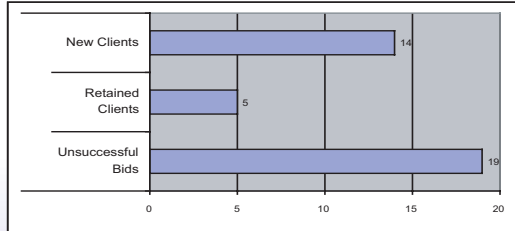




Business Development Manager's Update - Paul Kelly IRRV

2007 was an extremely busy year in respect of the continued development of the Jacobs client base for local taxation, road traffic work and also Housing Benefit Overpayments/Sundry Debts.

From the chart you can see our excellent success in submitting tender applications. **We were newly appointed for 14 new local authorities and also retained contracts in all the 5 areas where we were already the bailiff service provider.** In total we submitted 38 bids that have been determined and our overall success ratio of 50% is EXTREMELY PLEASING when you consider the high number of firms that apply for each tender.



During 2008 we will continue to seek out suitable opportunities for the business where we feel that we can provide excellent services to the prospective client from the outset of the contract / agreement.

An area we would like to expand further in 2008 is the recovery of Housing Benefit Overpayments and Sundry Debts – with the introduction of new technology we are able to provide an effective service at low cost to clients whilst maintaining our core service delivery requirements for local taxation and road traffic warrant work.

I am really looking forward to seeing old acquaintances and making new contacts during 2008. In particular I look forward to the four National Conferences at which Jacobs are due to exhibit at along with attending various regional and social meetings of both the IRRV and BPA.

2008 Conferences

Jacobs will be present at the following Conferences in 2008 and hope to meet with you if you are in attendance –

5th - 8th February - Stand 4 - IRRV Benefits & Fraud Conference in Harrogate

23rd - 24th April - Stand P35 - Parkex Exhibition at the GMex Manchester

20th - 21st May - Stand 18 - IRRV Collection & Enforcement Conference in Harrogate

30th September - 3rd October - Stand 18 - IRRV National Conference in Manchester

(Pictured at a recent conference - Bob Trahern, President of IRRV and Paul Kelly).



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Should any prospective client wish to contact Jacobs to discuss our services further please contact Paul Kelly on: Tel: 0151 650 4988 Email: pk@jacobsbailiffs.co.uk
Alternatively write to Paul at: 4 Europa Boulevard, Birkenhead, Merseyside, CH41 4PE

Jacobs News

Certificated Bailiffs

www.jacobsbailiffs.co.uk

Issue 6 - February 2008



Pictured above are the Partners: Dave Cornes, Paula Jacobs & Simon Jacobs

The full report of the survey is available on our website – www.jacobsbailiffs.co.uk

Welcome to our first publication of 2008 in which we concentrate on the results of our recently published Client Perception Survey. As part of our commitment to quality we recognise the importance and potential benefits of carrying out regular "Customer Perception Surveys". The purpose of the recent survey was to review current perception of clients to that of 5 years ago when our firm had a smaller client base. The most single critical theme of the report is that between 2002 and 2007 Jacobs have managed to expand our client base significantly whilst maintaining extremely high client perception levels of service for both existing and new clients.

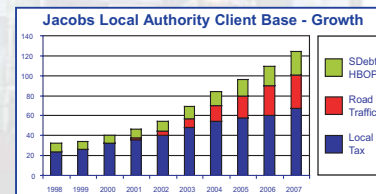
Simon Jacobs, Paula Jacobs & Dave Cornes

Customer Perception Survey 2007

Introduction

In order to introduce a truly independent review of Jacobs client's perception the firm commissioned Results Management Consultants (www.resultsmc.co.uk) to devise, collate, analyse and report the results of surveys undertaken in 2002 and 2005. The formats of both surveys differed slightly but proved invaluable to the firm.

The latest Jacobs "Client Perception Survey" sent to clients in November 2007 was identical in *all* aspects to the one first used in 2002. This has meant that **direct and meaningful comparisons** could take place in respect of service delivery over the last 5 years – a sample of these are reported in the remainder of this summary.



Jacobs client base has increased substantially over the last decade. Significantly the majority of Jacobs' local authority clients participated in both

the 2002 and 2007 surveys - representing some 65% and 70% respectively of workload issued to the firm for enforcement. The opinions recorded can therefore be considered as statistically representative.

A simple questionnaire was designed by Results MC for Jacobs including the following fields:

- Clients' descriptions of Jacobs
- Jacobs performance in key areas of service
- Would clients recommend Jacobs to a colleague?
- Understanding & meeting client needs
- Problems experienced & effectiveness of corrective action
- Use of Jacob's unique "client web" access service

Quantitative questions were scored against the following scales:

For example: How would you rate Jacobs' recovery rates?

5	4	3	2	1
Excellent	Good	Average	Poor	Very Poor

The results of the survey have been statistically analysed and illustrated in graphical form to highlight opportunities for improvements.

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Customer Perception Survey 2007 . . . continued

Interpretation of results

The averaged scores were computed and presented in graphical form to enable a comparison of the perceived position of key attributes of Jacobs' services.

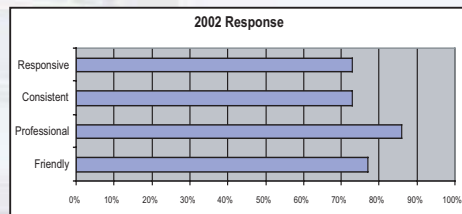
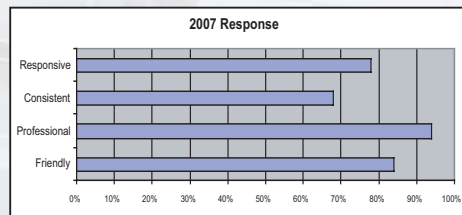
Results MC recommend that a score 3 (60%), whilst representing an "average" performance should be considered as a base line. Scores below 60% reflect less than satisfactory performance in the clients' opinion. Clients will often state that a firm is "average" meaning that they are not impressed.

Results MC state that % changes of +/- 5% are marginal and reflect that client perception overall is similar to 2002.

Clients' description of Jacobs

Clients were asked the question: "How would you describe Jacobs to a colleague (a Revenues Practitioner/another local authority)?" The 5 options given were Responsive, Consistent, Friendly, Professional and none of the above.

The percentage of clients selecting each descriptor in 2007 and 2002 can be plotted as follows:



Comment – It is pleasing to note that significant improvements were made in the Friendly and Professional categories – (up by 7% to 84% and 8% to 94% respectively).

The overall effect is that our descriptors have increased from a collective average of 77% in 2002 to 81% in 2007. The Partners are therefore pleased with the continued high scoring in this aspect of the survey.

Perceived service performance

Clients were asked to rate Jacobs' service performance against the key service attributes. The results follow:

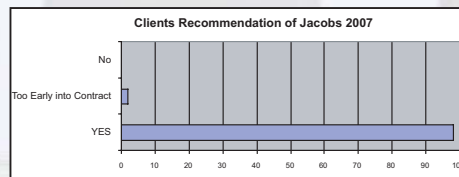
Service attributes	2007 Average Score	2002 Average Score
Answering telephone calls promptly	87%	90%
Response to enquiry/instructions	86%	90%
Frequency and regularity of Payovers	87%	88%
Handling of complaints	88%	86%
Administration	81%	85%
Performance Review meetings	82%	82%
Clarity and usefulness of reports	80%	81%
Recovery rates	77%	80%
Frequency of statistics	87%	78%
OVERALL AVERAGE SCORE	84%	84%

Comment – For both 2002 and 2007 ALL of the average scores were considerably above minimum average acceptable of 60% and the overall perception of the combined service attributes was **84% for both surveys**. Overall the scoring has remained constant which is a pleasing result given our continued expansion of our client base. **Jacobs are proud of the long standing relationships we have with clients and a client retention rate at procurement / tenders of 100% in the last 3 calendar years.**

Client recommendation of Jacobs Bailiffs

In **2002 100%** of the local authority clients that took part in the survey stated they would act as referee in tenders for Jacobs and would recommend the firm to fellow revenue practitioners and other local authorities.

In **2007 the figure reduces slightly to 98%**. The other 2% however represent relatively new clients who felt it too early into their contract to formally act as references.



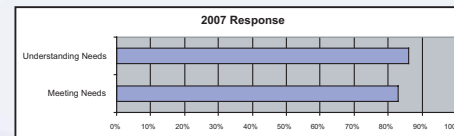
Comment – The level of commitment to giving recommendation proves that **Jacobs reputation and standing** amongst clients is that of a **solid and established organisation**.

Understanding and meeting Client's needs

In both 2002 and 2007 Clients were asked:

- "How well do Jacobs understand your requirements?"
- "How well do Jacobs meet your requirements?"

The results for 2007 are as follows:



Understanding client needs: average score 86% - up from 84% in 2002.

Meeting client needs: average score 83% - same as 2002.

Comment – Again scores in both categories in **2002 and 2007 are well above average** and show the performance level of consistency has remained constant despite company growth.

Jacobs' handling of problems

In **2007 66%** of clients stated that they had **not** experienced any problems with Jacobs Bailiffs.

34% of clients had experienced problems of relatively minor issues – all of which are now satisfactory resolved.

Comment – It is accepted that clients will encounter some day-to-day issues and operational queries that need swift action and resolution. In an environment that is rapidly changing with new working tools and technology the challenge to ensure client queries are answered quickly and efficiently is ever more critical and important.

Jacobs' "Client Web" system

The frequency of usage has increased greatly since the 2002 survey **from 70% to the current 2007 level of 94%**.

Suggested Improvements to the system

34% of responses in 2007 commented that **NO IMPROVEMENTS** were needed to the current client web system. One client felt so strongly about the effectiveness of the system they commented . . .

"Compared to other bailiff web sites Jacobs client web facilities are excellent."

Other comments regarding improvements were made and addressed by Jacobs in the full report.

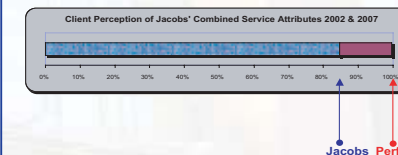
General comments received

An opportunity was offered for any other comments that clients wanted to make. There were too many to reproduce in this summary but individual comments are included in the full report available on the Jacobs website.

Comment – comments made by clients include:

- A very smooth unobstructive operation.
- I like the fact that Jacobs employ people from the local area.
- I rarely have to deal with any complaints about Jacobs.
- Jacobs are a good efficient company with whom we are happy to do business.

Partners - Summary and Conclusions



As can be seen from the survey Jacobs Bailiffs is considered as a professional firm providing a good service to clients. This report has also helped Jacobs to develop service performance through a programme of continual improvement.

The Partners are particularly grateful to Results MC for their contribution in providing the initial survey and analysis framework in order to produce a fair & reflective survey report. This survey report illustrates that Jacobs services are considered by clients to be **significantly better than average** in every area tested. Also that **standards remain strong and consistent over the last 5 years despite the expansion in workload.**

The partners would like to thank all clients who participated in the survey and we undertake to do a further analysis in 2010.