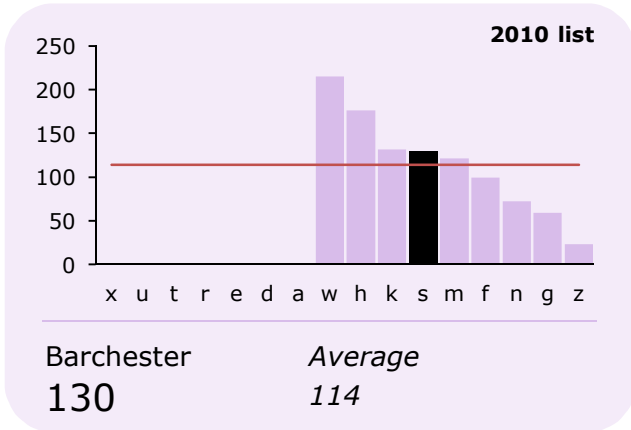
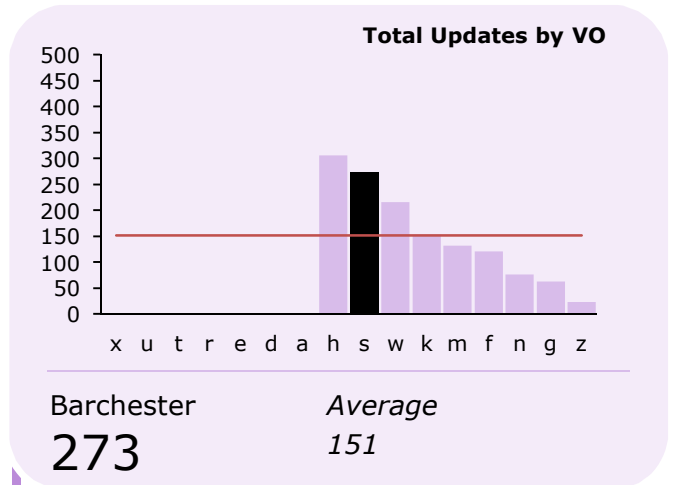
Review Frequency					
Authority	Once Per Year	Once Every Two Years	Once Every Three Years		
Reliefs					
-Mandatory		Once every two years	46%	15%	38%
-Discretionary		Once every two years	64%	14%	21%
Authority	Once Per Year	Two Times Per Year	Three Times Per Year		
Chargeable Empty Properties		Two times per year	55%	36%	9%
Empty Exempt Properties		Two times per year	45%	45%	9%
Review Method					
Authority	Visit	Post	Both		
Reliefs					
-Mandatory	Post	57%	7%	36%	
-Discretionary	Both	50%	0%	50%	
Chargeable Empty Properties	Visit	15%	62%	23%	
Empty Exempt Properties	Visit	8%	62%	31%	

Changes to Valuation Lists

per 1,000 hereditaments

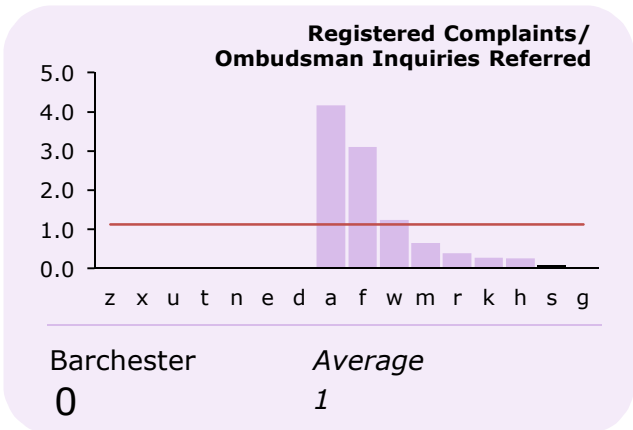
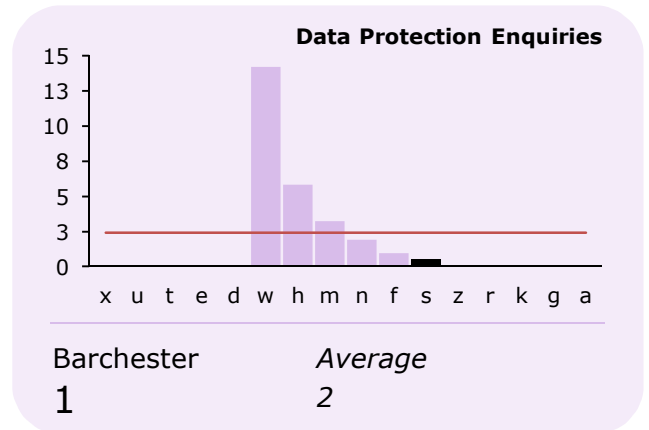
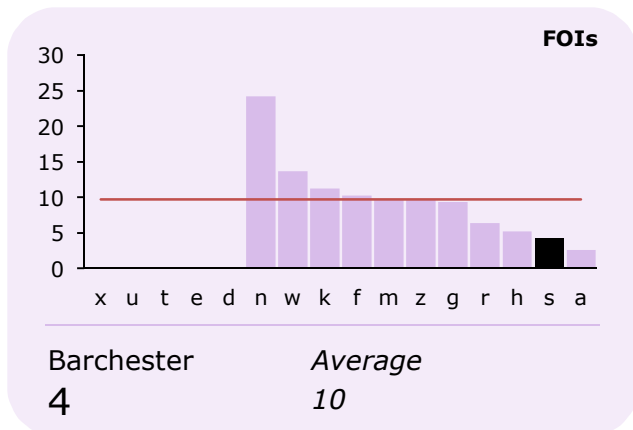
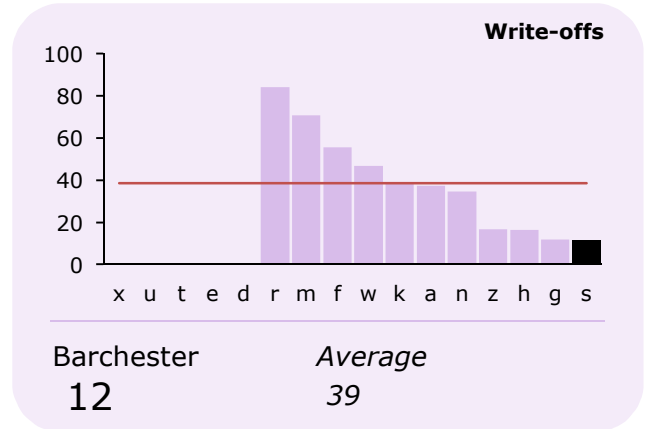
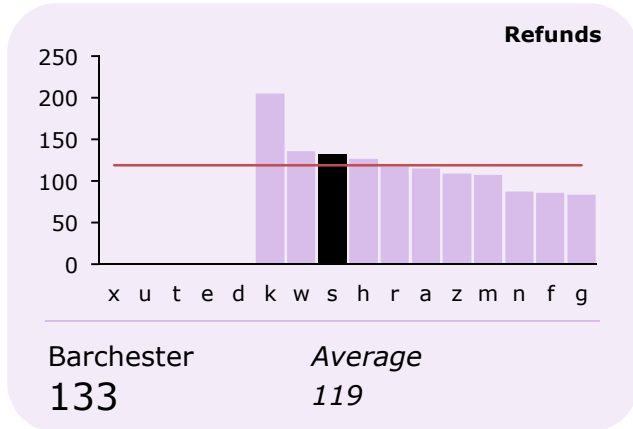
Updates by VO			
2017/18	No.	Per 1000 Heredit's	Avg.
2010 list	1,668	130	114
Previous lists	1,714	133	31
Valuation Certificates	126	10	10
Total	3,508	273	151

Total Hereditaments 12,868



Number of Billing Authority Reports Raised			
2017/18	No.	Per 1000 Heredit's	Avg.
Number of Reports Raised	1,180	92	67

Other Workload Measures per 1,000 Hereditaments



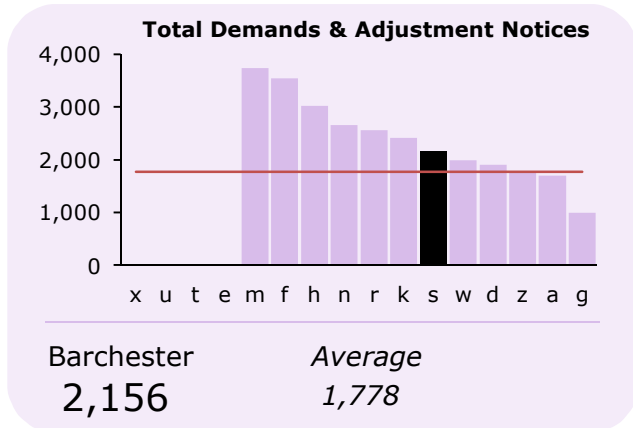
Other Workload Measures	Not answered	No.	Per 1000 Heredit's	Avg.
2017/18 Refunds		1,707	133	119
Write-offs		148	12	39
FOI Enquiries	0	54	4	10
Data Protection Enquiries		7	1	2
Registered Complaints/Ombudsman		1	0.1	1.1
Number of Registered complaints /ombudsman inquiries upheld		0		0

SECTION 4 - BILLING, RECOVERY & ENFORCEMENT

Demands & Adjustment Notices

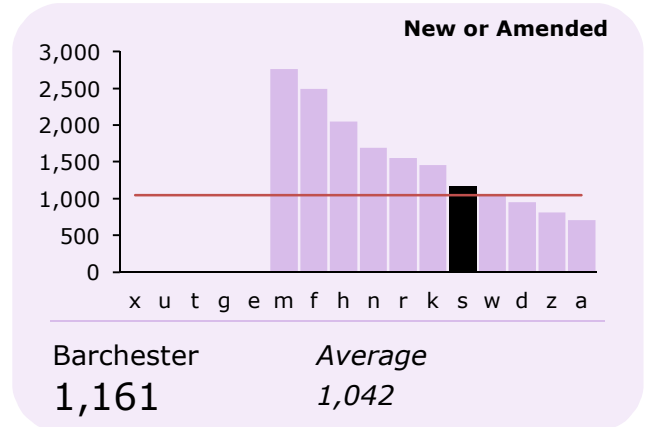
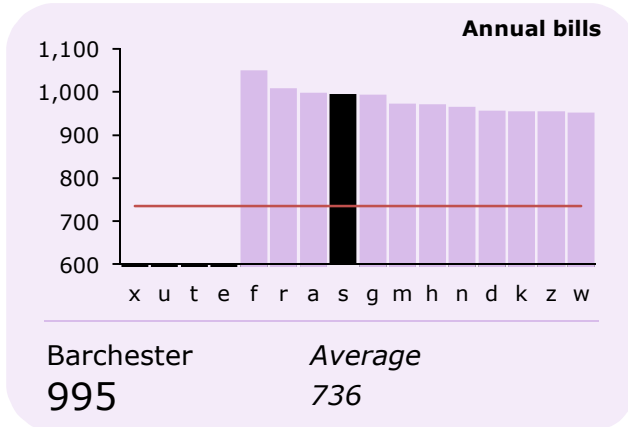
2017/18 Actuals per 1,000 hereditaments

Demands & Adjustment				Demands & Adjustment Notices: of which are e-bills			
2017/18	Number	/1000	Avg.	2017/18	Number	/1000	Avg.
Annual Bills	12,802	995	736	Annual Bills	178	14	21
New or Amended	14,936	1,161	1,042	New or Amended	na	na	73
Total	27,738	2,156	1,778	Total	178	14	93



Frequency of Notices		
2017/18	Days	Avg.
Avg. days after instalment		
- Reminders	12	12
- Final Notices	12	17
Frequency of Billing (no. days per week)	5	4

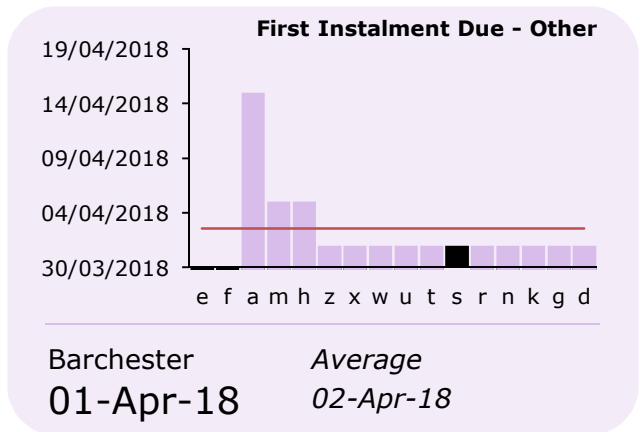
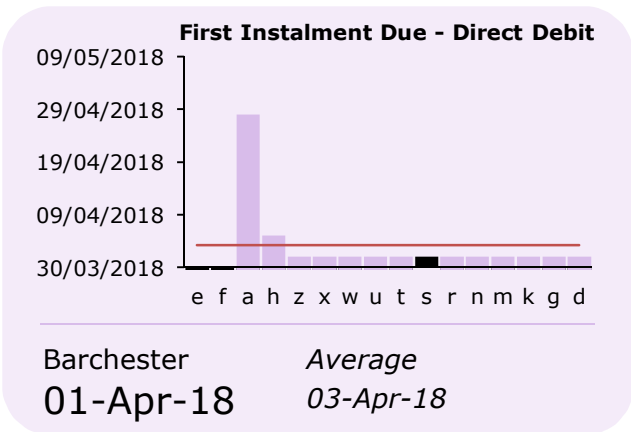
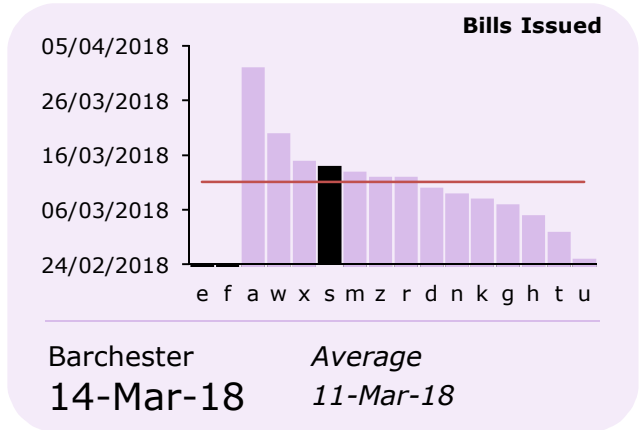
Of which:



Billing & Instalment Timings, 2017/18

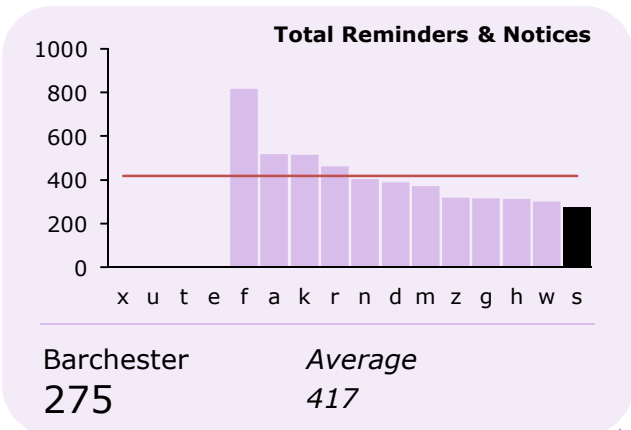
Questions 4 (a-h) 2018 Questionnaire

Timing		
2018/19	Date	Avg.
Bills Issued	14-Mar-18	11-Mar-18
1st Instalment - D. D.	01-Apr-18	03-Apr-18
1st Instalment - Other	01-Apr-18	02-Apr-18



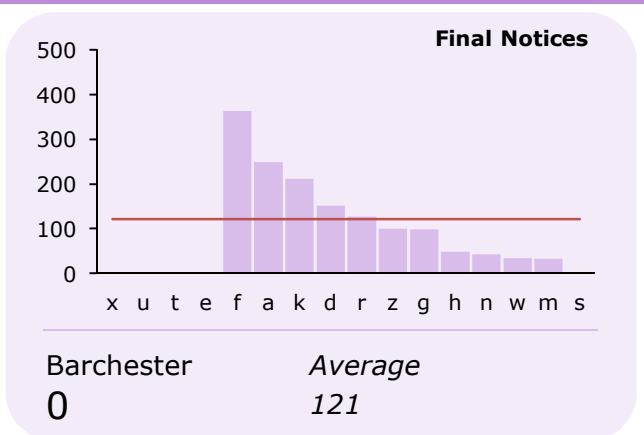
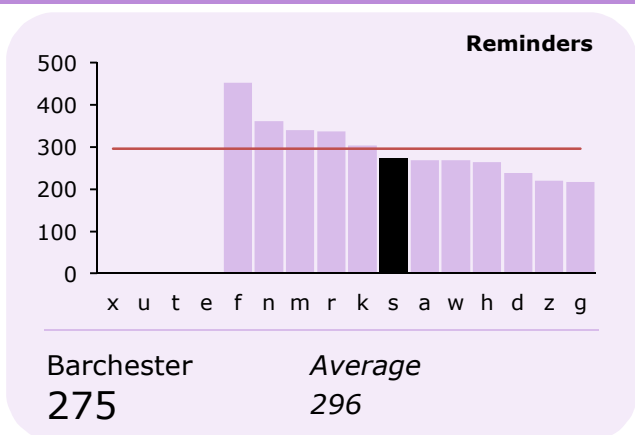
Reminders & Notices

2017/18 Actuals per 1,000 hereditaments



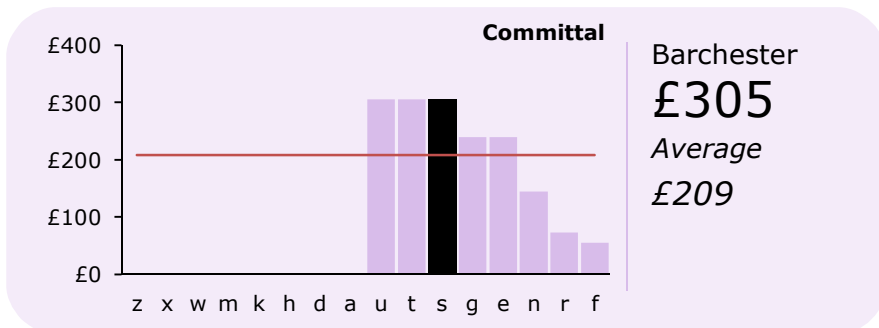
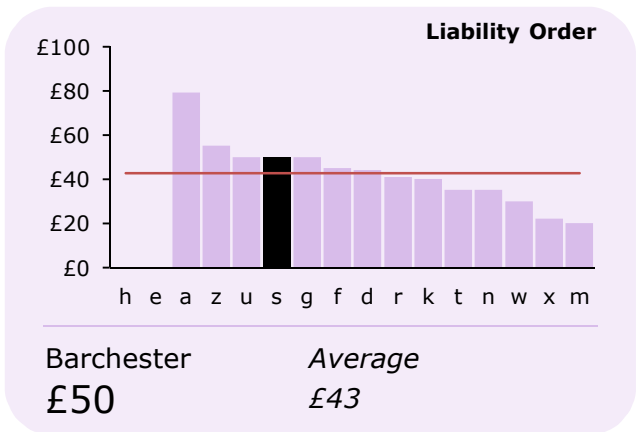
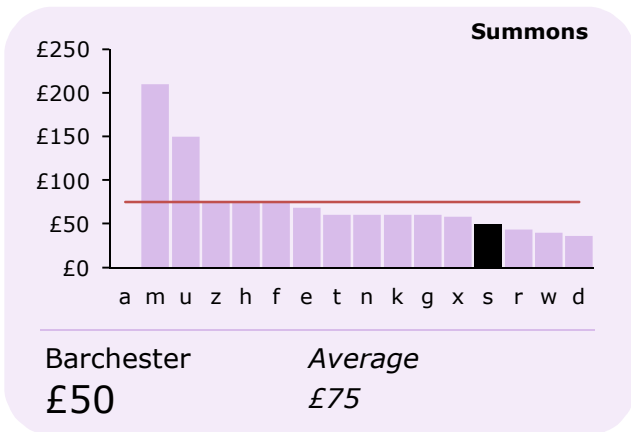
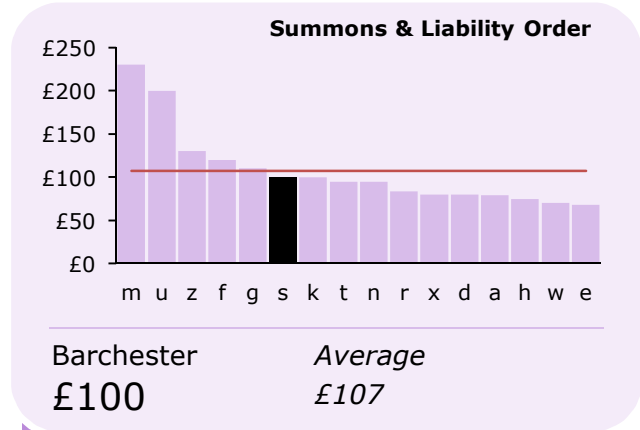
Statutory Reminders & Notices			
2017/18	Number	/1000	Avg.
Reminders	3,539	275	296
Final notices	0	0	121
Total	3,539	275	417

Total Hereditaments 12,868



Costs Charged To Ratepayers

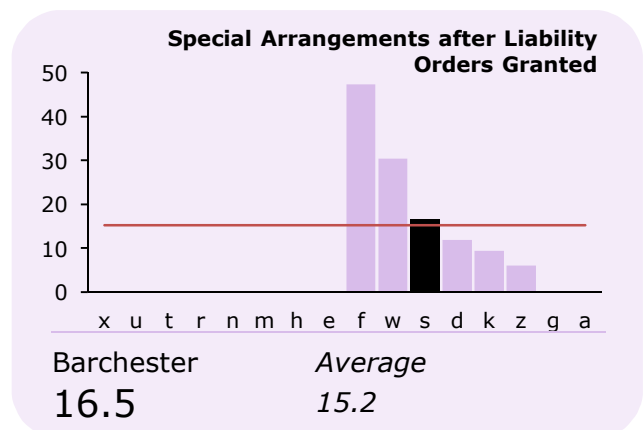
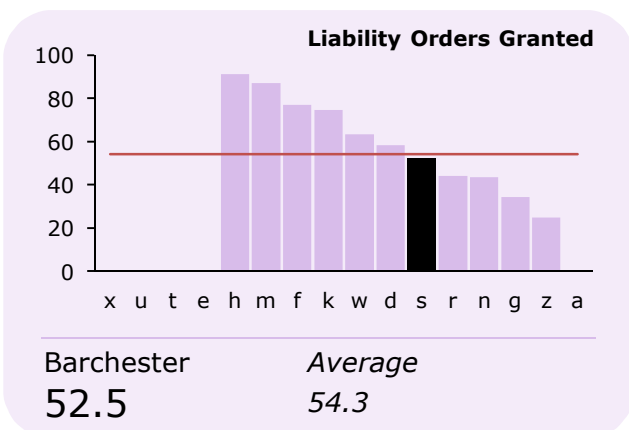
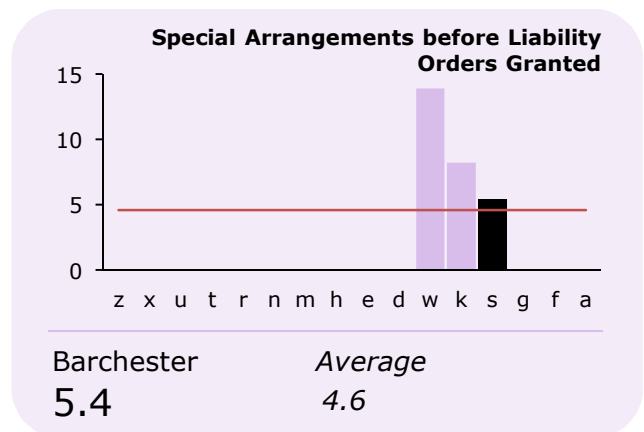
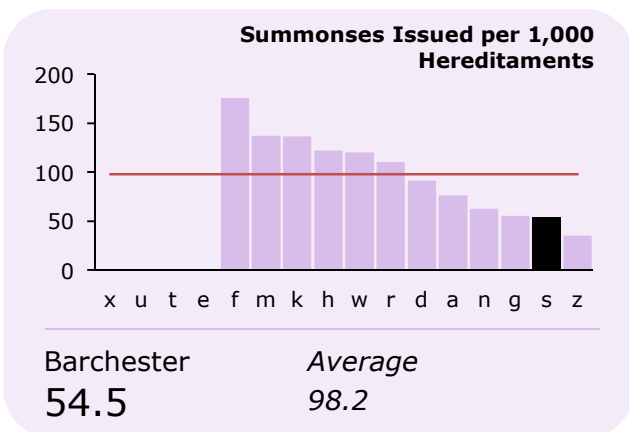
Costs Charged to Ratepayers		
2018/19	Charge	Avg.
Issue of Summons	£50	£75
Issue of Liability Order	£50	£43
Summons & Liability Order	£100	£107
Committal	£305	£209



Enforcement Actions

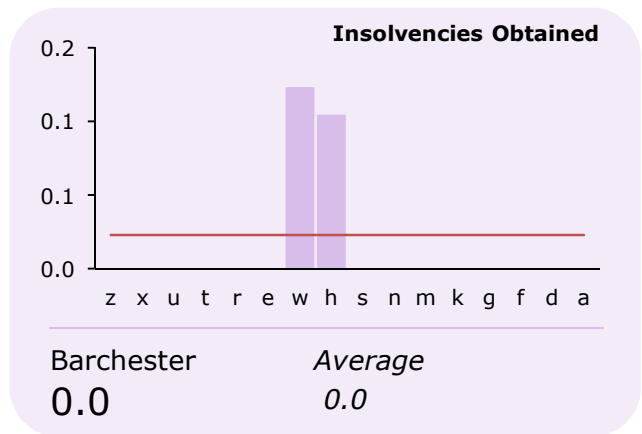
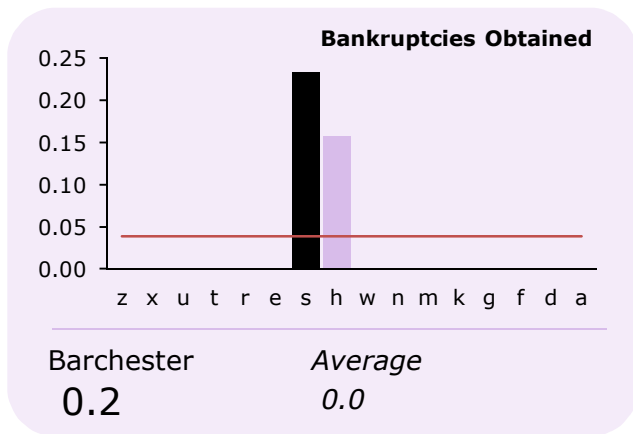
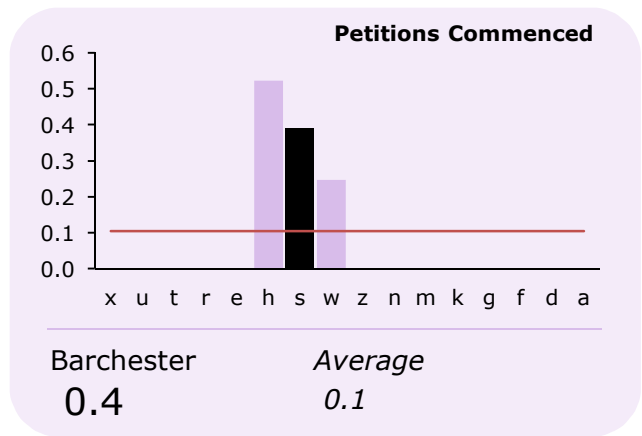
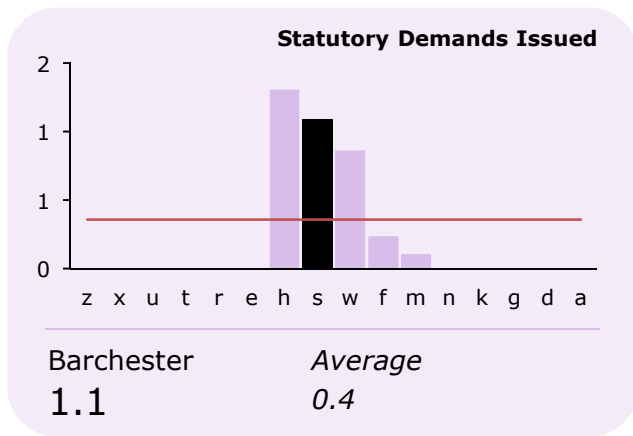
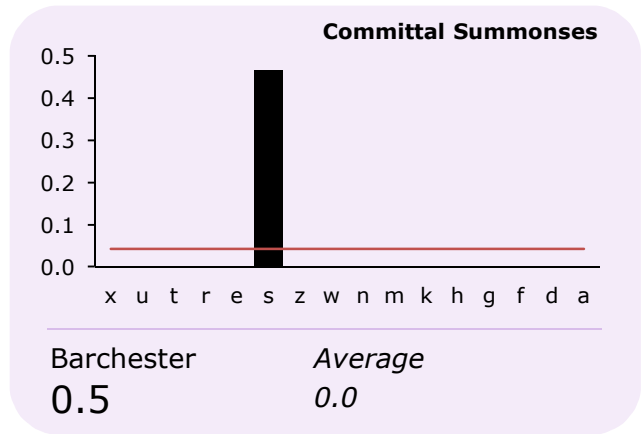
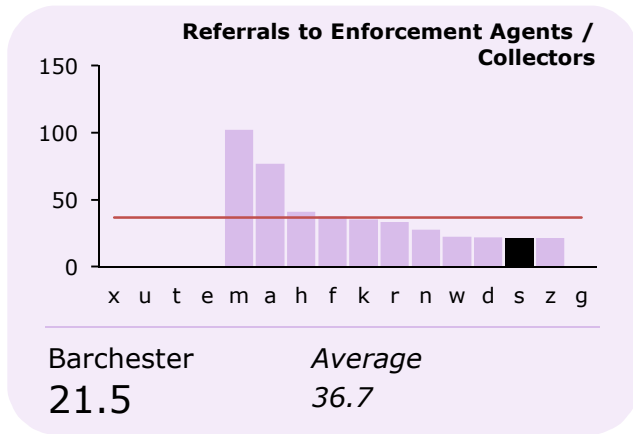
2017/18 Actuals per 1,000 Hereditaments

2017/18	Number	/1000	Avg.
Summonses Issued	701	54.5	98.2
Special Arrangements before Liability Order granted	70	5.4	4.6
Liability Orders Granted	676	52.5	54.3
Special Arrangements after Liability Order granted	212	16.5	15.2
Referrals to Enforcement Agents/Collectors	277	21.5	36.7
Committal Summonses	6	0.5	0.0
Committal Orders - Sentence Suspended	0	0.0	0.0
Committal Orders - Sentence Imposed	0	0.0	0.0
Arrest Warrants Obtained - with Bail	0	0.0	0.0
Arrest Warrants Obtained - without Bail	0	0.0	0.0
Security for Unpaid Rates	0	0.0	0.0
Statutory Demands Issued	14	1.1	0.4
Petitions Commenced	5	0.4	0.1
Bankruptcies Obtained	3	0.2	0.0
Insolvencies Obtained	0	0.0	0.0
Total Hereditaments 12,868			
	Barchester		Avg.
Number of court days used	34		12.5
Court booking time (months)	12		8.7
Compliance Stage Length (days)	15		17.8



Enforcement Actions (continued)

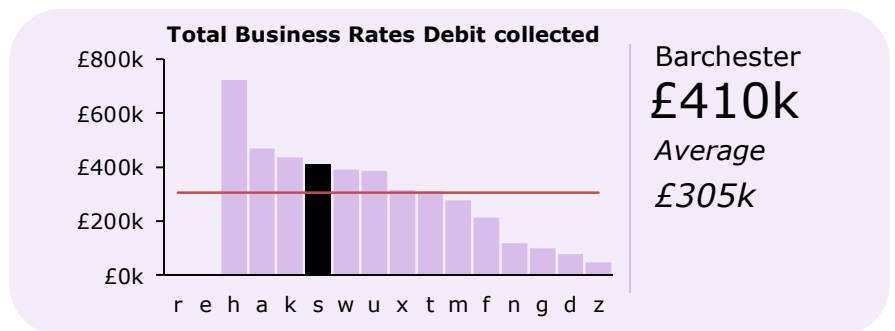
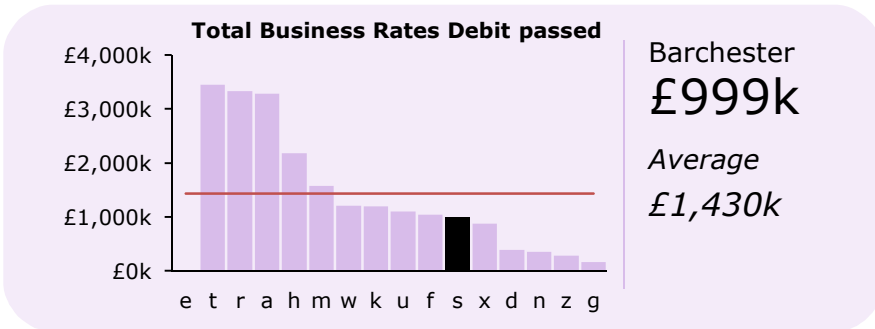
2017/18 Actuals per 1,000 Hereditaments



Collection by Enforcement Agents

Collection statistics re collection made in 2017/18

	Barchester	Avg.
Number of cases issued	250	324.4
Number paid in full	150	71.6
Total Business Rates Debit passed (£'k)	£999 k	£1,430 k
Total Business Rates Debit collected (£'k)	£410 k	£305 k

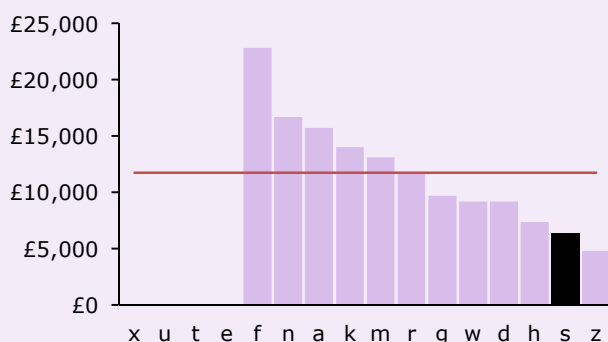


SECTION 5 - COLLECTION

Collection 2017/18

Collection Fund Account 2017/18 Movements	Barchester	Avg.
Collection Account Balance (excl. costs) brought forward 01/04/17		
Outstanding prior year debit brought forward at 01/04/17	£3,289k	
(LESS) Amounts collected in 2016/17 re 2017/18 debit	£274k	
Collection Account Balance (excl. costs) brought forward at 01/04/17	£3,015k	£12,019k
Prior Year Debits		
Outstanding prior year debt brought forward at 01/04/17	£3,289k	
Net adjustment to prior years debits (not including write-offs)	-£3,250k	
Amounts written-off in 2017/18	£475k	
Amounts collected in 2017/18 re prior years debit	-£2,228k	
Outstanding prior year debt carried forward at 31/03/18	£1,792k	£11,513k
Current Year Debits		
Net collectable debit for 2017/18	£81,585k	
Amounts written-off in 2017/18	£137k	
Amounts collected in 2016/17 re 2017/18 debit	£274k	
Amounts collected in 2017/18 re 2017/18 debit	£79,738k	
Outstanding current year debit carried forward at 31/03/18	£1,436k	£2,126k
Future Year Debits		
(LESS) Amounts collected in 2017/18 re 2018/19 debit	£706k	£1,423k
Collection Account Balance (excl. costs) carried forward 31/03/18	£2,522k	£12,813k
Total Amount Collected in 2017/18		
Amounts collected in 2017/18 re prior years debit	-£2,228k	-£34k
Amounts collected in 2017/18 re 2017/18 debit	£79,738k	£114,131k
Amounts collected in 2017/18 re 2018/19 debit	£706k	£1,423k
Total amount collected in 2017/18 re all years	£78,216k	£115,521k

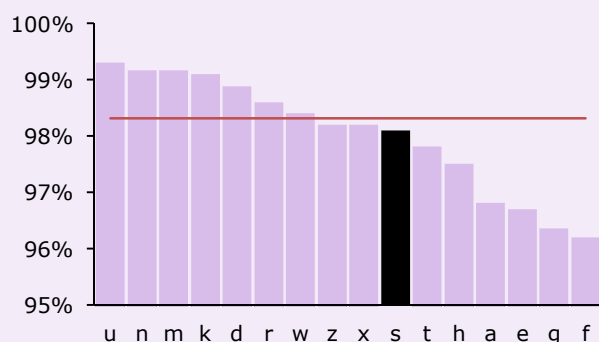
Net Debit per Hereditament



Barchester
£6,340

Average
£11,707

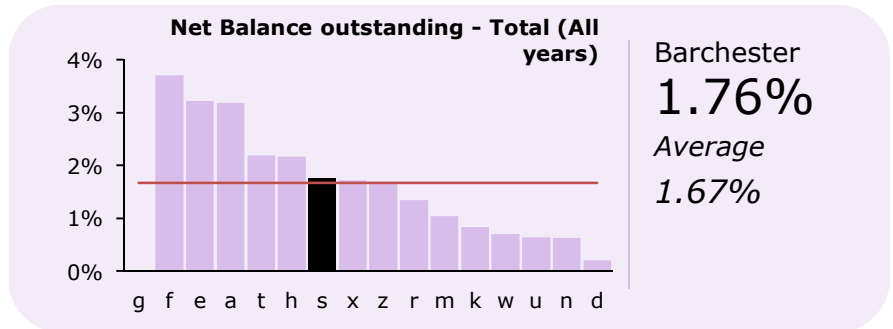
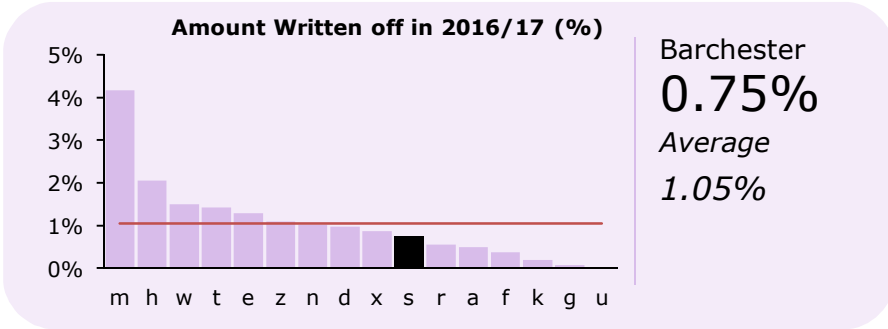
In-Year Collection 2017/18



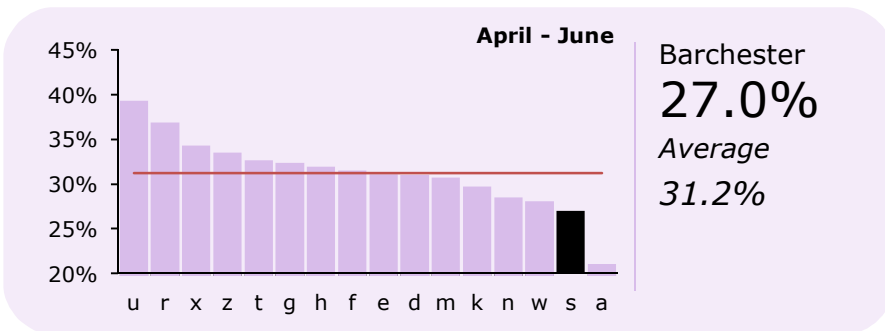
Barchester
98.1%

Average
98.3%

Collection 2017/18 (continued)

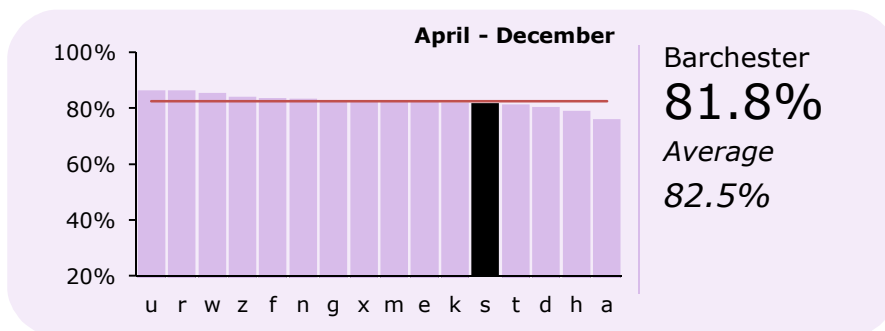
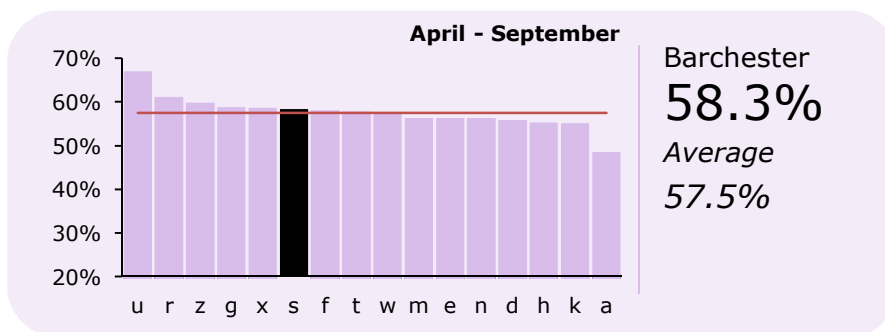


Quarterly Collection as % of Net Debit



Collection by Month 2017/18	% Net Debit	Avg.
Before April	0.3%	1.2%
April - June	27.0%	31.2%
April - September	58.3%	57.5%
April - December	81.8%	82.5%
April - March	98.1%	98.0%

*percentages are cumulative, based on Net Debit

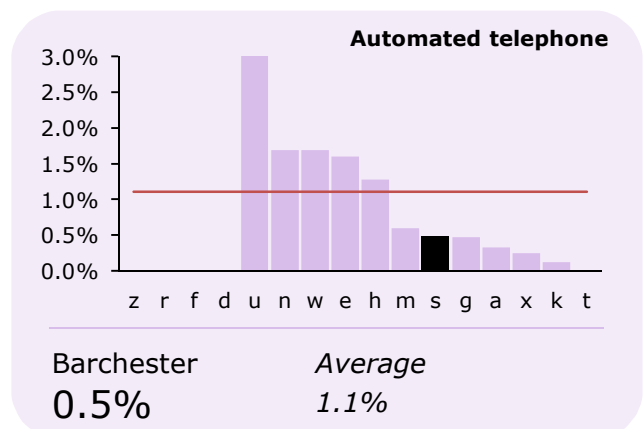
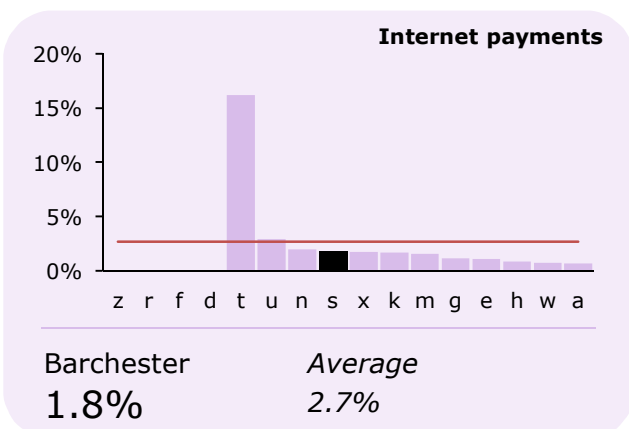
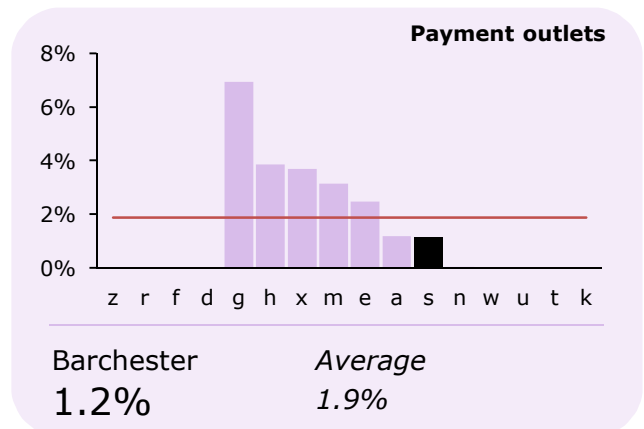
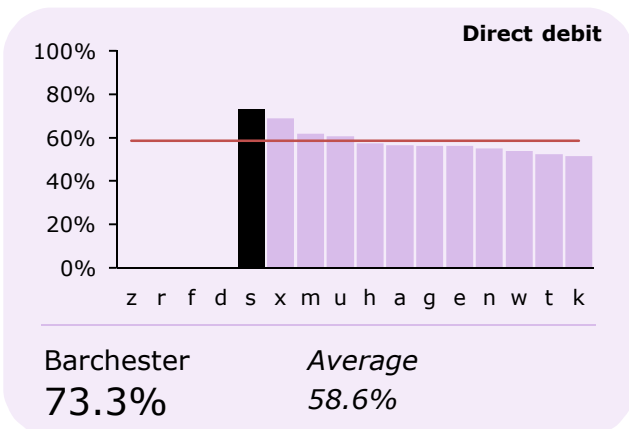
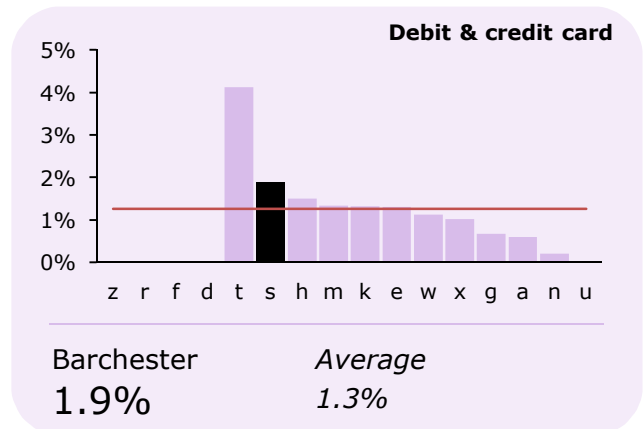
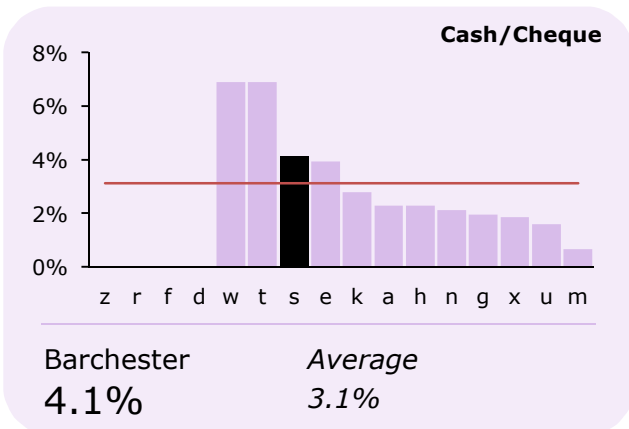


SECTION 6 - PAYMENTS

Methods of Payment

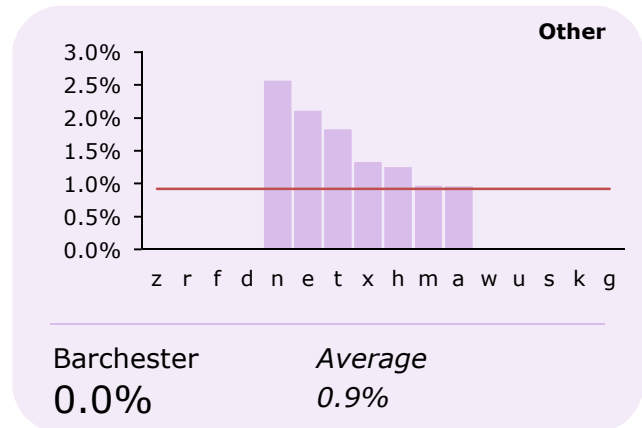
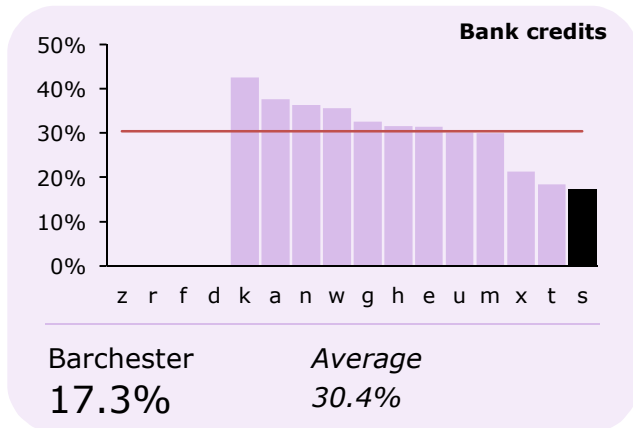
Payment by Type				Value of payment			
2017/18	Number	% Total Payment	Avg.		(£'k)	% Total Payment	Avg.
Cash/Cheque	1,813	4.1%	3.1%	Cash/Cheque	1,489	2.2%	2.1%
Debit & credit card	821	1.9%	1.3%	Debit & credit card	451	0.7%	0.6%
Direct Debit	32,103	73.3%	58.6%	Direct Debit	40,716	60.0%	46.8%
Payment outlets	506	1.2%	1.9%	Payment outlets	147	0.2%	0.3%
Internet payments	794	1.8%	2.7%	Internet payments	606	0.9%	2.9%
ATP	213	0.5%	1.1%	ATP	166	0.2%	0.2%
Bank credits	7,564	17.3%	30.4%	Bank credits	24,315	35.8%	45.3%
Other	0	0.0%	0.9%	Other	0	0.0%	1.8%
Total	43,814			Total	67,890		

No. of Payments / Hereditament		Number	Avg.	Total Hereditaments 12,868
2017/18		3.40	4.68	

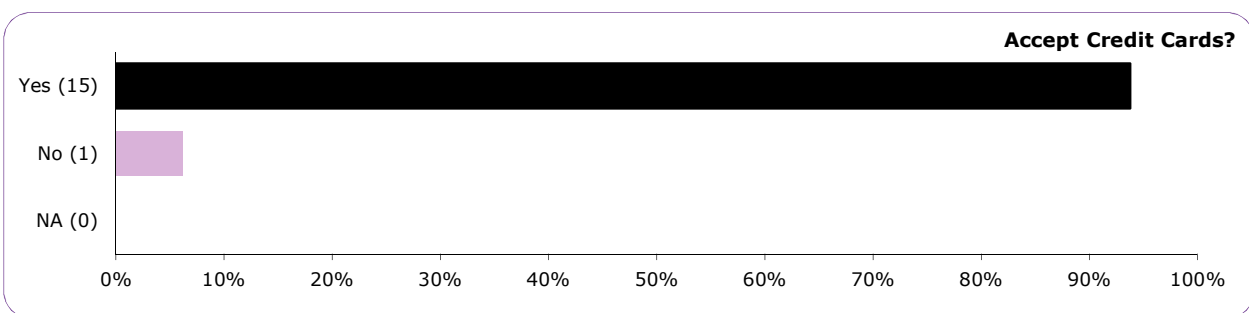


Methods of Payment (continued)

Questions 6 (a-d) 2018 Questionnaire

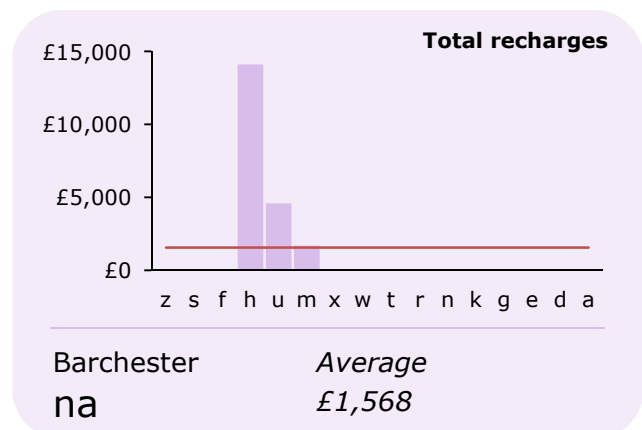
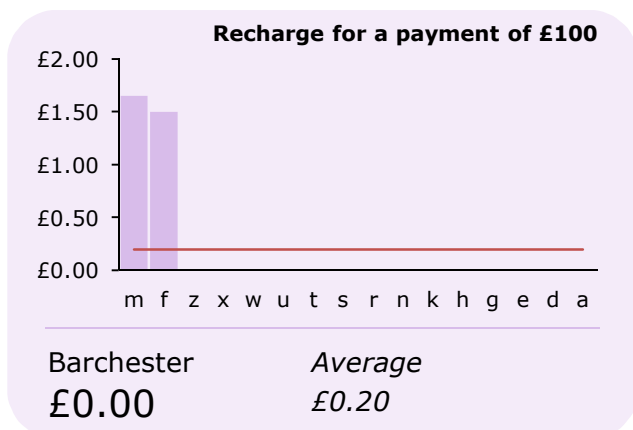


Credit Card



Recharges to customers for payment by credit card	£	Avg.
Payment of £100	0.00	0.20
Total recharges	na	1,567.75
Total Credit Card Costs	na	

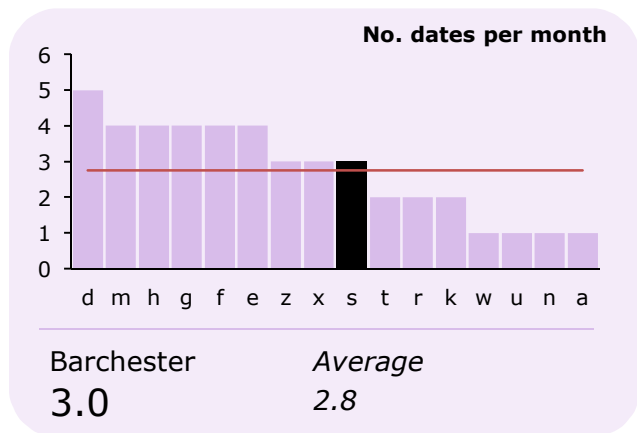
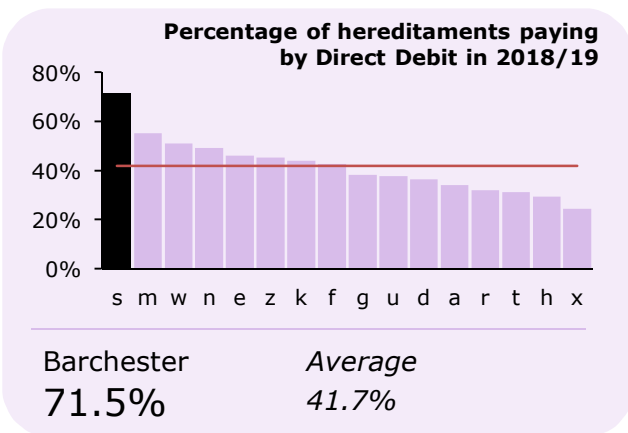
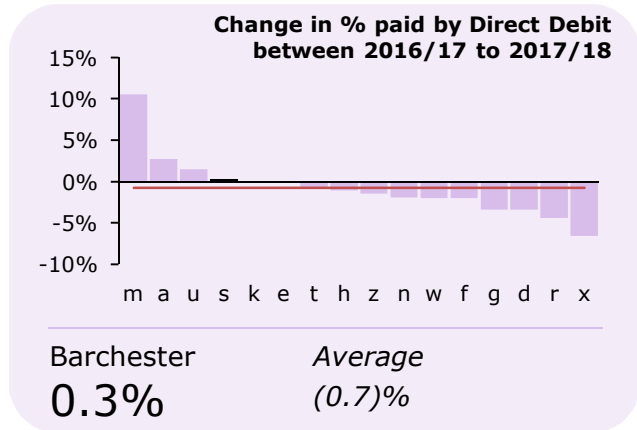
Total Number of Payments 43,814



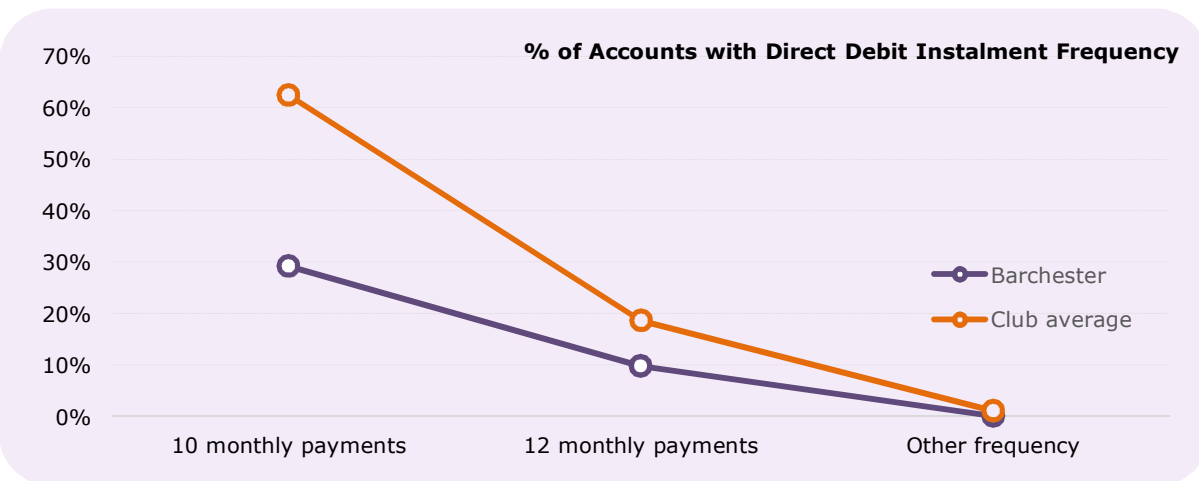
Direct Debit

Percentage of all accounts who had agreed to pay by Direct Debit at main billing time

Direct Debit				
	2017/18	Avg.	2018/19	Avg.
% Paying by DD	71.2%	42.5%	71.5%	41.7%
No. dates available per month			3	2.8



% of Accounts with Direct Debit Instalment Frequency	% of Accounts	Avg.
10 monthly payments	29.2%	62.4%
12 monthly payments	9.8%	18.6%
Other frequency	na	1.0%

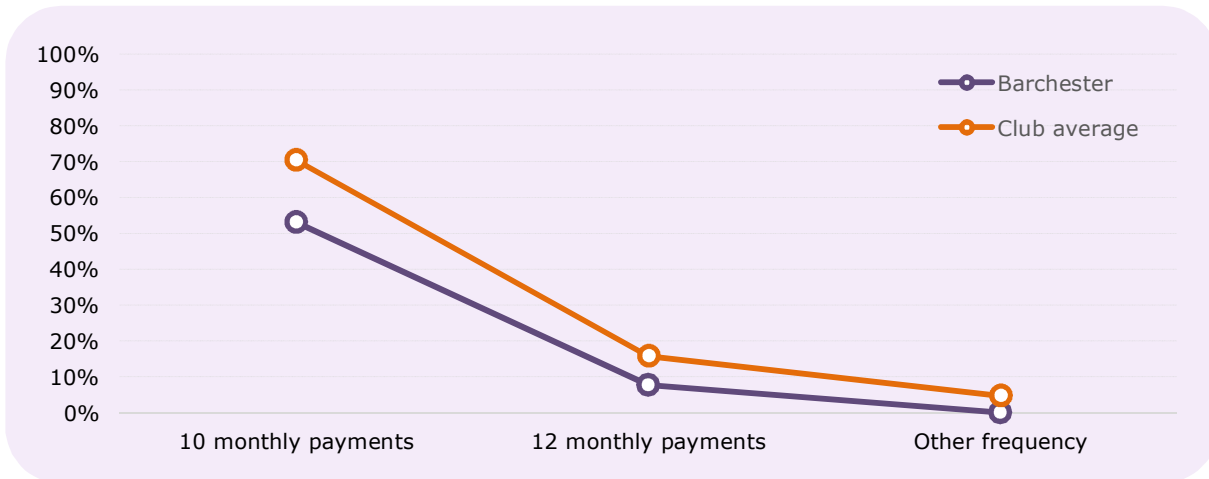


Payment by Instalments (non-DD)

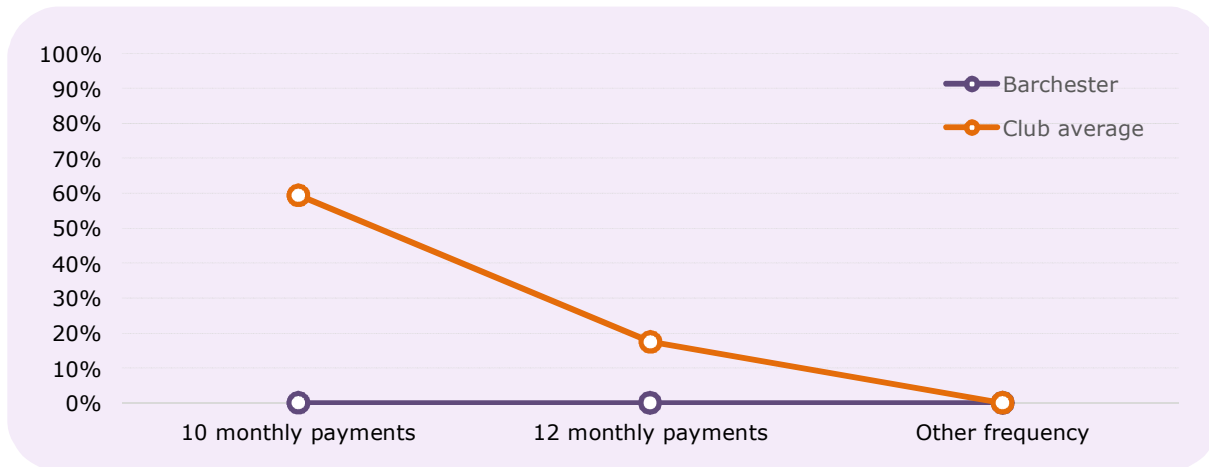
Percentage of all accounts with Instalments Frequency

Instalment Frequency	% of Accounts		% of Net Collectable Debit	
		Avg.		Avg.
10 monthly payments	53.0%	70.4%	na	59.4%
12 monthly payments	7.6%	15.7%	na	17.5%
Other frequency	na	4.7%	na	na

% of Accounts



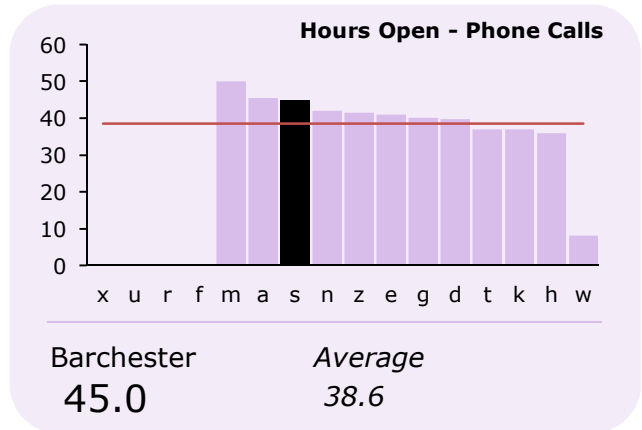
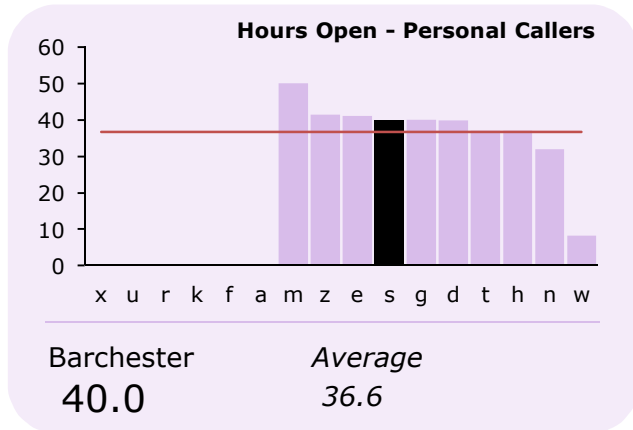
% of Net Collectable Debit



SECTION 7 - CUSTOMER CONTACT

NNDR Section Opening Hours

Hours Open per week	Hours	Avg.
Personal Callers	40.0	36.6
Phone Calls	45.0	38.6

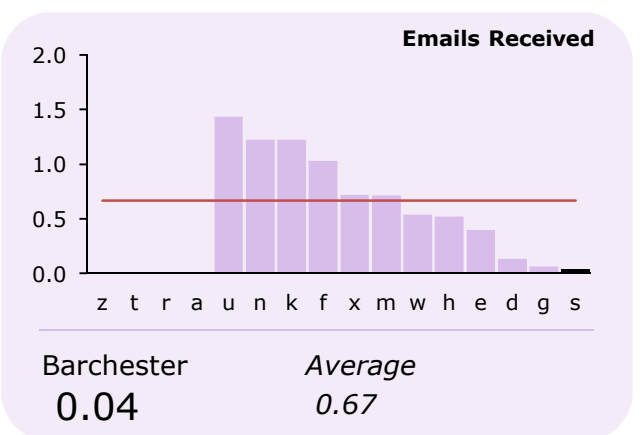
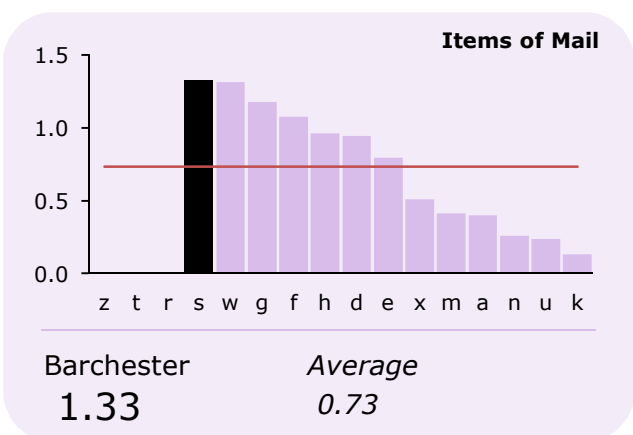


Phone Calls & Mail

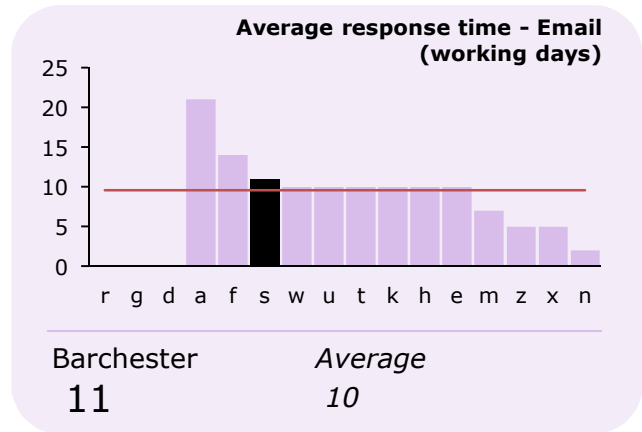
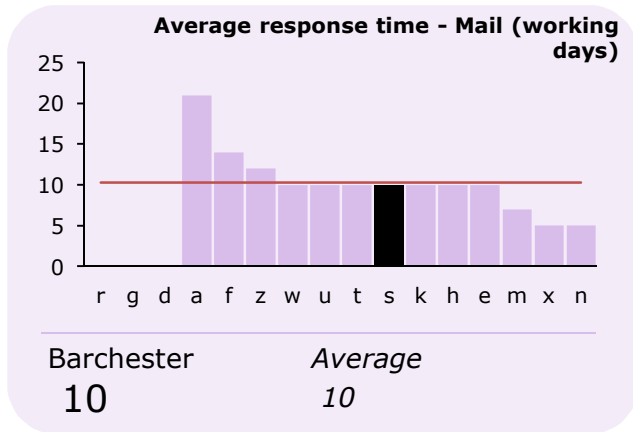
Annual total per 1,000 Hereditaments

Phone Calls & Mail	Direct to NNDR			Direct to Contact Centre			Total		
	Number	Per 1,000 Heredit's	Avg.	Number	Per 1,000 Heredit's	Avg.	Number	Per 1,000 Heredit's	Avg.
2017/18									
Items of Mail*	17,103	1.33	0.73	na	na	na	17,103	1.33	0.73
Emails Received	505	0.04	0.67	na	na	na	505	0.04	0.67
Phone Calls	na	na	0.66	na	na	0.4	na	na	0.58
of which answered	na	na	0.58	na	na	0.3	na	na	0.49

Total Hereditaments 12,868



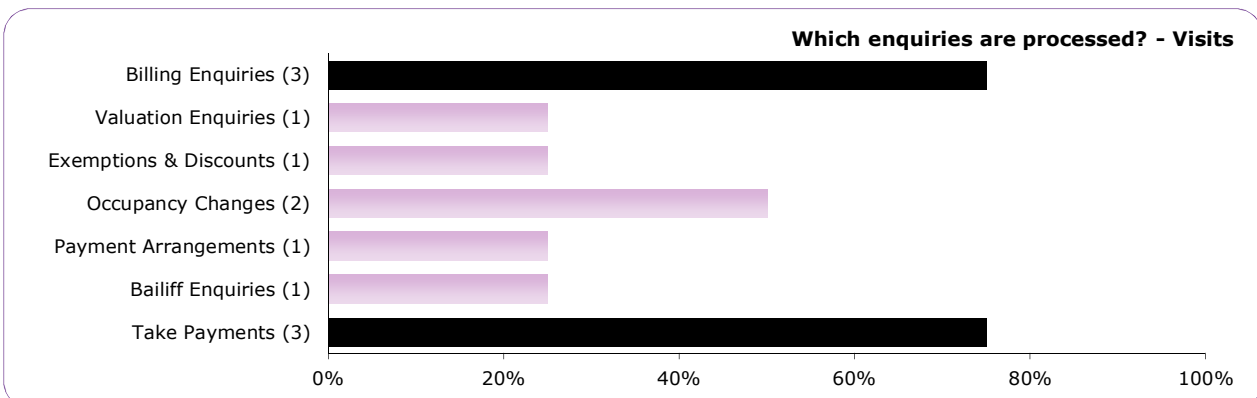
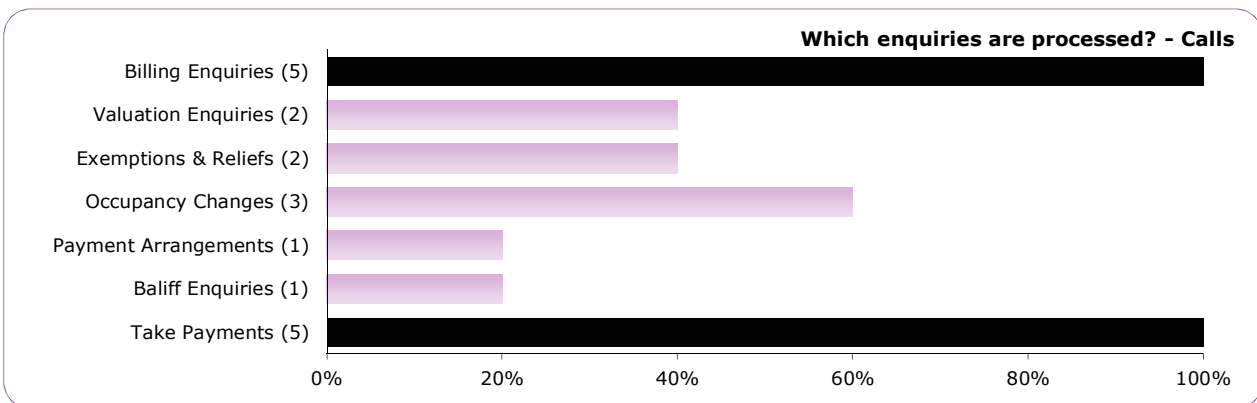
Response Time (days)



Corporate Contact Centres

Do you have a CCC handling calls and visits?	Authority	% Yes	Does it have staff dedicated to NDR enquiries	Authority	% Yes
Phone Calls	Yes	31%	Barchester	No	43%
Personal Visits	Yes	19%			

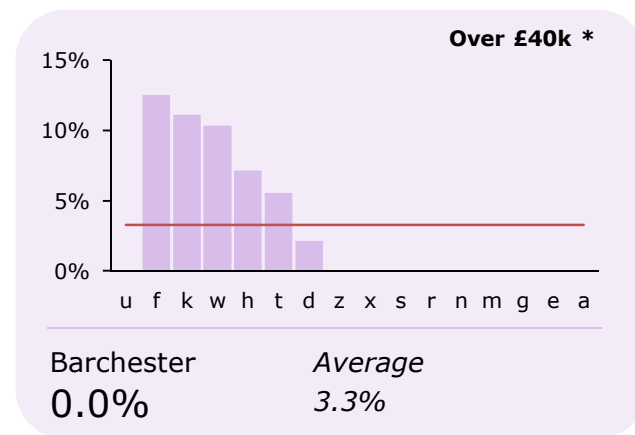
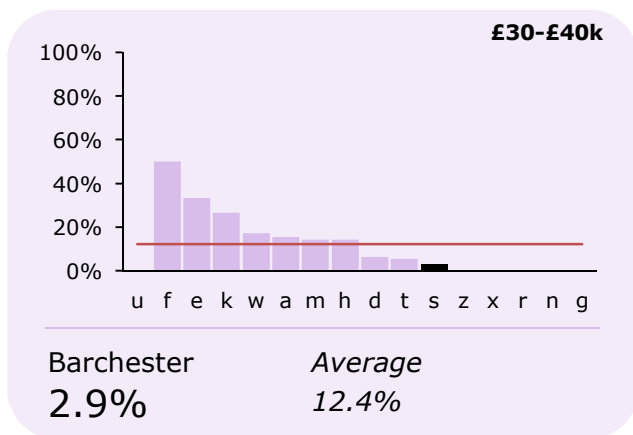
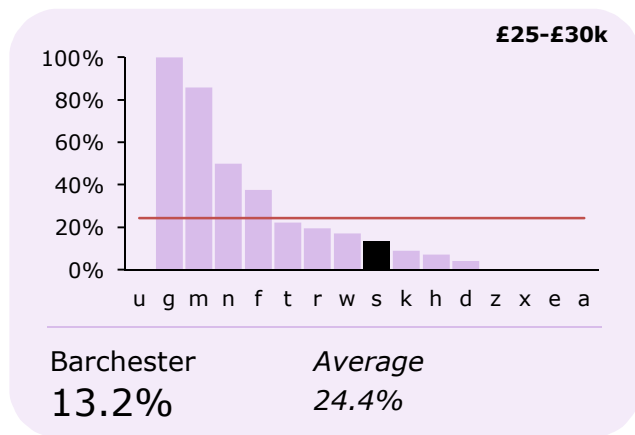
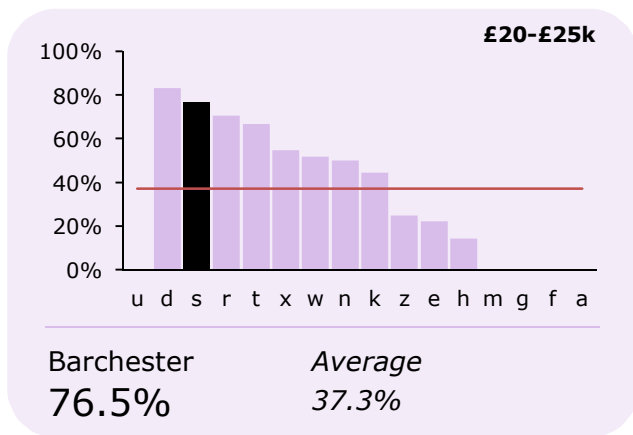
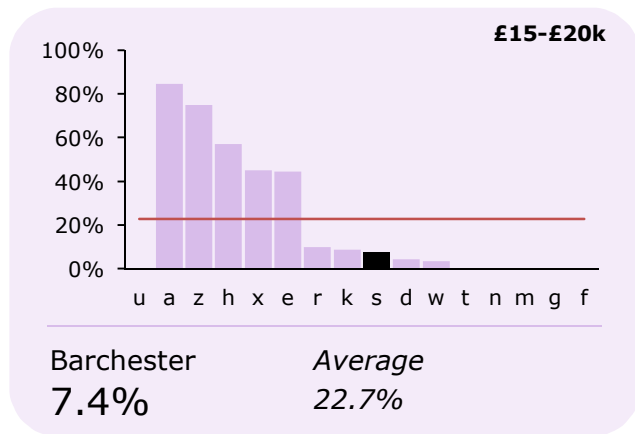
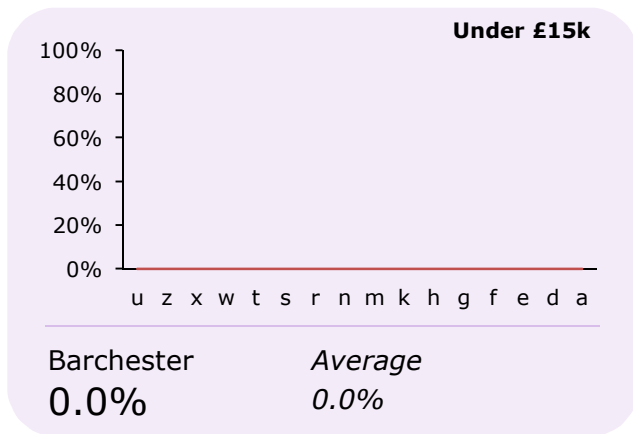
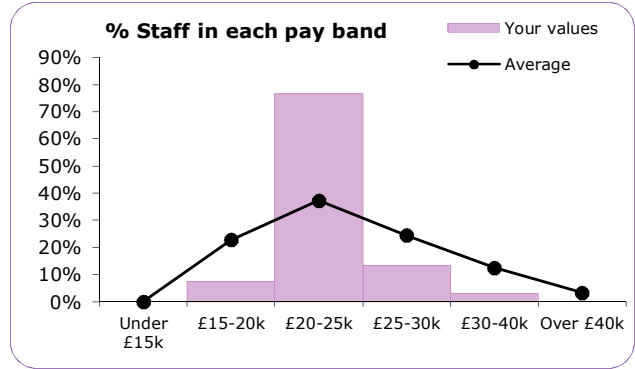
Query Types	Calls			Visits		
	Authority	% Process	% Refer	Authority	% Process	% Refer
Billings Enquiries	Process	100%	0%	Process	75%	25%
Valuation Enquiries	Refer	40%	60%	Refer	25%	75%
Exemptions & Reliefs	Refer	40%	60%	Refer	25%	75%
Occupancy Changes	Refer	60%	40%	Refer	50%	50%
Payment Arrangements	Refer	20%	80%	Refer	25%	75%
Enforcement Agent Enquiries	Refer	20%	80%	Refer	25%	75%
Take Payments	Process	100%	0%	Process	75%	25%



SECTION 8 - STAFF

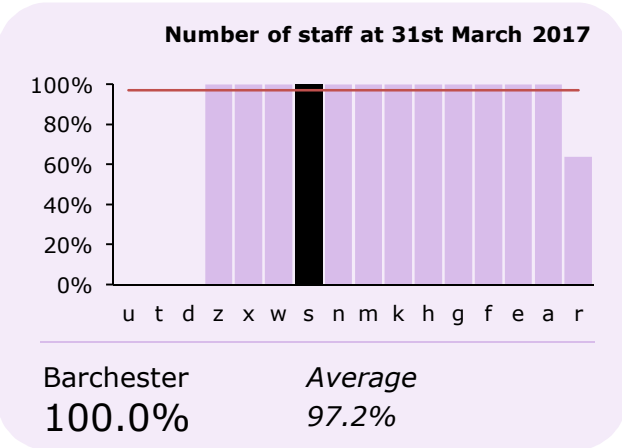
Staff Grading

Staff by Pay Level			
31/03/18	FTE	%	Avg.
Under 15k	0.0	0.0%	0.0%
£15-20k	1.0	7.4%	22.7%
£20-25k	10.4	76.5%	37.3%
£25-30k	1.8	13.2%	24.4%
£30-40k	0.4	2.9%	12.4%
Over £40k	0.0	0.0%	3.3%
Total	13.6		



*Please be aware axes do not represent 100%

Turnover

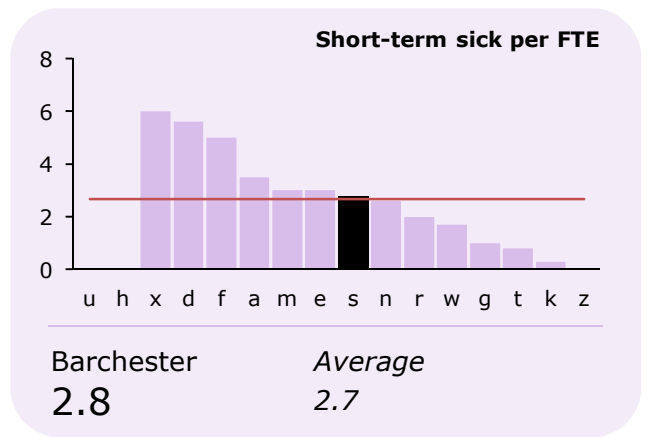
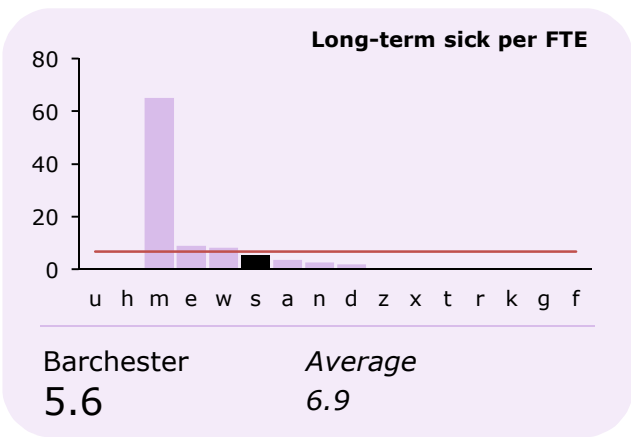
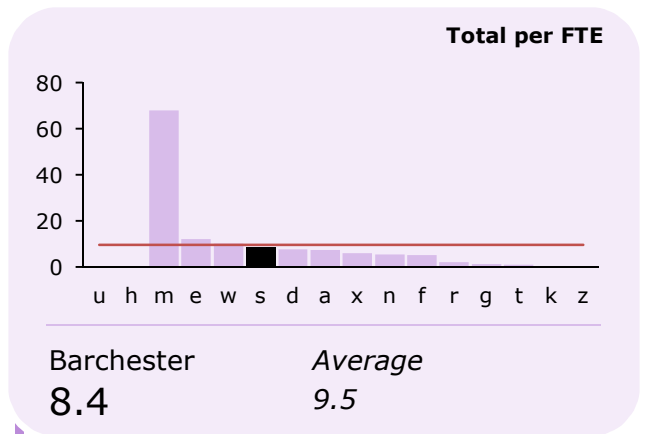


2017/18	%	Avg.
% Leaving	100.0%	97.2%
FTE Leaving	1.0	0.4
FTE Joining	1.0	0.2

Sickness Absence

Sickness Absence - Number of Days	Days/FTE	Avg.
2017/18		
Long Term	5.6	6.9
Short Term	2.8	2.7
Total	8.4	9.5

Average days per annum per employee

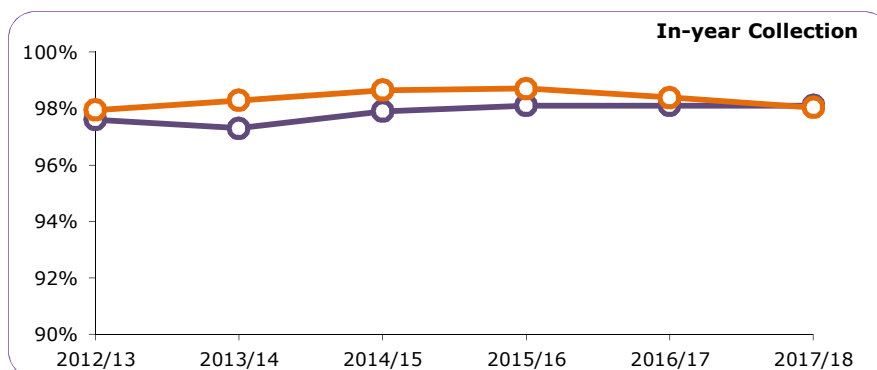
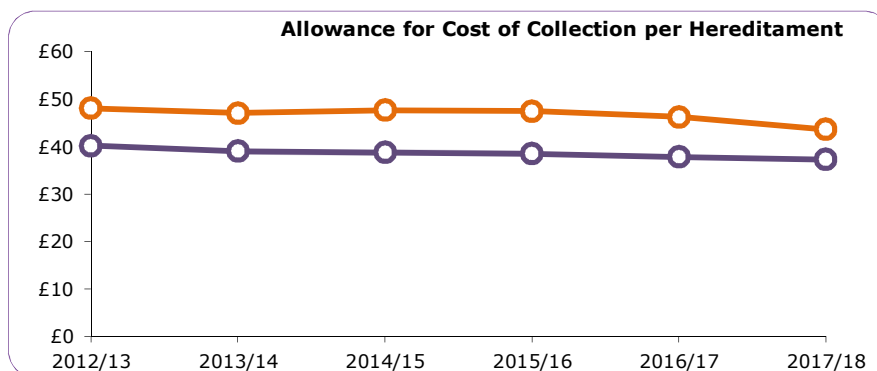
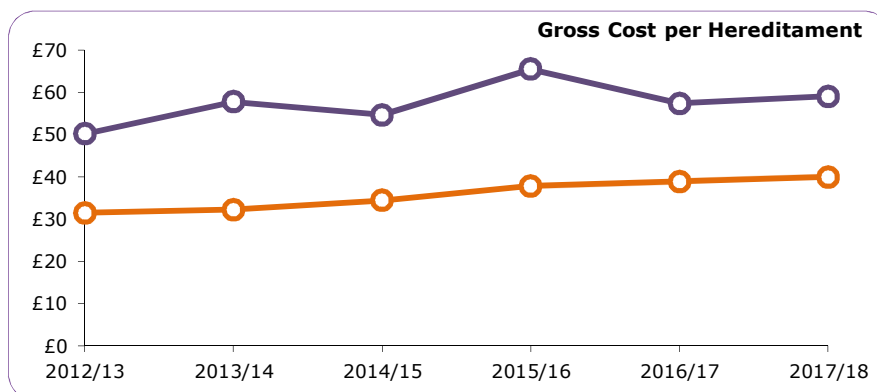


SECTION 9 - TIME SERIES ANALYSIS

The 2017/18 averages are the actual club averages. For previous years, the averages shown here are scaled up or down from the 2016/17 figure based on the average rate of change in each year. This is calculated using data from members who supplied figures in consecutive years, (otherwise the simple average in each year would be distorted by changes in the composition of the club from year to year). The full club averages are used, even in comparator reports.

KEY:

- Club Average
- Barchester



Time Series

	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Total Hereditaments	11,803	12,144	12,159	12,354	12,646	12,868
Gross Cost (incl. enforcement costs)	£593 k	£702 k	£665 k	£810 k	£726 k	£728 k
Gross Cost/Hereditament	£50.24	£57.81	£54.71	£65.57	£57.41	£56.57
Average	£31.48	£32.21	£34.48	£37.89	£38.92	£40.00
Allowance for Cost of Collection	£40.16	£39.03	£38.74	£38.45	£37.80	£37.22
Average	£48.01	£47.05	£47.61	£47.43	£46.20	£43.56
In-year collection	97.6%	97.3%	97.9%	98.1%	98.1%	98.1%
Average	97.9%	98.3%	98.6%	98.7%	98.4%	98.0%

SECTION 10 - QUARTILE FIGURES

Quartile figures 2017/18	Barchester	Average	Lower Quartile	Median	Upper Quartile
Gross Cost per Hereditament	£59.06	£42.25	£33.80	£44.55	£51.49
Staff Cost per Hereditament	£30.39	£23.20	£14.94	£25.18	£29.98
Hereditament per FTE*	946	1,641	1,040	1,370	2,048
In-Year Collection Rate (2017/18)	98.1%	98.0%	97.3%	98.2%	98.9%
% Paying by Direct Debit 2017/18	71.2%	42.5%	35.1%	42.8%	46.2%

*Calculation includes Customer Contact Center FTE

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www.cipfa.org/services/benchmarking

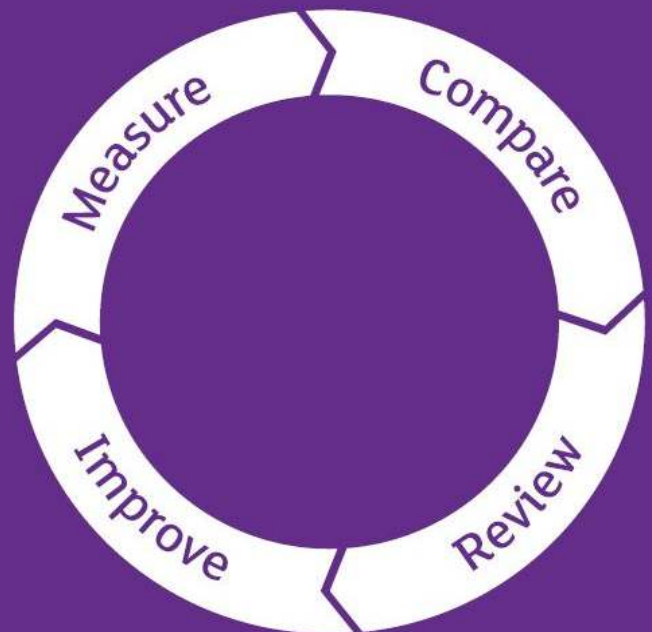
Contact us

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www.cipfa.org/corporateservices

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E: customerliaison@cipfa.org T: 020 7543 5600



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