








## Corporate Scorecard

This report highlights the quarterly performance position of the council. The performance indicators in this report were chosen to reflect the progress made against the objectives set out in the corporate plan for 2019-2023. Data in the report is validated by the council's corporate performance team.

**Report Author:** James Woodham

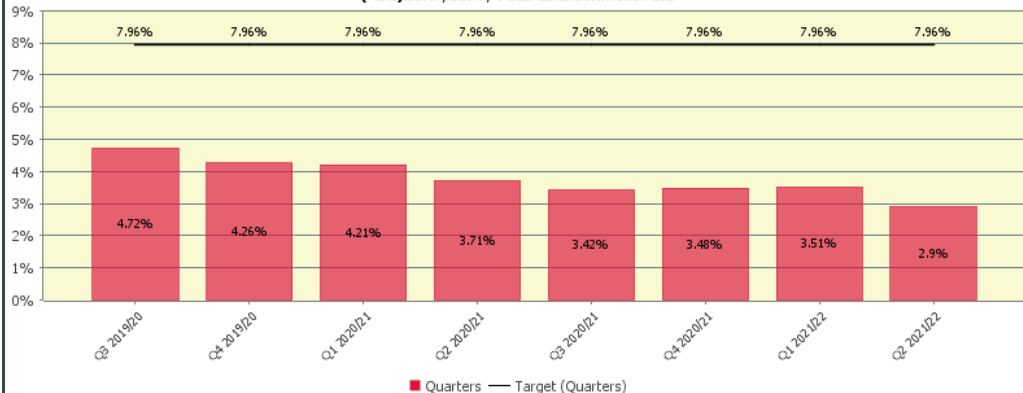


**Generated on:** 21 December 2021



| PI Status   |           | Trends  |               |
|---|-----------|---|---------------|
|  | Alert     |  | Improving     |
|  | Warning   |  | No Change     |
|  | OK        |  | Getting Worse |
|  | Unknown   |   |               |
|  | Data Only |   |               |

## Community and Customer (ADC) Service Standards

| Performance Indicator        |                      | Data Type   | Officer(s) Responsible |         |       |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |
|------------------------------|----------------------|---|------------------------|---------|-------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| Average Call waiting time    |                      | Duration  | Cathy Sands            |         |       |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |
|                              |                      | <div>(ADC)CORP/SERV/3 Average Call waiting time</div> <table><caption>Quarterly Average Call Waiting Time Data</caption><thead><tr><th>Quarter</th><th>Value</th></tr></thead><tbody><tr><td>Q3 2018/19</td><td>0h 01m 11s</td></tr><tr><td>Q4 2018/19</td><td>0h 01m 06s</td></tr><tr><td>Q1 2019/20</td><td>0h 01m 17s</td></tr><tr><td>Q2 2019/20</td><td>0h 00m 49s</td></tr><tr><td>Q3 2019/20</td><td>0h 00m 43s</td></tr><tr><td>Q4 2019/20</td><td>0h 00m 39s</td></tr><tr><td>Q1 2020/21</td><td>0h 00m 49s</td></tr><tr><td>Q2 2020/21</td><td>0h 00m 37s</td></tr><tr><td>Q3 2020/21</td><td>0h 00m 34s</td></tr><tr><td>Q4 2020/21</td><td>0h 00m 34s</td></tr><tr><td>Q1 2021/22</td><td>0h 00m 44s</td></tr><tr><td>Q2 2021/22</td><td>0h 00m 45s</td></tr></tbody></table> <div>■ Quarters — Target (Quarters)</div> |                        | Quarter | Value | Q3 2018/19 | 0h 01m 11s | Q4 2018/19 | 0h 01m 06s | Q1 2019/20 | 0h 01m 17s | Q2 2019/20 | 0h 00m 49s | Q3 2019/20 | 0h 00m 43s | Q4 2019/20 | 0h 00m 39s | Q1 2020/21 | 0h 00m 49s | Q2 2020/21 | 0h 00m 37s | Q3 2020/21 | 0h 00m 34s | Q4 2020/21 | 0h 00m 34s | Q1 2021/22 | 0h 00m 44s | Q2 2021/22 | 0h 00m 45s |
|                              |                      | Quarter   | Value                  |         |       |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |
|                              |                      | Q3 2018/19  | 0h 01m 11s             |         |       |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |
|                              |                      | Q4 2018/19  | 0h 01m 06s             |         |       |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |
|                              |                      | Q1 2019/20  | 0h 01m 17s             |         |       |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |
| Q2 2019/20                   | 0h 00m 49s           |   |                        |         |       |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |
| Q3 2019/20                   | 0h 00m 43s           |   |                        |         |       |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |
| Q4 2019/20                   | 0h 00m 39s           |   |                        |         |       |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |
| Q1 2020/21                   | 0h 00m 49s           |   |                        |         |       |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |
| Q2 2020/21                   | 0h 00m 37s           |   |                        |         |       |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |
| Q3 2020/21                   | 0h 00m 34s           |   |                        |         |       |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |
| Q4 2020/21                   | 0h 00m 34s           |   |                        |         |       |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |
| Q1 2021/22                   | 0h 00m 44s           |   |                        |         |       |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |
| Q2 2021/22                   | 0h 00m 45s           |   |                        |         |       |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |
| Current Value                | Current Target       | Current Value vs Target   | RAG Status             |         |       |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |
| 0h 00m 45s                   | 0h 01m 06s           | -0h 00m 21s   |                        |         |       |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |
| Previous Year Value          | Previous Year Target | Trend   |                        |         |       |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |
| 0h 00m 37s                   | 0h 01m 06s           |   |                        |         |       |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |
| Latest Note, date and author |                      |   |                        |         |       |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |
|                              |                      |   |                        |         |       |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |

| Performance Indicator        |                      | Data Type  | Officer(s) Responsible  |         |              |        |            |       |       |            |       |       |            |       |       |            |       |       |            |       |       |            |       |       |            |       |       |            |      |       |
|------------------------------|----------------------|--|---|---------|--------------|--------|------------|-------|-------|------------|-------|-------|------------|-------|-------|------------|-------|-------|------------|-------|-------|------------|-------|-------|------------|-------|-------|------------|------|-------|
| Call abandonment rate        |                      | Percentage   | Cathy Sands   |         |              |        |            |       |       |            |       |       |            |       |       |            |       |       |            |       |       |            |       |       |            |       |       |            |      |       |
|                              |                      | <div>(ADC)CORP/SERV/4 Call abandonment rate</div>  <table><caption>Call Abandonment Rate Data</caption><thead><tr><th>Quarter</th><th>Actual Value</th><th>Target</th></tr></thead><tbody><tr><td>Q3 2019/20</td><td>4.72%</td><td>7.96%</td></tr><tr><td>Q4 2019/20</td><td>4.26%</td><td>7.96%</td></tr><tr><td>Q1 2020/21</td><td>4.21%</td><td>7.96%</td></tr><tr><td>Q2 2020/21</td><td>3.71%</td><td>7.96%</td></tr><tr><td>Q3 2020/21</td><td>3.42%</td><td>7.96%</td></tr><tr><td>Q4 2020/21</td><td>3.48%</td><td>7.96%</td></tr><tr><td>Q1 2021/22</td><td>3.51%</td><td>7.96%</td></tr><tr><td>Q2 2021/22</td><td>2.9%</td><td>7.96%</td></tr></tbody></table> |   | Quarter | Actual Value | Target | Q3 2019/20 | 4.72% | 7.96% | Q4 2019/20 | 4.26% | 7.96% | Q1 2020/21 | 4.21% | 7.96% | Q2 2020/21 | 3.71% | 7.96% | Q3 2020/21 | 3.42% | 7.96% | Q4 2020/21 | 3.48% | 7.96% | Q1 2021/22 | 3.51% | 7.96% | Q2 2021/22 | 2.9% | 7.96% |
|                              |                      | Quarter  | Actual Value  | Target  |              |        |            |       |       |            |       |       |            |       |       |            |       |       |            |       |       |            |       |       |            |       |       |            |      |       |
|                              |                      | Q3 2019/20   | 4.72%   | 7.96%   |              |        |            |       |       |            |       |       |            |       |       |            |       |       |            |       |       |            |       |       |            |       |       |            |      |       |
|                              |                      | Q4 2019/20   | 4.26%   | 7.96%   |              |        |            |       |       |            |       |       |            |       |       |            |       |       |            |       |       |            |       |       |            |       |       |            |      |       |
|                              |                      | Q1 2020/21   | 4.21%   | 7.96%   |              |        |            |       |       |            |       |       |            |       |       |            |       |       |            |       |       |            |       |       |            |       |       |            |      |       |
| Q2 2020/21                   | 3.71%                | 7.96%  |   |         |              |        |            |       |       |            |       |       |            |       |       |            |       |       |            |       |       |            |       |       |            |       |       |            |      |       |
| Q3 2020/21                   | 3.42%                | 7.96%  |   |         |              |        |            |       |       |            |       |       |            |       |       |            |       |       |            |       |       |            |       |       |            |       |       |            |      |       |
| Q4 2020/21                   | 3.48%                | 7.96%  |   |         |              |        |            |       |       |            |       |       |            |       |       |            |       |       |            |       |       |            |       |       |            |       |       |            |      |       |
| Q1 2021/22                   | 3.51%                | 7.96%  |   |         |              |        |            |       |       |            |       |       |            |       |       |            |       |       |            |       |       |            |       |       |            |       |       |            |      |       |
| Q2 2021/22                   | 2.9%                 | 7.96%  |   |         |              |        |            |       |       |            |       |       |            |       |       |            |       |       |            |       |       |            |       |       |            |       |       |            |      |       |
| Current Value                | Current Target       | Current Value vs Target  | RAG Status  |         |              |        |            |       |       |            |       |       |            |       |       |            |       |       |            |       |       |            |       |       |            |       |       |            |      |       |
| 2.9%                         | 7.96%                | -5.06%   |  |         |              |        |            |       |       |            |       |       |            |       |       |            |       |       |            |       |       |            |       |       |            |       |       |            |      |       |
| Previous Year Value          | Previous Year Target | Trend  |   |         |              |        |            |       |       |            |       |       |            |       |       |            |       |       |            |       |       |            |       |       |            |       |       |            |      |       |
| 3.71%                        | 7.96%                |   |   |         |              |        |            |       |       |            |       |       |            |       |       |            |       |       |            |       |       |            |       |       |            |       |       |            |      |       |
| Latest Note, date and author |                      |  |   |         |              |        |            |       |       |            |       |       |            |       |       |            |       |       |            |       |       |            |       |       |            |       |       |            |      |       |
|                              |                      |  |   |         |              |        |            |       |       |            |       |       |            |       |       |            |       |       |            |       |       |            |       |       |            |       |       |            |      |       |
|                              |                      |  |   |         |              |        |            |       |       |            |       |       |            |       |       |            |       |       |            |       |       |            |       |       |            |       |       |            |      |       |

Funding the Future  
(ADC) Better Use of Assets

| Performance Indicator   |                      | Data Type  | Officer(s) Responsible |         |                      |            |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |
|---|----------------------|--|------------------------|---------|----------------------|------------|------------|--------|--------|------------|--------|--------|------------|--------|--------|------------|--------|--------|------------|--------|--------|------------|--------|--------|
| Occupancy of ADC commercial property portfolio (excluding Ashfield Business Centre) |                      | Number   | Matthew Kirk           |         |                      |            |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |
|   |                      | <div><div>(ADC)COPR/BUOA/1 Occupancy of ADC commercial property portfolio (excluding Ashfield Business Centre)</div><table><thead><tr><th>Quarter</th><th>Actual Occupancy (%)</th><th>Target (%)</th></tr></thead><tbody><tr><td>Q4 2018/20</td><td>90.00%</td><td>90.00%</td></tr><tr><td>Q1 2020/21</td><td>90.50%</td><td>90.00%</td></tr><tr><td>Q2 2020/21</td><td>93.00%</td><td>90.00%</td></tr><tr><td>Q3 2020/21</td><td>91.00%</td><td>90.00%</td></tr><tr><td>Q2 2021/22</td><td>93.00%</td><td>90.00%</td></tr><tr><td>Q3 2021/22</td><td>93.00%</td><td>90.00%</td></tr></tbody></table></div> |                        | Quarter | Actual Occupancy (%) | Target (%) | Q4 2018/20 | 90.00% | 90.00% | Q1 2020/21 | 90.50% | 90.00% | Q2 2020/21 | 93.00% | 90.00% | Q3 2020/21 | 91.00% | 90.00% | Q2 2021/22 | 93.00% | 90.00% | Q3 2021/22 | 93.00% | 90.00% |
| Quarter   | Actual Occupancy (%) | Target (%)   |                        |         |                      |            |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |
| Q4 2018/20  | 90.00%               | 90.00%   |                        |         |                      |            |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |
| Q1 2020/21  | 90.50%               | 90.00%   |                        |         |                      |            |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |
| Q2 2020/21  | 93.00%               | 90.00%   |                        |         |                      |            |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |
| Q3 2020/21  | 91.00%               | 90.00%   |                        |         |                      |            |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |
| Q2 2021/22  | 93.00%               | 90.00%   |                        |         |                      |            |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |
| Q3 2021/22  | 93.00%               | 90.00%   |                        |         |                      |            |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |
| Current Value   | Current Target       | Current Value vs Target  | RAG Status             |         |                      |            |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |
| 93%   | 90%                  | +3%  | <div>✔</div>           |         |                      |            |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |
| Previous Year Value   | Previous Year Target | Trend  | Long Term Trend        |         |                      |            |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |
| 93%   | 90.0%                | <div>▬</div>   |                        |         |                      |            |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |
| Latest Note, date and author  |                      |  |                        |         |                      |            |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |
|   |                      |  |                        |         |                      |            |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |

**Funding the Future  
(ADC) Productivity**

| Performance Indicator  |                      | Data Type   | Officer(s) Responsible |
|--|----------------------|---|------------------------|
| Overall performance improvement  |                      | Percentage  | Jo Froggatt            |
| Calculated by running Corporate Scorecard Report and totalling improved in the "Trend" column. Then % over all PI's.             |                      | <div><div>(ADC)CORP/PROD/2 Overall performance improvement</div><div></div></div> |                        |
| Current Value  | Current Target       | Current Value vs Target   | RAG Status             |
| 55%  | 50%                  | +5%   | <div><div></div></div> |
| Previous Year Value  | Previous Year Target | Trend   |                        |
| 39%  | 50%                  | <div><div></div></div>  |                        |
| Latest Note, date and author   |                      |   |                        |
| 4 <sup>th</sup> Jan 2022   |                      | Jo Froggatt   |                        |
| 11 improved = 55%<br>2 same<br>7 worse, of these 3 are within 5% of last years perf<br>= 16/20 improved, same or within 5% = 80% |                      |   |                        |

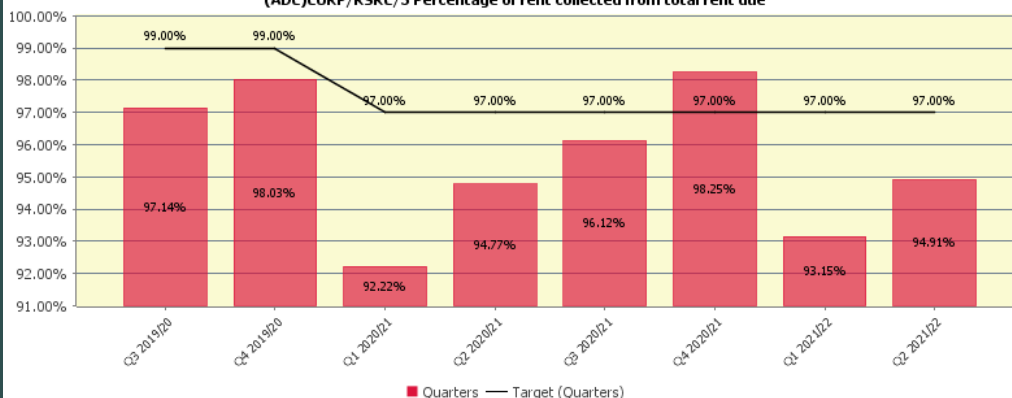


| Performance Indicator   |                      | Data Type  | Officer(s) Responsible |         |                 |            |            |        |     |            |     |     |            |        |     |            |     |     |            |     |     |
|---|----------------------|--|------------------------|---------|-----------------|------------|------------|--------|-----|------------|-----|-----|------------|--------|-----|------------|-----|-----|------------|-----|-----|
| Overall performance v target  |                      | Percentage   | Jo Froggatt            |         |                 |            |            |        |     |            |     |     |            |        |     |            |     |     |            |     |     |
|   |                      | <div><div>(ADC)CORP/PROD/4 Overall performance v target</div><table><thead><tr><th>Quarter</th><th>Performance (%)</th><th>Target (%)</th></tr></thead><tbody><tr><td>Q4 2019/20</td><td>87.88%</td><td>75%</td></tr><tr><td>Q1 2020/21</td><td>56%</td><td>75%</td></tr><tr><td>Q2 2020/21</td><td>42.86%</td><td>75%</td></tr><tr><td>Q3 2020/21</td><td>55%</td><td>75%</td></tr><tr><td>Q3 2021/22</td><td>58%</td><td>75%</td></tr></tbody></table></div> |                        | Quarter | Performance (%) | Target (%) | Q4 2019/20 | 87.88% | 75% | Q1 2020/21 | 56% | 75% | Q2 2020/21 | 42.86% | 75% | Q3 2020/21 | 55% | 75% | Q3 2021/22 | 58% | 75% |
| Quarter   | Performance (%)      | Target (%)   |                        |         |                 |            |            |        |     |            |     |     |            |        |     |            |     |     |            |     |     |
| Q4 2019/20  | 87.88%               | 75%  |                        |         |                 |            |            |        |     |            |     |     |            |        |     |            |     |     |            |     |     |
| Q1 2020/21  | 56%                  | 75%  |                        |         |                 |            |            |        |     |            |     |     |            |        |     |            |     |     |            |     |     |
| Q2 2020/21  | 42.86%               | 75%  |                        |         |                 |            |            |        |     |            |     |     |            |        |     |            |     |     |            |     |     |
| Q3 2020/21  | 55%                  | 75%  |                        |         |                 |            |            |        |     |            |     |     |            |        |     |            |     |     |            |     |     |
| Q3 2021/22  | 58%                  | 75%  |                        |         |                 |            |            |        |     |            |     |     |            |        |     |            |     |     |            |     |     |
| Current Value   | Current Target       | Current Value vs Target  | RAG Status             |         |                 |            |            |        |     |            |     |     |            |        |     |            |     |     |            |     |     |
| 58%   | 75%                  | -17%   | <div></div>            |         |                 |            |            |        |     |            |     |     |            |        |     |            |     |     |            |     |     |
| Previous Year Value   | Previous Year Target | Trend  |                        |         |                 |            |            |        |     |            |     |     |            |        |     |            |     |     |            |     |     |
| 56%   | 75%                  | <div></div>  |                        |         |                 |            |            |        |     |            |     |     |            |        |     |            |     |     |            |     |     |
| Latest Note, date and author  |                      |  |                        |         |                 |            |            |        |     |            |     |     |            |        |     |            |     |     |            |     |     |
| 4 <sup>th</sup> Jan 2022  |                      | Jo Froggatt  |                        |         |                 |            |            |        |     |            |     |     |            |        |     |            |     |     |            |     |     |
| 11 in or above target = 58%<br>3 within 10% target<br>5 worse 10%<br>14 above or within 10% = 74% |                      |  |                        |         |                 |            |            |        |     |            |     |     |            |        |     |            |     |     |            |     |     |

## Funding the Future (ADC) Resources

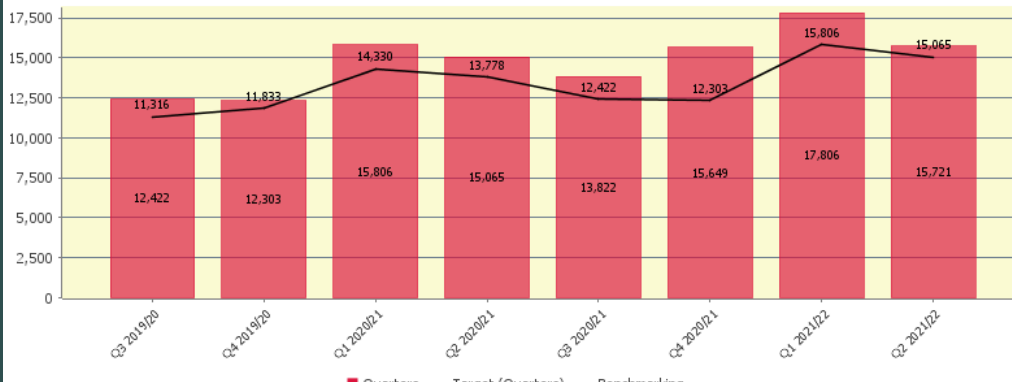


| Performance Indicator   |                      | Data Type   | Officer(s) Responsible |          |                   |            |        |            |        |            |        |            |        |            |        |            |        |            |        |            |        |
|---|----------------------|---|------------------------|----------|-------------------|------------|--------|------------|--------|------------|--------|------------|--------|------------|--------|------------|--------|------------|--------|------------|--------|
| Percentage of Council Tax collected in current year   |                      | Percentage  | Diane Mitchell         |          |                   |            |        |            |        |            |        |            |        |            |        |            |        |            |        |            |        |
| <p>This performance indicator shows the percentage of of total tax collected as a percentage of what is expected to be collected over the year, thus this performance indicator will rise throughout the fiscal year.</p> |                      | <p>(ADC)CORP/RSRC/3 Percentage of Council Tax collected in current year</p> <table><tr><th>Quarters</th><th>Target (Quarters)</th></tr><tr><td>Q3 2019/20</td><td>85.00%</td></tr><tr><td>Q4 2019/20</td><td>97.04%</td></tr><tr><td>Q1 2020/21</td><td>24.37%</td></tr><tr><td>Q2 2020/21</td><td>48.75%</td></tr><tr><td>Q3 2020/21</td><td>85.00%</td></tr><tr><td>Q4 2020/21</td><td>97.04%</td></tr><tr><td>Q1 2021/22</td><td>24.37%</td></tr><tr><td>Q2 2021/22</td><td>48.75%</td></tr></table> |                        | Quarters | Target (Quarters) | Q3 2019/20 | 85.00% | Q4 2019/20 | 97.04% | Q1 2020/21 | 24.37% | Q2 2020/21 | 48.75% | Q3 2020/21 | 85.00% | Q4 2020/21 | 97.04% | Q1 2021/22 | 24.37% | Q2 2021/22 | 48.75% |
|   |                      | Quarters  | Target (Quarters)      |          |                   |            |        |            |        |            |        |            |        |            |        |            |        |            |        |            |        |
|   |                      | Q3 2019/20  | 85.00%                 |          |                   |            |        |            |        |            |        |            |        |            |        |            |        |            |        |            |        |
|   |                      | Q4 2019/20  | 97.04%                 |          |                   |            |        |            |        |            |        |            |        |            |        |            |        |            |        |            |        |
|   |                      | Q1 2020/21  | 24.37%                 |          |                   |            |        |            |        |            |        |            |        |            |        |            |        |            |        |            |        |
| Q2 2020/21  | 48.75%               |   |                        |          |                   |            |        |            |        |            |        |            |        |            |        |            |        |            |        |            |        |
| Q3 2020/21  | 85.00%               |   |                        |          |                   |            |        |            |        |            |        |            |        |            |        |            |        |            |        |            |        |
| Q4 2020/21  | 97.04%               |   |                        |          |                   |            |        |            |        |            |        |            |        |            |        |            |        |            |        |            |        |
| Q1 2021/22  | 24.37%               |   |                        |          |                   |            |        |            |        |            |        |            |        |            |        |            |        |            |        |            |        |
| Q2 2021/22  | 48.75%               |   |                        |          |                   |            |        |            |        |            |        |            |        |            |        |            |        |            |        |            |        |
| Current Value   | Current Target       | Current Value vs Target   | RAG Status             |          |                   |            |        |            |        |            |        |            |        |            |        |            |        |            |        |            |        |
| 55.56%  | 48.75%               | +6.81%  |                        |          |                   |            |        |            |        |            |        |            |        |            |        |            |        |            |        |            |        |
| Previous Year Value   | Previous Year Target | Trend   |                        |          |                   |            |        |            |        |            |        |            |        |            |        |            |        |            |        |            |        |
| 54.84%  | 48.75%               |   |                        |          |                   |            |        |            |        |            |        |            |        |            |        |            |        |            |        |            |        |
| Latest Note, date and author  |                      |   |                        |          |                   |            |        |            |        |            |        |            |        |            |        |            |        |            |        |            |        |
|   |                      |   |                        |          |                   |            |        |            |        |            |        |            |        |            |        |            |        |            |        |            |        |

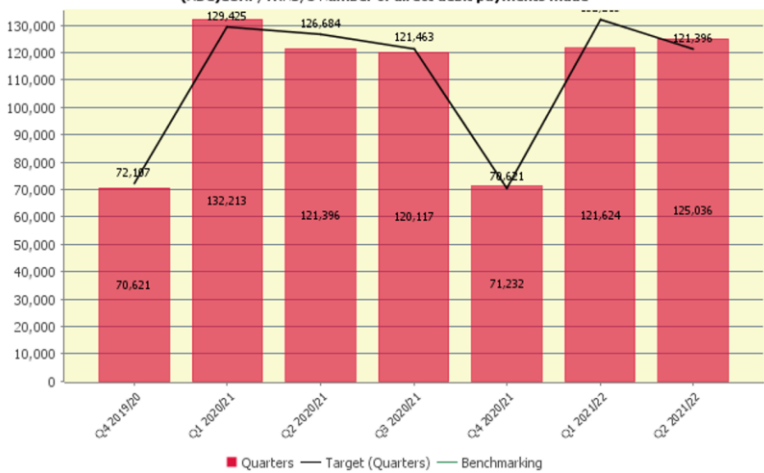
| Performance Indicator   |                      | Data Type  | Officer(s) Responsible |                       |              |                       |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |
|---|----------------------|--|------------------------|-----------------------|--------------|-----------------------|------------|--------|--------|------------|--------|--------|------------|--------|--------|------------|--------|--------|------------|--------|--------|------------|--------|--------|------------|--------|--------|------------|--------|--------|
| Percentage of NNDR collected in current year  |                      | Percentage   | Diane Mitchell         |                       |              |                       |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |
| <p>This performance indicator shows the percentage of non domestic rates collected as a percentage of what is expected to be collected over the year, thus this performance indicator will rise throughout the fiscal year.</p> |                      | <p>(ADC)CORP/RSRC/4 Percentage of NNDR collected in current year</p> <table><caption>Percentage of NNDR collected in current year by Quarter</caption><thead><tr><th>Quarter</th><th>Quarters (%)</th><th>Target (Quarters) (%)</th></tr></thead><tbody><tr><td>Q3 2019/20</td><td>79.65%</td><td>87.00%</td></tr><tr><td>Q4 2019/20</td><td>97.95%</td><td>90.00%</td></tr><tr><td>Q1 2020/21</td><td>23.07%</td><td>31.00%</td></tr><tr><td>Q2 2020/21</td><td>46.41%</td><td>48.75%</td></tr><tr><td>Q3 2020/21</td><td>74.80%</td><td>87.00%</td></tr><tr><td>Q4 2020/21</td><td>95.40%</td><td>90.00%</td></tr><tr><td>Q1 2021/22</td><td>26.13%</td><td>31.00%</td></tr><tr><td>Q2 2021/22</td><td>49.06%</td><td>49.06%</td></tr></tbody></table> |                        | Quarter               | Quarters (%) | Target (Quarters) (%) | Q3 2019/20 | 79.65% | 87.00% | Q4 2019/20 | 97.95% | 90.00% | Q1 2020/21 | 23.07% | 31.00% | Q2 2020/21 | 46.41% | 48.75% | Q3 2020/21 | 74.80% | 87.00% | Q4 2020/21 | 95.40% | 90.00% | Q1 2021/22 | 26.13% | 31.00% | Q2 2021/22 | 49.06% | 49.06% |
|   |                      | Quarter  | Quarters (%)           | Target (Quarters) (%) |              |                       |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |
|   |                      | Q3 2019/20   | 79.65%                 | 87.00%                |              |                       |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |
|   |                      | Q4 2019/20   | 97.95%                 | 90.00%                |              |                       |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |
|   |                      | Q1 2020/21   | 23.07%                 | 31.00%                |              |                       |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |
| Q2 2020/21  | 46.41%               | 48.75%   |                        |                       |              |                       |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |
| Q3 2020/21  | 74.80%               | 87.00%   |                        |                       |              |                       |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |
| Q4 2020/21  | 95.40%               | 90.00%   |                        |                       |              |                       |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |
| Q1 2021/22  | 26.13%               | 31.00%   |                        |                       |              |                       |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |
| Q2 2021/22  | 49.06%               | 49.06%   |                        |                       |              |                       |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |
| Current Value   | Current Target       | Current Value vs Target  | RAG Status             |                       |              |                       |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |
| 49.06%  | 48.75%               | +0.31%   |                        |                       |              |                       |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |
| Previous Year Value   | Previous Year Target | Trend  |                        |                       |              |                       |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |
| 46.41%  | 48.75%               |  |                        |                       |              |                       |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |
| Latest Note, date and author  |                      |  |                        |                       |              |                       |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |
|   |                      |  |                        |                       |              |                       |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |
|   |                      |  |                        |                       |              |                       |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |



| Performance Indicator   |                      | Data Type   | Officer(s) Responsible  |            |                   |            |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |
|---|----------------------|---|---|------------|-------------------|------------|------------|--------|--------|------------|--------|--------|------------|--------|--------|------------|--------|--------|------------|--------|--------|------------|--------|--------|------------|--------|--------|------------|--------|--------|
| Percentage of rent collected from total rent due  |                      | Percentage  | Beverly Abbott; Peter Curry   |            |                   |            |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |
| <p>This is a Housemark indicator – definition – Rent arrears of current tenants as a proportion of the authority’s rental income. Arrears as a proportion of rent roll is calculated from the total amount of tenants HRA rent outstanding at the end of the financial year and the total HRA rent roll. Rent roll is the total amount of potential rent collectable for the financial year for all dwellings owned by the authority, whether occupied or not. The total amount of rent arrears is the amount of arrears of both former and current tenants at the end of the financial year.</p> |                      | <p>(ADC)CORP/RSRC/5 Percentage of rent collected from total rent due</p>  <table><caption>Quarterly Performance Data</caption><thead><tr><th>Quarter</th><th>Current Value (%)</th><th>Target (%)</th></tr></thead><tbody><tr><td>Q3 2019/20</td><td>97.14%</td><td>99.00%</td></tr><tr><td>Q4 2019/20</td><td>98.03%</td><td>99.00%</td></tr><tr><td>Q1 2020/21</td><td>92.22%</td><td>97.00%</td></tr><tr><td>Q2 2020/21</td><td>94.77%</td><td>97.00%</td></tr><tr><td>Q3 2020/21</td><td>96.12%</td><td>97.00%</td></tr><tr><td>Q4 2020/21</td><td>98.25%</td><td>97.00%</td></tr><tr><td>Q1 2021/22</td><td>93.15%</td><td>97.00%</td></tr><tr><td>Q2 2021/22</td><td>94.91%</td><td>97.00%</td></tr></tbody></table> |   | Quarter    | Current Value (%) | Target (%) | Q3 2019/20 | 97.14% | 99.00% | Q4 2019/20 | 98.03% | 99.00% | Q1 2020/21 | 92.22% | 97.00% | Q2 2020/21 | 94.77% | 97.00% | Q3 2020/21 | 96.12% | 97.00% | Q4 2020/21 | 98.25% | 97.00% | Q1 2021/22 | 93.15% | 97.00% | Q2 2021/22 | 94.91% | 97.00% |
|   |                      | Quarter   | Current Value (%)   | Target (%) |                   |            |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |
|   |                      | Q3 2019/20  | 97.14%  | 99.00%     |                   |            |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |
|   |                      | Q4 2019/20  | 98.03%  | 99.00%     |                   |            |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |
|   |                      | Q1 2020/21  | 92.22%  | 97.00%     |                   |            |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |
| Q2 2020/21  | 94.77%               | 97.00%  |   |            |                   |            |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |
| Q3 2020/21  | 96.12%               | 97.00%  |   |            |                   |            |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |
| Q4 2020/21  | 98.25%               | 97.00%  |   |            |                   |            |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |
| Q1 2021/22  | 93.15%               | 97.00%  |   |            |                   |            |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |
| Q2 2021/22  | 94.91%               | 97.00%  |   |            |                   |            |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |
| Current Value   | Current Target       | Current Value vs Target   | RAG Status  |            |                   |            |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |
| 94.91%  | 97.00%               | -2.09%  |  |            |                   |            |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |
| Previous Year Value   | Previous Year Target | Trend   |   |            |                   |            |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |
| 94.77%  | 97.00%               |    |   |            |                   |            |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |
| Latest Note, date and author  |                      |   |   |            |                   |            |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |
| 05-Oct-2021   |                      | Peter Curry   |   |            |                   |            |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |
| <p>The climate for the collection of rent continues to be challenging for the Income Team, due to the financial pressures being experienced by tenants, due to Universal Credit, the general financial climate and the impact of the pandemic. The ending of the Furlough scheme and the Universal Credit uplift is likely to have a further negative impact in this area. The typical trend is that performance in this area declines at this stage of the financial year.</p>   |                      |   |   |            |                   |            |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |

| Performance Indicator   |                      | Data Type  | Officer(s) Responsible      |       |           |               |       |              |       |               |       |            |       |            |       |          |      |           |       |           |       |             |       |                |       |              |       |
|---|----------------------|--|-----------------------------|-------|-----------|---------------|-------|--------------|-------|---------------|-------|------------|-------|------------|-------|----------|------|-----------|-------|-----------|-------|-------------|-------|----------------|-------|--------------|-------|
| Rent arrears as a proportion of Rent Roll (excluding court costs)   |                      | Percentage   | Beverly Abbott; Peter Curry |       |           |               |       |              |       |               |       |            |       |            |       |          |      |           |       |           |       |             |       |                |       |              |       |
| <p>This is a Housemark indicator – definition – Rent arrears of current tenants as a proportion of the authority’s rental income. Arrears as a proportion of rent roll is calculated from the total amount of tenants HRA rent outstanding at the end of the financial year and the total HRA rent roll. Rent roll is the total amount of potential rent collectable for the financial year for all dwellings owned by the authority, whether occupied or not. The total amount of rent arrears is the amount of arrears of both former and current tenants at the end of the financial year.</p>   |                      | <p>(ADC)CORP/RSRC/8 Rent arrears as a proportion of Rent Roll (excluding court costs)</p> <table><thead><tr><th>Month</th><th>Value (%)</th></tr></thead><tbody><tr><td>December 2020</td><td>2.03%</td></tr><tr><td>January 2021</td><td>1.83%</td></tr><tr><td>February 2021</td><td>1.96%</td></tr><tr><td>March 2021</td><td>1.59%</td></tr><tr><td>April 2021</td><td>1.46%</td></tr><tr><td>May 2021</td><td>1.5%</td></tr><tr><td>June 2021</td><td>1.62%</td></tr><tr><td>July 2021</td><td>1.77%</td></tr><tr><td>August 2021</td><td>2.01%</td></tr><tr><td>September 2021</td><td>2.05%</td></tr><tr><td>October 2021</td><td>2.16%</td></tr></tbody></table> |                             | Month | Value (%) | December 2020 | 2.03% | January 2021 | 1.83% | February 2021 | 1.96% | March 2021 | 1.59% | April 2021 | 1.46% | May 2021 | 1.5% | June 2021 | 1.62% | July 2021 | 1.77% | August 2021 | 2.01% | September 2021 | 2.05% | October 2021 | 2.16% |
|   |                      | Month  | Value (%)                   |       |           |               |       |              |       |               |       |            |       |            |       |          |      |           |       |           |       |             |       |                |       |              |       |
|   |                      | December 2020  | 2.03%                       |       |           |               |       |              |       |               |       |            |       |            |       |          |      |           |       |           |       |             |       |                |       |              |       |
|   |                      | January 2021   | 1.83%                       |       |           |               |       |              |       |               |       |            |       |            |       |          |      |           |       |           |       |             |       |                |       |              |       |
|   |                      | February 2021  | 1.96%                       |       |           |               |       |              |       |               |       |            |       |            |       |          |      |           |       |           |       |             |       |                |       |              |       |
| March 2021  | 1.59%                |  |                             |       |           |               |       |              |       |               |       |            |       |            |       |          |      |           |       |           |       |             |       |                |       |              |       |
| April 2021  | 1.46%                |  |                             |       |           |               |       |              |       |               |       |            |       |            |       |          |      |           |       |           |       |             |       |                |       |              |       |
| May 2021  | 1.5%                 |  |                             |       |           |               |       |              |       |               |       |            |       |            |       |          |      |           |       |           |       |             |       |                |       |              |       |
| June 2021   | 1.62%                |  |                             |       |           |               |       |              |       |               |       |            |       |            |       |          |      |           |       |           |       |             |       |                |       |              |       |
| July 2021   | 1.77%                |  |                             |       |           |               |       |              |       |               |       |            |       |            |       |          |      |           |       |           |       |             |       |                |       |              |       |
| August 2021   | 2.01%                |  |                             |       |           |               |       |              |       |               |       |            |       |            |       |          |      |           |       |           |       |             |       |                |       |              |       |
| September 2021  | 2.05%                |  |                             |       |           |               |       |              |       |               |       |            |       |            |       |          |      |           |       |           |       |             |       |                |       |              |       |
| October 2021  | 2.16%                |  |                             |       |           |               |       |              |       |               |       |            |       |            |       |          |      |           |       |           |       |             |       |                |       |              |       |
| Current Value (Oct)   | Current Target       | Current Value vs Target  | RAG Status                  |       |           |               |       |              |       |               |       |            |       |            |       |          |      |           |       |           |       |             |       |                |       |              |       |
| 2.16%   | 1.6%                 | 0.56%  |                             |       |           |               |       |              |       |               |       |            |       |            |       |          |      |           |       |           |       |             |       |                |       |              |       |
| Previous Year Value   | Previous Year Target | Trend  |                             |       |           |               |       |              |       |               |       |            |       |            |       |          |      |           |       |           |       |             |       |                |       |              |       |
| 2.37%   | 1.6%                 |  |                             |       |           |               |       |              |       |               |       |            |       |            |       |          |      |           |       |           |       |             |       |                |       |              |       |
| Latest Note, date and author  |                      |  |                             |       |           |               |       |              |       |               |       |            |       |            |       |          |      |           |       |           |       |             |       |                |       |              |       |
| 03-Nov-2021   |                      | Peter Curry  |                             |       |           |               |       |              |       |               |       |            |       |            |       |          |      |           |       |           |       |             |       |                |       |              |       |
| <p>Whilst performance is below target in this area, it is following the trend patterns of previous financial years and is improved on the position at this point of the last financial year, which demonstrates some recovery from the impacts of the pandemic.</p> <p>Performance in this area continues to be impacted by the features of Universal Credit and the affect these have on tenants ability to prioritise their rent payments.</p> <p>There continues to be delays to the court process, where tenants are failing to address their rent arrears and engage with us. The courts have introduced additional steps in the process and have a significant backlog of cases, which is increasing the lead time from application to possession hearing.</p> <p>We are working on an action plan, which includes a campaign to promote the prioritisation of rent over the Christmas period and the support available through the MMA service, which will be particularly important given the economic pressures on tenants' finances, due to escalating food, fuel and utility prices.</p> |                      |  |                             |       |           |               |       |              |       |               |       |            |       |            |       |          |      |           |       |           |       |             |       |                |       |              |       |

| Performance Indicator   |                      | Data Type   | Officer(s) Responsible  |                   |              |                   |              |            |        |        |  |            |        |        |  |            |        |        |  |            |        |        |  |            |        |        |  |            |        |        |  |            |        |        |  |            |        |        |  |
|---|----------------------|---|---|-------------------|--------------|-------------------|--------------|------------|--------|--------|--|------------|--------|--------|--|------------|--------|--------|--|------------|--------|--------|--|------------|--------|--------|--|------------|--------|--------|--|------------|--------|--------|--|------------|--------|--------|--|
| Number of online payments made                                |                      | Number  | Cathy Sands; Rosie Taylor-Caddy   |                   |              |                   |              |            |        |        |  |            |        |        |  |            |        |        |  |            |        |        |  |            |        |        |  |            |        |        |  |            |        |        |  |            |        |        |  |
| Target is the value of the same quarter in the previous year. |                      | <div>(ADC)CORP/TRNS/2 Number of online payments made</div>  <table><thead><tr><th>Quarter</th><th>Actual Value</th><th>Target (Quarters)</th><th>Benchmarking</th></tr></thead><tbody><tr><td>Q3 2019/20</td><td>11,316</td><td>12,422</td><td></td></tr><tr><td>Q4 2019/20</td><td>11,833</td><td>12,303</td><td></td></tr><tr><td>Q1 2020/21</td><td>14,330</td><td>15,806</td><td></td></tr><tr><td>Q2 2020/21</td><td>13,778</td><td>15,065</td><td></td></tr><tr><td>Q3 2020/21</td><td>12,422</td><td>13,822</td><td></td></tr><tr><td>Q4 2020/21</td><td>12,303</td><td>15,649</td><td></td></tr><tr><td>Q1 2021/22</td><td>15,806</td><td>17,806</td><td></td></tr><tr><td>Q2 2021/22</td><td>15,065</td><td>15,721</td><td></td></tr></tbody></table> |   | Quarter           | Actual Value | Target (Quarters) | Benchmarking | Q3 2019/20 | 11,316 | 12,422 |  | Q4 2019/20 | 11,833 | 12,303 |  | Q1 2020/21 | 14,330 | 15,806 |  | Q2 2020/21 | 13,778 | 15,065 |  | Q3 2020/21 | 12,422 | 13,822 |  | Q4 2020/21 | 12,303 | 15,649 |  | Q1 2021/22 | 15,806 | 17,806 |  | Q2 2021/22 | 15,065 | 15,721 |  |
|   |                      | Quarter   | Actual Value  | Target (Quarters) | Benchmarking |                   |              |            |        |        |  |            |        |        |  |            |        |        |  |            |        |        |  |            |        |        |  |            |        |        |  |            |        |        |  |            |        |        |  |
|   |                      | Q3 2019/20  | 11,316  | 12,422            |              |                   |              |            |        |        |  |            |        |        |  |            |        |        |  |            |        |        |  |            |        |        |  |            |        |        |  |            |        |        |  |            |        |        |  |
|   |                      | Q4 2019/20  | 11,833  | 12,303            |              |                   |              |            |        |        |  |            |        |        |  |            |        |        |  |            |        |        |  |            |        |        |  |            |        |        |  |            |        |        |  |            |        |        |  |
|   |                      | Q1 2020/21  | 14,330  | 15,806            |              |                   |              |            |        |        |  |            |        |        |  |            |        |        |  |            |        |        |  |            |        |        |  |            |        |        |  |            |        |        |  |            |        |        |  |
| Q2 2020/21  | 13,778               | 15,065  |   |                   |              |                   |              |            |        |        |  |            |        |        |  |            |        |        |  |            |        |        |  |            |        |        |  |            |        |        |  |            |        |        |  |            |        |        |  |
| Q3 2020/21  | 12,422               | 13,822  |   |                   |              |                   |              |            |        |        |  |            |        |        |  |            |        |        |  |            |        |        |  |            |        |        |  |            |        |        |  |            |        |        |  |            |        |        |  |
| Q4 2020/21  | 12,303               | 15,649  |   |                   |              |                   |              |            |        |        |  |            |        |        |  |            |        |        |  |            |        |        |  |            |        |        |  |            |        |        |  |            |        |        |  |            |        |        |  |
| Q1 2021/22  | 15,806               | 17,806  |   |                   |              |                   |              |            |        |        |  |            |        |        |  |            |        |        |  |            |        |        |  |            |        |        |  |            |        |        |  |            |        |        |  |            |        |        |  |
| Q2 2021/22  | 15,065               | 15,721  |   |                   |              |                   |              |            |        |        |  |            |        |        |  |            |        |        |  |            |        |        |  |            |        |        |  |            |        |        |  |            |        |        |  |            |        |        |  |
| Current Value   | Current Target       | Current Value vs Target   | RAG Status  |                   |              |                   |              |            |        |        |  |            |        |        |  |            |        |        |  |            |        |        |  |            |        |        |  |            |        |        |  |            |        |        |  |            |        |        |  |
| 33,527  | 30,871               | 2,656   |  |                   |              |                   |              |            |        |        |  |            |        |        |  |            |        |        |  |            |        |        |  |            |        |        |  |            |        |        |  |            |        |        |  |            |        |        |  |
| Previous Year Value   | Previous Year Target | Trend   |   |                   |              |                   |              |            |        |        |  |            |        |        |  |            |        |        |  |            |        |        |  |            |        |        |  |            |        |        |  |            |        |        |  |            |        |        |  |
| 30,871  | 28,108               |    |   |                   |              |                   |              |            |        |        |  |            |        |        |  |            |        |        |  |            |        |        |  |            |        |        |  |            |        |        |  |            |        |        |  |            |        |        |  |
| Latest Note, date and author                                  |                      |   |   |                   |              |                   |              |            |        |        |  |            |        |        |  |            |        |        |  |            |        |        |  |            |        |        |  |            |        |        |  |            |        |        |  |            |        |        |  |
| 16-Nov-2021   |                      | Cathy Sands   |   |                   |              |                   |              |            |        |        |  |            |        |        |  |            |        |        |  |            |        |        |  |            |        |        |  |            |        |        |  |            |        |        |  |            |        |        |  |
|   |                      |   |   |                   |              |                   |              |            |        |        |  |            |        |        |  |            |        |        |  |            |        |        |  |            |        |        |  |            |        |        |  |            |        |        |  |            |        |        |  |

| Performance Indicator   |                      | Data Type  | Officer(s) Responsible |         |                   |                   |              |            |        |        |        |            |         |         |         |            |         |         |         |            |         |         |         |            |        |        |        |            |         |         |         |            |         |         |         |
|---|----------------------|--|------------------------|---------|-------------------|-------------------|--------------|------------|--------|--------|--------|------------|---------|---------|---------|------------|---------|---------|---------|------------|---------|---------|---------|------------|--------|--------|--------|------------|---------|---------|---------|------------|---------|---------|---------|
| Number of direct debit payments made                          |                      | Number   | Cathy Sands            |         |                   |                   |              |            |        |        |        |            |         |         |         |            |         |         |         |            |         |         |         |            |        |        |        |            |         |         |         |            |         |         |         |
| Target is the value of the same quarter in the previous year. |                      | <p>(ADC)CORP/TRNS/3 Number of direct debit payments made</p>  <table border="1"> <thead> <tr> <th>Quarter</th> <th>Quarters (Actual)</th> <th>Target (Quarters)</th> <th>Benchmarking</th> </tr> </thead> <tbody> <tr> <td>Q4 2019/20</td> <td>70,621</td> <td>72,107</td> <td>72,107</td> </tr> <tr> <td>Q1 2020/21</td> <td>132,213</td> <td>129,425</td> <td>129,425</td> </tr> <tr> <td>Q2 2020/21</td> <td>121,396</td> <td>126,684</td> <td>126,684</td> </tr> <tr> <td>Q3 2020/21</td> <td>120,117</td> <td>121,463</td> <td>121,463</td> </tr> <tr> <td>Q4 2020/21</td> <td>71,232</td> <td>70,621</td> <td>70,621</td> </tr> <tr> <td>Q1 2021/22</td> <td>121,624</td> <td>121,624</td> <td>121,624</td> </tr> <tr> <td>Q2 2021/22</td> <td>125,036</td> <td>121,396</td> <td>121,396</td> </tr> </tbody> </table> |                        | Quarter | Quarters (Actual) | Target (Quarters) | Benchmarking | Q4 2019/20 | 70,621 | 72,107 | 72,107 | Q1 2020/21 | 132,213 | 129,425 | 129,425 | Q2 2020/21 | 121,396 | 126,684 | 126,684 | Q3 2020/21 | 120,117 | 121,463 | 121,463 | Q4 2020/21 | 71,232 | 70,621 | 70,621 | Q1 2021/22 | 121,624 | 121,624 | 121,624 | Q2 2021/22 | 125,036 | 121,396 | 121,396 |
| Quarter   | Quarters (Actual)    | Target (Quarters)  | Benchmarking           |         |                   |                   |              |            |        |        |        |            |         |         |         |            |         |         |         |            |         |         |         |            |        |        |        |            |         |         |         |            |         |         |         |
| Q4 2019/20  | 70,621               | 72,107   | 72,107                 |         |                   |                   |              |            |        |        |        |            |         |         |         |            |         |         |         |            |         |         |         |            |        |        |        |            |         |         |         |            |         |         |         |
| Q1 2020/21  | 132,213              | 129,425  | 129,425                |         |                   |                   |              |            |        |        |        |            |         |         |         |            |         |         |         |            |         |         |         |            |        |        |        |            |         |         |         |            |         |         |         |
| Q2 2020/21  | 121,396              | 126,684  | 126,684                |         |                   |                   |              |            |        |        |        |            |         |         |         |            |         |         |         |            |         |         |         |            |        |        |        |            |         |         |         |            |         |         |         |
| Q3 2020/21  | 120,117              | 121,463  | 121,463                |         |                   |                   |              |            |        |        |        |            |         |         |         |            |         |         |         |            |         |         |         |            |        |        |        |            |         |         |         |            |         |         |         |
| Q4 2020/21  | 71,232               | 70,621   | 70,621                 |         |                   |                   |              |            |        |        |        |            |         |         |         |            |         |         |         |            |         |         |         |            |        |        |        |            |         |         |         |            |         |         |         |
| Q1 2021/22  | 121,624              | 121,624  | 121,624                |         |                   |                   |              |            |        |        |        |            |         |         |         |            |         |         |         |            |         |         |         |            |        |        |        |            |         |         |         |            |         |         |         |
| Q2 2021/22  | 125,036              | 121,396  | 121,396                |         |                   |                   |              |            |        |        |        |            |         |         |         |            |         |         |         |            |         |         |         |            |        |        |        |            |         |         |         |            |         |         |         |
| Current Value   | Current Target       | Current Value vs Target  | RAG Status             |         |                   |                   |              |            |        |        |        |            |         |         |         |            |         |         |         |            |         |         |         |            |        |        |        |            |         |         |         |            |         |         |         |
| 246,660   | 253,609              | -2.7%  | ⚠️                     |         |                   |                   |              |            |        |        |        |            |         |         |         |            |         |         |         |            |         |         |         |            |        |        |        |            |         |         |         |            |         |         |         |
| Previous Year Value   | Previous Year Target | Trend  |                        |         |                   |                   |              |            |        |        |        |            |         |         |         |            |         |         |         |            |         |         |         |            |        |        |        |            |         |         |         |            |         |         |         |
| 253,609   | 256,109              | ⬇️   |                        |         |                   |                   |              |            |        |        |        |            |         |         |         |            |         |         |         |            |         |         |         |            |        |        |        |            |         |         |         |            |         |         |         |
| Latest Note, date and author                                  |                      |  |                        |         |                   |                   |              |            |        |        |        |            |         |         |         |            |         |         |         |            |         |         |         |            |        |        |        |            |         |         |         |            |         |         |         |
|   |                      |  |                        |         |                   |                   |              |            |        |        |        |            |         |         |         |            |         |         |         |            |         |         |         |            |        |        |        |            |         |         |         |            |         |         |         |

Organisational Effectiveness  
(ADC) Delivery

| Performance Indicator   |                      | Data Type   | Officer(s) Responsible |         |           |            |            |        |     |            |        |     |            |     |     |            |        |     |            |     |     |
|---|----------------------|---|------------------------|---------|-----------|------------|------------|--------|-----|------------|--------|-----|------------|-----|-----|------------|--------|-----|------------|-----|-----|
| Delivery of Corporate plan % of actions implemented or on track |                      | Percentage  | Jo Froggatt            |         |           |            |            |        |     |            |        |     |            |     |     |            |        |     |            |     |     |
|   |                      | <div><div>(ADC)CORP/DLV/01 Delivery of Corporate plan % of actions implemented or on track</div><div><table><caption>Delivery of Corporate plan % of actions implemented or on track</caption><thead><tr><th>Quarter</th><th>Value (%)</th><th>Target (%)</th></tr></thead><tbody><tr><td>Q4 2019/20</td><td>96.69%</td><td>90%</td></tr><tr><td>Q2 2020/21</td><td>99.19%</td><td>90%</td></tr><tr><td>Q3 2020/21</td><td>99%</td><td>90%</td></tr><tr><td>Q4 2020/21</td><td>95.76%</td><td>90%</td></tr><tr><td>Q2 2021/22</td><td>96%</td><td>90%</td></tr></tbody></table></div></div> |                        | Quarter | Value (%) | Target (%) | Q4 2019/20 | 96.69% | 90% | Q2 2020/21 | 99.19% | 90% | Q3 2020/21 | 99% | 90% | Q4 2020/21 | 95.76% | 90% | Q2 2021/22 | 96% | 90% |
| Quarter   | Value (%)            | Target (%)  |                        |         |           |            |            |        |     |            |        |     |            |     |     |            |        |     |            |     |     |
| Q4 2019/20  | 96.69%               | 90%   |                        |         |           |            |            |        |     |            |        |     |            |     |     |            |        |     |            |     |     |
| Q2 2020/21  | 99.19%               | 90%   |                        |         |           |            |            |        |     |            |        |     |            |     |     |            |        |     |            |     |     |
| Q3 2020/21  | 99%                  | 90%   |                        |         |           |            |            |        |     |            |        |     |            |     |     |            |        |     |            |     |     |
| Q4 2020/21  | 95.76%               | 90%   |                        |         |           |            |            |        |     |            |        |     |            |     |     |            |        |     |            |     |     |
| Q2 2021/22  | 96%                  | 90%   |                        |         |           |            |            |        |     |            |        |     |            |     |     |            |        |     |            |     |     |
| Current Value   | Current Target       | Current Value vs Target   | RAG Status             |         |           |            |            |        |     |            |        |     |            |     |     |            |        |     |            |     |     |
| 96%   | 90%                  | +6%   | <div>✓</div>           |         |           |            |            |        |     |            |        |     |            |     |     |            |        |     |            |     |     |
| Previous Year Value   | Previous Year Target | Trend   |                        |         |           |            |            |        |     |            |        |     |            |     |     |            |        |     |            |     |     |
| 99.19%  | 90%                  | <div>↓</div>  |                        |         |           |            |            |        |     |            |        |     |            |     |     |            |        |     |            |     |     |
| Latest Note, date and author                                    |                      |   |                        |         |           |            |            |        |     |            |        |     |            |     |     |            |        |     |            |     |     |
|   |                      |   |                        |         |           |            |            |        |     |            |        |     |            |     |     |            |        |     |            |     |     |
|   |                      |   |                        |         |           |            |            |        |     |            |        |     |            |     |     |            |        |     |            |     |     |

**Organisational Effectiveness  
(ADC) Delivery - Cleaner Greener Priority**

| Performance Indicator   |                      | Data Type  | Officer(s) Responsible |                   |              |                   |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |
|---|----------------------|--|------------------------|-------------------|--------------|-------------------|------------|--------|--------|------------|--------|--------|------------|--------|--------|------------|--------|--------|------------|--------|--------|------------|--------|--------|------------|--------|--------|
| Percentage of household waste recycled and composted  |                      | Percentage   | Paul Rowbotham         |                   |              |                   |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |
| <p>Formerly NI192 - the indicator measures percentage of household waste arisings which have been sent by the Authority for reuse, recycling, composting or anaerobic digestion. This is a key measure of local authorities' progress in moving management of household waste up the hierarchy, consistent with the Government's national strategy for waste management. The Government expects local authorities to maximise the percentage of waste reused, recycled and composted.</p>   |                      | <p><b>(ADC)CORP/DLV/12 Percentage of household waste recycled and composted</b></p> <table><caption>Percentage of household waste recycled and composted</caption><thead><tr><th>Quarter</th><th>Actual Value</th><th>Target (Quarters)</th></tr></thead><tbody><tr><td>Q4 2019/20</td><td>40.46%</td><td>41.00%</td></tr><tr><td>Q1 2020/21</td><td>40.94%</td><td>41.00%</td></tr><tr><td>Q2 2020/21</td><td>40.32%</td><td>41.00%</td></tr><tr><td>Q3 2020/21</td><td>37.87%</td><td>41.00%</td></tr><tr><td>Q4 2020/21</td><td>36.55%</td><td>41.00%</td></tr><tr><td>Q1 2021/22</td><td>41.00%</td><td>41.00%</td></tr><tr><td>Q2 2021/22</td><td>43.90%</td><td>41.00%</td></tr></tbody></table> |                        | Quarter           | Actual Value | Target (Quarters) | Q4 2019/20 | 40.46% | 41.00% | Q1 2020/21 | 40.94% | 41.00% | Q2 2020/21 | 40.32% | 41.00% | Q3 2020/21 | 37.87% | 41.00% | Q4 2020/21 | 36.55% | 41.00% | Q1 2021/22 | 41.00% | 41.00% | Q2 2021/22 | 43.90% | 41.00% |
|   |                      | Quarter  | Actual Value           | Target (Quarters) |              |                   |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |
|   |                      | Q4 2019/20   | 40.46%                 | 41.00%            |              |                   |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |
|   |                      | Q1 2020/21   | 40.94%                 | 41.00%            |              |                   |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |
|   |                      | Q2 2020/21   | 40.32%                 | 41.00%            |              |                   |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |
| Q3 2020/21  | 37.87%               | 41.00%   |                        |                   |              |                   |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |
| Q4 2020/21  | 36.55%               | 41.00%   |                        |                   |              |                   |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |
| Q1 2021/22  | 41.00%               | 41.00%   |                        |                   |              |                   |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |
| Q2 2021/22  | 43.90%               | 41.00%   |                        |                   |              |                   |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |
| Current Value   | Current Target       | Current Value vs Target  | RAG Status             |                   |              |                   |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |
| 43.9%   | 41.0%                | +2.9%  | 🟢                      |                   |              |                   |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |
| Previous Year Value   | Previous Year Target | Trend  |                        |                   |              |                   |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |
| 40.32%  | 41.0%                | ⬆️   |                        |                   |              |                   |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |
| Latest Note, date and author  |                      |  |                        |                   |              |                   |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |
| Alistair Blunkett   |                      | 9th Jan 2022   |                        |                   |              |                   |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |
| <p>The impact of COVID continued to have an impact on the amount of non-recyclable waste being collected from households. However Q2 saw a significant reduction in the amount of non-recyclable waste collected compared to Q1 resulting in an increase in the amount of household waste being recycled. The impact of COVID, specifically people spending more time at home, will continue to impact recycling rates for sometime. However the Council was recently successful in being awarded £1400 from Nottinghamshire recycles to help support a new communications campaign to help residents recycle more.</p> |                      |  |                        |                   |              |                   |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |

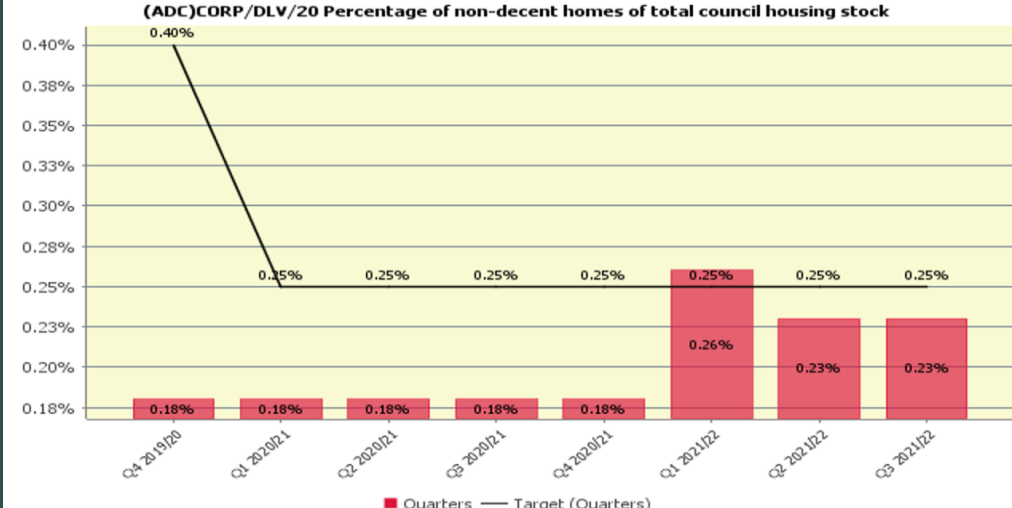
Organisational Effectiveness  
(ADC) Delivery - Health & Happiness Priority

| Performance Indicator   |                      | Data Type   | Officer(s) Responsible |                   |          |                   |            |         |         |            |           |           |            |   |   |            |        |   |            |        |        |            |   |   |            |         |           |            |         |         |
|---|----------------------|---|------------------------|-------------------|----------|-------------------|------------|---------|---------|------------|-----------|-----------|------------|---|---|------------|--------|---|------------|--------|--------|------------|---|---|------------|---------|-----------|------------|---------|---------|
| Number of user attendances at ADC leisure facilities  |                      | Number  | Andrea Stone           |                   |          |                   |            |         |         |            |           |           |            |   |   |            |        |   |            |        |        |            |   |   |            |         |           |            |         |         |
| <p>Data collected from the following leisure centres, presented cumulatively:</p> <p>Kirkby: Festival Hall</p> <p>Sutton: Lammas</p> <p>Hucknall: Hucknall</p>  |                      | <table border="1"><thead><tr><th>Quarter</th><th>Quarters</th><th>Target (Quarters)</th></tr></thead><tbody><tr><td>Q3 2019/20</td><td>855,511</td><td>948,750</td></tr><tr><td>Q4 2019/20</td><td>1,144,045</td><td>1,200,000</td></tr><tr><td>Q1 2020/21</td><td>0</td><td>0</td></tr><tr><td>Q2 2020/21</td><td>55,964</td><td>0</td></tr><tr><td>Q3 2020/21</td><td>67,355</td><td>75,000</td></tr><tr><td>Q4 2020/21</td><td>0</td><td>0</td></tr><tr><td>Q1 2021/22</td><td>179,699</td><td>1,000,000</td></tr><tr><td>Q2 2021/22</td><td>267,898</td><td>306,420</td></tr></tbody></table> |                        | Quarter           | Quarters | Target (Quarters) | Q3 2019/20 | 855,511 | 948,750 | Q4 2019/20 | 1,144,045 | 1,200,000 | Q1 2020/21 | 0 | 0 | Q2 2020/21 | 55,964 | 0 | Q3 2020/21 | 67,355 | 75,000 | Q4 2020/21 | 0 | 0 | Q1 2021/22 | 179,699 | 1,000,000 | Q2 2021/22 | 267,898 | 306,420 |
|   |                      | Quarter   | Quarters               | Target (Quarters) |          |                   |            |         |         |            |           |           |            |   |   |            |        |   |            |        |        |            |   |   |            |         |           |            |         |         |
|   |                      | Q3 2019/20  | 855,511                | 948,750           |          |                   |            |         |         |            |           |           |            |   |   |            |        |   |            |        |        |            |   |   |            |         |           |            |         |         |
|   |                      | Q4 2019/20  | 1,144,045              | 1,200,000         |          |                   |            |         |         |            |           |           |            |   |   |            |        |   |            |        |        |            |   |   |            |         |           |            |         |         |
| Q1 2020/21  | 0                    | 0   |                        |                   |          |                   |            |         |         |            |           |           |            |   |   |            |        |   |            |        |        |            |   |   |            |         |           |            |         |         |
| Q2 2020/21  | 55,964               | 0   |                        |                   |          |                   |            |         |         |            |           |           |            |   |   |            |        |   |            |        |        |            |   |   |            |         |           |            |         |         |
| Q3 2020/21  | 67,355               | 75,000  |                        |                   |          |                   |            |         |         |            |           |           |            |   |   |            |        |   |            |        |        |            |   |   |            |         |           |            |         |         |
| Q4 2020/21  | 0                    | 0   |                        |                   |          |                   |            |         |         |            |           |           |            |   |   |            |        |   |            |        |        |            |   |   |            |         |           |            |         |         |
| Q1 2021/22  | 179,699              | 1,000,000   |                        |                   |          |                   |            |         |         |            |           |           |            |   |   |            |        |   |            |        |        |            |   |   |            |         |           |            |         |         |
| Q2 2021/22  | 267,898              | 306,420   |                        |                   |          |                   |            |         |         |            |           |           |            |   |   |            |        |   |            |        |        |            |   |   |            |         |           |            |         |         |
| Current Value   | Current Target       | Current Value vs Target   | RAG Status             |                   |          |                   |            |         |         |            |           |           |            |   |   |            |        |   |            |        |        |            |   |   |            |         |           |            |         |         |
| 447,597   |                      |   |                        |                   |          |                   |            |         |         |            |           |           |            |   |   |            |        |   |            |        |        |            |   |   |            |         |           |            |         |         |
| Previous Year Value   | Previous Year Target | Short Term Trend  |                        |                   |          |                   |            |         |         |            |           |           |            |   |   |            |        |   |            |        |        |            |   |   |            |         |           |            |         |         |
| 55,964  |                      | ↑   |                        |                   |          |                   |            |         |         |            |           |           |            |   |   |            |        |   |            |        |        |            |   |   |            |         |           |            |         |         |
| Latest Note, date and author  |                      |   |                        |                   |          |                   |            |         |         |            |           |           |            |   |   |            |        |   |            |        |        |            |   |   |            |         |           |            |         |         |
| 19-Oct-2021   |                      | Andrea Stone  |                        |                   |          |                   |            |         |         |            |           |           |            |   |   |            |        |   |            |        |        |            |   |   |            |         |           |            |         |         |
| There were 267,898 attendances in our 3 leisure centres in Q2, which is base lined against 2018-19 attendances (306,420). Memberships have reached the same levels as 2018-19, which was the last full year not impacted by the Pandemic. Some activities remain restricted because of Covid safety measures (health hubs only recently reopened and exercise referral was re-introduced), and on-going capital works have meant that some activities haven't been available (e.g. sports hall activity at Hucknall, Ice at Lammas). Attendances at Edgewood LC would also have been included in the 2018-19 figures. |                      |   |                        |                   |          |                   |            |         |         |            |           |           |            |   |   |            |        |   |            |        |        |            |   |   |            |         |           |            |         |         |

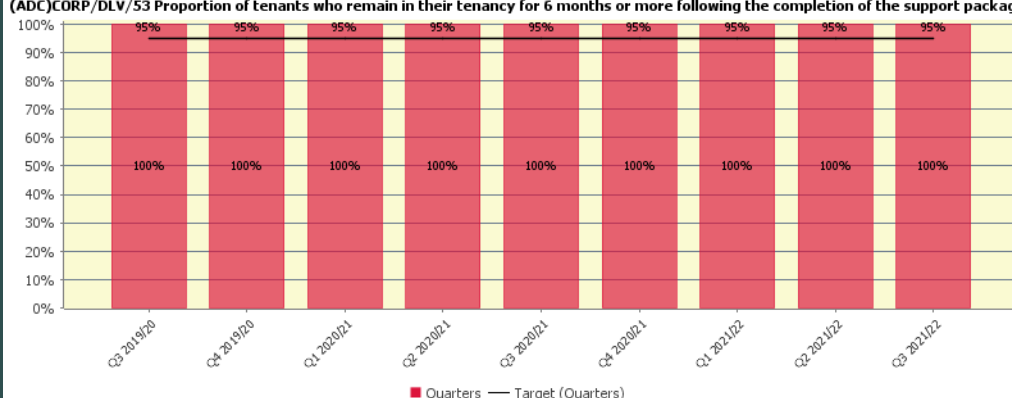


Organisational Effectiveness  
(ADC) Delivery - Housing Priority

| Performance Indicator  |                      | Data Type   | Officer(s) Responsible |          |                   |              |            |      |      |            |      |      |            |      |      |            |      |      |            |      |      |            |      |      |            |      |      |            |      |      |
|--|----------------------|---|------------------------|----------|-------------------|--------------|------------|------|------|------------|------|------|------------|------|------|------------|------|------|------------|------|------|------------|------|------|------------|------|------|------------|------|------|
| Average void re-let time of Council Homes (DAYS)   |                      | Number  | Caroline Greasley      |          |                   |              |            |      |      |            |      |      |            |      |      |            |      |      |            |      |      |            |      |      |            |      |      |            |      |      |
| Formerly SPI027, SI174 - "Average time to re-let (days)" and BV212 (AHL-EC5)C1<br>Housemark Annual 15/16 F01 Pi#12   |                      | <div>(ADC)CORP/DLV/18 Average void re-let time of Council Homes (DAYS)</div> <table><thead><tr><th>Quarters</th><th>Target (Quarters)</th><th>Benchmarking</th></tr></thead><tbody><tr><td>Q3 2019/20</td><td>21.0</td><td>21.0</td></tr><tr><td>Q4 2019/20</td><td>21.0</td><td>21.0</td></tr><tr><td>Q1 2020/21</td><td>21.0</td><td>21.0</td></tr><tr><td>Q2 2020/21</td><td>21.0</td><td>21.0</td></tr><tr><td>Q3 2020/21</td><td>21.0</td><td>21.0</td></tr><tr><td>Q4 2020/21</td><td>21.0</td><td>21.0</td></tr><tr><td>Q1 2021/22</td><td>21.0</td><td>21.0</td></tr><tr><td>Q2 2021/22</td><td>21.0</td><td>21.0</td></tr></tbody></table> |                        | Quarters | Target (Quarters) | Benchmarking | Q3 2019/20 | 21.0 | 21.0 | Q4 2019/20 | 21.0 | 21.0 | Q1 2020/21 | 21.0 | 21.0 | Q2 2020/21 | 21.0 | 21.0 | Q3 2020/21 | 21.0 | 21.0 | Q4 2020/21 | 21.0 | 21.0 | Q1 2021/22 | 21.0 | 21.0 | Q2 2021/22 | 21.0 | 21.0 |
| Quarters   | Target (Quarters)    | Benchmarking  |                        |          |                   |              |            |      |      |            |      |      |            |      |      |            |      |      |            |      |      |            |      |      |            |      |      |            |      |      |
| Q3 2019/20   | 21.0                 | 21.0  |                        |          |                   |              |            |      |      |            |      |      |            |      |      |            |      |      |            |      |      |            |      |      |            |      |      |            |      |      |
| Q4 2019/20   | 21.0                 | 21.0  |                        |          |                   |              |            |      |      |            |      |      |            |      |      |            |      |      |            |      |      |            |      |      |            |      |      |            |      |      |
| Q1 2020/21   | 21.0                 | 21.0  |                        |          |                   |              |            |      |      |            |      |      |            |      |      |            |      |      |            |      |      |            |      |      |            |      |      |            |      |      |
| Q2 2020/21   | 21.0                 | 21.0  |                        |          |                   |              |            |      |      |            |      |      |            |      |      |            |      |      |            |      |      |            |      |      |            |      |      |            |      |      |
| Q3 2020/21   | 21.0                 | 21.0  |                        |          |                   |              |            |      |      |            |      |      |            |      |      |            |      |      |            |      |      |            |      |      |            |      |      |            |      |      |
| Q4 2020/21   | 21.0                 | 21.0  |                        |          |                   |              |            |      |      |            |      |      |            |      |      |            |      |      |            |      |      |            |      |      |            |      |      |            |      |      |
| Q1 2021/22   | 21.0                 | 21.0  |                        |          |                   |              |            |      |      |            |      |      |            |      |      |            |      |      |            |      |      |            |      |      |            |      |      |            |      |      |
| Q2 2021/22   | 21.0                 | 21.0  |                        |          |                   |              |            |      |      |            |      |      |            |      |      |            |      |      |            |      |      |            |      |      |            |      |      |            |      |      |
| Current Value  | Current Target       | Current Value vs Target   | RAG Status             |          |                   |              |            |      |      |            |      |      |            |      |      |            |      |      |            |      |      |            |      |      |            |      |      |            |      |      |
| 28.0 days  | 21.0 days            | 7.0   | <div></div>            |          |                   |              |            |      |      |            |      |      |            |      |      |            |      |      |            |      |      |            |      |      |            |      |      |            |      |      |
| Previous Year Value  | Previous Year Target | Short Term Trend  |                        |          |                   |              |            |      |      |            |      |      |            |      |      |            |      |      |            |      |      |            |      |      |            |      |      |            |      |      |
| 32.4 days  | 21.0 days            | <div></div>   |                        |          |                   |              |            |      |      |            |      |      |            |      |      |            |      |      |            |      |      |            |      |      |            |      |      |            |      |      |
| Latest Note, date and author   |                      |   |                        |          |                   |              |            |      |      |            |      |      |            |      |      |            |      |      |            |      |      |            |      |      |            |      |      |            |      |      |
| 10 Dec 2021  |                      | Phil Warrington   |                        |          |                   |              |            |      |      |            |      |      |            |      |      |            |      |      |            |      |      |            |      |      |            |      |      |            |      |      |
| After a difficult start to the financial year performance is improving quarter on quarter. High level of repairs on void properties alongside a lack of trades operatives has been problematic. Covid concerns and difficult to let sheltered bedsits have hindered the lettings team. |                      |   |                        |          |                   |              |            |      |      |            |      |      |            |      |      |            |      |      |            |      |      |            |      |      |            |      |      |            |      |      |



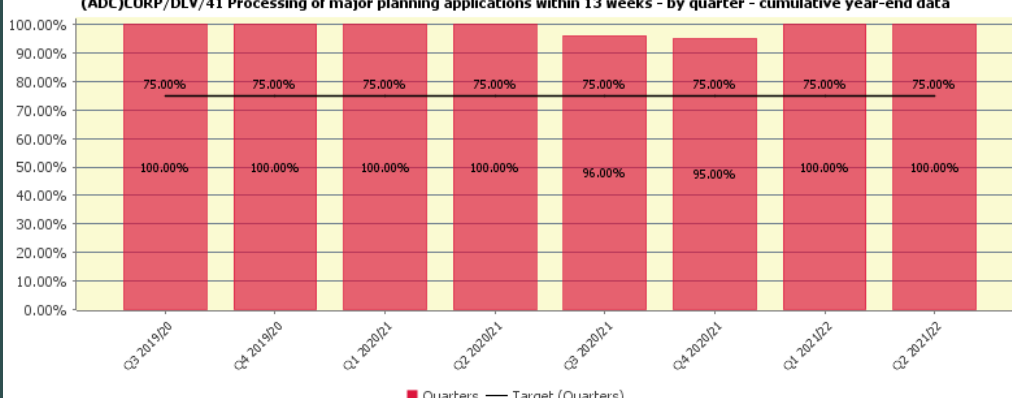


| Performance Indicator  |                      | Data Type  | Officer(s) Responsible |            |           |            |            |       |       |            |       |       |            |       |       |            |       |       |            |       |       |            |       |       |            |       |       |            |       |       |
|--|----------------------|--|------------------------|------------|-----------|------------|------------|-------|-------|------------|-------|-------|------------|-------|-------|------------|-------|-------|------------|-------|-------|------------|-------|-------|------------|-------|-------|------------|-------|-------|
| Percentage of non-decent homes of total council housing stock  |                      | Percentage   | Neil Rowley            |            |           |            |            |       |       |            |       |       |            |       |       |            |       |       |            |       |       |            |       |       |            |       |       |            |       |       |
| <p>(Formerly KPI017a and NI158a) - to measure progress in ensuring all council homes meet the decent homes standard</p> <p>Annual Benchmarking Schedule- E04 Pi#08</p> |                      | <p>(ADC)CORP/DLV/20 Percentage of non-decent homes of total council housing stock</p>  <table><caption>Data for Percentage of non-decent homes of total council housing stock</caption><thead><tr><th>Quarter</th><th>Value (%)</th><th>Target (%)</th></tr></thead><tbody><tr><td>Q4 2019/20</td><td>0.40%</td><td>0.25%</td></tr><tr><td>Q1 2020/21</td><td>0.25%</td><td>0.25%</td></tr><tr><td>Q2 2020/21</td><td>0.25%</td><td>0.25%</td></tr><tr><td>Q3 2020/21</td><td>0.25%</td><td>0.25%</td></tr><tr><td>Q4 2020/21</td><td>0.25%</td><td>0.25%</td></tr><tr><td>Q1 2021/22</td><td>0.26%</td><td>0.25%</td></tr><tr><td>Q2 2021/22</td><td>0.23%</td><td>0.25%</td></tr><tr><td>Q3 2021/22</td><td>0.23%</td><td>0.25%</td></tr></tbody></table> |                        | Quarter    | Value (%) | Target (%) | Q4 2019/20 | 0.40% | 0.25% | Q1 2020/21 | 0.25% | 0.25% | Q2 2020/21 | 0.25% | 0.25% | Q3 2020/21 | 0.25% | 0.25% | Q4 2020/21 | 0.25% | 0.25% | Q1 2021/22 | 0.26% | 0.25% | Q2 2021/22 | 0.23% | 0.25% | Q3 2021/22 | 0.23% | 0.25% |
|  |                      | Quarter  | Value (%)              | Target (%) |           |            |            |       |       |            |       |       |            |       |       |            |       |       |            |       |       |            |       |       |            |       |       |            |       |       |
|  |                      | Q4 2019/20   | 0.40%                  | 0.25%      |           |            |            |       |       |            |       |       |            |       |       |            |       |       |            |       |       |            |       |       |            |       |       |            |       |       |
|  |                      | Q1 2020/21   | 0.25%                  | 0.25%      |           |            |            |       |       |            |       |       |            |       |       |            |       |       |            |       |       |            |       |       |            |       |       |            |       |       |
|  |                      | Q2 2020/21   | 0.25%                  | 0.25%      |           |            |            |       |       |            |       |       |            |       |       |            |       |       |            |       |       |            |       |       |            |       |       |            |       |       |
| Q3 2020/21   | 0.25%                | 0.25%  |                        |            |           |            |            |       |       |            |       |       |            |       |       |            |       |       |            |       |       |            |       |       |            |       |       |            |       |       |
| Q4 2020/21   | 0.25%                | 0.25%  |                        |            |           |            |            |       |       |            |       |       |            |       |       |            |       |       |            |       |       |            |       |       |            |       |       |            |       |       |
| Q1 2021/22   | 0.26%                | 0.25%  |                        |            |           |            |            |       |       |            |       |       |            |       |       |            |       |       |            |       |       |            |       |       |            |       |       |            |       |       |
| Q2 2021/22   | 0.23%                | 0.25%  |                        |            |           |            |            |       |       |            |       |       |            |       |       |            |       |       |            |       |       |            |       |       |            |       |       |            |       |       |
| Q3 2021/22   | 0.23%                | 0.25%  |                        |            |           |            |            |       |       |            |       |       |            |       |       |            |       |       |            |       |       |            |       |       |            |       |       |            |       |       |
| Current Value  | Current Target       | Current Value vs Target  | RAG Status             |            |           |            |            |       |       |            |       |       |            |       |       |            |       |       |            |       |       |            |       |       |            |       |       |            |       |       |
| 0.23%  | 0.25%                | -0.02%   | 🟢                      |            |           |            |            |       |       |            |       |       |            |       |       |            |       |       |            |       |       |            |       |       |            |       |       |            |       |       |
| Previous Year Value  | Previous Year Target | Trend  |                        |            |           |            |            |       |       |            |       |       |            |       |       |            |       |       |            |       |       |            |       |       |            |       |       |            |       |       |
| 0.18%  | 0.25%                | ⬇️   |                        |            |           |            |            |       |       |            |       |       |            |       |       |            |       |       |            |       |       |            |       |       |            |       |       |            |       |       |
|  |                      |  |                        |            |           |            |            |       |       |            |       |       |            |       |       |            |       |       |            |       |       |            |       |       |            |       |       |            |       |       |
|  |                      |  |                        |            |           |            |            |       |       |            |       |       |            |       |       |            |       |       |            |       |       |            |       |       |            |       |       |            |       |       |

| Performance Indicator  |                      | Data Type  | Officer(s) Responsible |                   |              |                   |              |            |    |    |  |            |    |    |  |            |    |    |  |            |     |    |  |            |    |    |  |            |     |    |  |            |    |    |  |            |    |    |  |
|--|----------------------|--|------------------------|-------------------|--------------|-------------------|--------------|------------|----|----|--|------------|----|----|--|------------|----|----|--|------------|-----|----|--|------------|----|----|--|------------|-----|----|--|------------|----|----|--|------------|----|----|--|
| Number of applicants prevented from becoming homeless  |                      | Number   | Ian Scholes            |                   |              |                   |              |            |    |    |  |            |    |    |  |            |    |    |  |            |     |    |  |            |    |    |  |            |     |    |  |            |    |    |  |            |    |    |  |
|  |                      | <div>(ADC)CORP/DLV/47 Number of applicants prevented from becoming homeless</div> <table><caption>Data for (ADC)CORP/DLV/47 Number of applicants prevented from becoming homeless</caption><thead><tr><th>Quarter</th><th>Quarters</th><th>Target (Quarters)</th><th>Benchmarking</th></tr></thead><tbody><tr><td>Q3 2019/20</td><td>96</td><td>75</td><td></td></tr><tr><td>Q4 2019/20</td><td>86</td><td>75</td><td></td></tr><tr><td>Q1 2020/21</td><td>76</td><td>75</td><td></td></tr><tr><td>Q2 2020/21</td><td>142</td><td>75</td><td></td></tr><tr><td>Q3 2020/21</td><td>73</td><td>75</td><td></td></tr><tr><td>Q4 2020/21</td><td>103</td><td>75</td><td></td></tr><tr><td>Q1 2021/22</td><td>74</td><td>75</td><td></td></tr><tr><td>Q2 2021/22</td><td>65</td><td>75</td><td></td></tr></tbody></table> |                        | Quarter           | Quarters     | Target (Quarters) | Benchmarking | Q3 2019/20 | 96 | 75 |  | Q4 2019/20 | 86 | 75 |  | Q1 2020/21 | 76 | 75 |  | Q2 2020/21 | 142 | 75 |  | Q3 2020/21 | 73 | 75 |  | Q4 2020/21 | 103 | 75 |  | Q1 2021/22 | 74 | 75 |  | Q2 2021/22 | 65 | 75 |  |
|  |                      | Quarter  | Quarters               | Target (Quarters) | Benchmarking |                   |              |            |    |    |  |            |    |    |  |            |    |    |  |            |     |    |  |            |    |    |  |            |     |    |  |            |    |    |  |            |    |    |  |
|  |                      | Q3 2019/20   | 96                     | 75                |              |                   |              |            |    |    |  |            |    |    |  |            |    |    |  |            |     |    |  |            |    |    |  |            |     |    |  |            |    |    |  |            |    |    |  |
|  |                      | Q4 2019/20   | 86                     | 75                |              |                   |              |            |    |    |  |            |    |    |  |            |    |    |  |            |     |    |  |            |    |    |  |            |     |    |  |            |    |    |  |            |    |    |  |
|  |                      | Q1 2020/21   | 76                     | 75                |              |                   |              |            |    |    |  |            |    |    |  |            |    |    |  |            |     |    |  |            |    |    |  |            |     |    |  |            |    |    |  |            |    |    |  |
| Q2 2020/21   | 142                  | 75   |                        |                   |              |                   |              |            |    |    |  |            |    |    |  |            |    |    |  |            |     |    |  |            |    |    |  |            |     |    |  |            |    |    |  |            |    |    |  |
| Q3 2020/21   | 73                   | 75   |                        |                   |              |                   |              |            |    |    |  |            |    |    |  |            |    |    |  |            |     |    |  |            |    |    |  |            |     |    |  |            |    |    |  |            |    |    |  |
| Q4 2020/21   | 103                  | 75   |                        |                   |              |                   |              |            |    |    |  |            |    |    |  |            |    |    |  |            |     |    |  |            |    |    |  |            |     |    |  |            |    |    |  |            |    |    |  |
| Q1 2021/22   | 74                   | 75   |                        |                   |              |                   |              |            |    |    |  |            |    |    |  |            |    |    |  |            |     |    |  |            |    |    |  |            |     |    |  |            |    |    |  |            |    |    |  |
| Q2 2021/22   | 65                   | 75   |                        |                   |              |                   |              |            |    |    |  |            |    |    |  |            |    |    |  |            |     |    |  |            |    |    |  |            |     |    |  |            |    |    |  |            |    |    |  |
| Current Value  | Current Target       | Current Value vs Target  | RAG Status             |                   |              |                   |              |            |    |    |  |            |    |    |  |            |    |    |  |            |     |    |  |            |    |    |  |            |     |    |  |            |    |    |  |            |    |    |  |
| 139  | 150                  | -11  | <div></div>            |                   |              |                   |              |            |    |    |  |            |    |    |  |            |    |    |  |            |     |    |  |            |    |    |  |            |     |    |  |            |    |    |  |            |    |    |  |
| Previous Year Value  | Previous Year Target | Short Term Trend   |                        |                   |              |                   |              |            |    |    |  |            |    |    |  |            |    |    |  |            |     |    |  |            |    |    |  |            |     |    |  |            |    |    |  |            |    |    |  |
| 218  | 150                  | <div></div>  |                        |                   |              |                   |              |            |    |    |  |            |    |    |  |            |    |    |  |            |     |    |  |            |    |    |  |            |     |    |  |            |    |    |  |            |    |    |  |
| Latest Note, date and author   |                      |  |                        |                   |              |                   |              |            |    |    |  |            |    |    |  |            |    |    |  |            |     |    |  |            |    |    |  |            |     |    |  |            |    |    |  |            |    |    |  |
| 21-Oct-2021  |                      | Ian Scholes  |                        |                   |              |                   |              |            |    |    |  |            |    |    |  |            |    |    |  |            |     |    |  |            |    |    |  |            |     |    |  |            |    |    |  |            |    |    |  |
| Prevention numbers across the board from the Housing Options, Complex Case and Tenancy Sustainment Teams remain lower than pre pandemic levels which continues to have an impact. Tenancy Sustainment for example are receiving fewer referrals, in part due to fewer properties being let. Housing Options continue to be approached by customers at the point of homelessness and in crisis rather than at a point where preventative methods can be considered. A new officer is in post who will be looking at how we can engage earlier in the process. There are also significant issues with regard to move on options. There is high demand on the council's social housing and privately rented accommodation is becoming increasingly harder to access. Despite all the current challenges prevention figures remain high reflecting the hard work of all concerned and the target, set at a pre pandemic time, has only narrowly been missed. |                      |  |                        |                   |              |                   |              |            |    |    |  |            |    |    |  |            |    |    |  |            |     |    |  |            |    |    |  |            |     |    |  |            |    |    |  |            |    |    |  |

| Performance Indicator  |                      | Data Type   | Officer(s) Responsible  |         |                   |            |            |      |     |            |      |     |            |      |     |            |      |     |            |      |     |            |      |     |            |      |     |            |      |     |            |      |     |
|--|----------------------|---|---|---------|-------------------|------------|------------|------|-----|------------|------|-----|------------|------|-----|------------|------|-----|------------|------|-----|------------|------|-----|------------|------|-----|------------|------|-----|------------|------|-----|
| Proportion of tenants who remain in their tenancy for 6 months or more following the completion of the support package   |                      | Percentage  | Beverly Abbott; Peter Curry   |         |                   |            |            |      |     |            |      |     |            |      |     |            |      |     |            |      |     |            |      |     |            |      |     |            |      |     |            |      |     |
| The proportion of our tenants as a % of the total number of tenants who remain in their tenancy over 6 months or more following targeted support provided by either our Tenancy Sustainment Officers or Money Management Advisors. |                      | <div>(ADC)CORP/DLV/53 Proportion of tenants who remain in their tenancy for 6 months or more following the completion of the support package</div>  <table><caption>Data for Proportion of tenants who remain in their tenancy for 6 months or more following the completion of the support package</caption><thead><tr><th>Quarter</th><th>Current Value (%)</th><th>Target (%)</th></tr></thead><tbody><tr><td>Q3 2019/20</td><td>100%</td><td>95%</td></tr><tr><td>Q4 2019/20</td><td>100%</td><td>95%</td></tr><tr><td>Q1 2020/21</td><td>100%</td><td>95%</td></tr><tr><td>Q2 2020/21</td><td>100%</td><td>95%</td></tr><tr><td>Q3 2020/21</td><td>100%</td><td>95%</td></tr><tr><td>Q4 2020/21</td><td>100%</td><td>95%</td></tr><tr><td>Q1 2021/22</td><td>100%</td><td>95%</td></tr><tr><td>Q2 2021/22</td><td>100%</td><td>95%</td></tr><tr><td>Q3 2021/22</td><td>100%</td><td>95%</td></tr></tbody></table> |   | Quarter | Current Value (%) | Target (%) | Q3 2019/20 | 100% | 95% | Q4 2019/20 | 100% | 95% | Q1 2020/21 | 100% | 95% | Q2 2020/21 | 100% | 95% | Q3 2020/21 | 100% | 95% | Q4 2020/21 | 100% | 95% | Q1 2021/22 | 100% | 95% | Q2 2021/22 | 100% | 95% | Q3 2021/22 | 100% | 95% |
| Quarter  | Current Value (%)    | Target (%)  |   |         |                   |            |            |      |     |            |      |     |            |      |     |            |      |     |            |      |     |            |      |     |            |      |     |            |      |     |            |      |     |
| Q3 2019/20   | 100%                 | 95%   |   |         |                   |            |            |      |     |            |      |     |            |      |     |            |      |     |            |      |     |            |      |     |            |      |     |            |      |     |            |      |     |
| Q4 2019/20   | 100%                 | 95%   |   |         |                   |            |            |      |     |            |      |     |            |      |     |            |      |     |            |      |     |            |      |     |            |      |     |            |      |     |            |      |     |
| Q1 2020/21   | 100%                 | 95%   |   |         |                   |            |            |      |     |            |      |     |            |      |     |            |      |     |            |      |     |            |      |     |            |      |     |            |      |     |            |      |     |
| Q2 2020/21   | 100%                 | 95%   |   |         |                   |            |            |      |     |            |      |     |            |      |     |            |      |     |            |      |     |            |      |     |            |      |     |            |      |     |            |      |     |
| Q3 2020/21   | 100%                 | 95%   |   |         |                   |            |            |      |     |            |      |     |            |      |     |            |      |     |            |      |     |            |      |     |            |      |     |            |      |     |            |      |     |
| Q4 2020/21   | 100%                 | 95%   |   |         |                   |            |            |      |     |            |      |     |            |      |     |            |      |     |            |      |     |            |      |     |            |      |     |            |      |     |            |      |     |
| Q1 2021/22   | 100%                 | 95%   |   |         |                   |            |            |      |     |            |      |     |            |      |     |            |      |     |            |      |     |            |      |     |            |      |     |            |      |     |            |      |     |
| Q2 2021/22   | 100%                 | 95%   |   |         |                   |            |            |      |     |            |      |     |            |      |     |            |      |     |            |      |     |            |      |     |            |      |     |            |      |     |            |      |     |
| Q3 2021/22   | 100%                 | 95%   |   |         |                   |            |            |      |     |            |      |     |            |      |     |            |      |     |            |      |     |            |      |     |            |      |     |            |      |     |            |      |     |
| Current Value  | Current Target       | Current Value vs Target   | RAG Status  |         |                   |            |            |      |     |            |      |     |            |      |     |            |      |     |            |      |     |            |      |     |            |      |     |            |      |     |            |      |     |
| 100%   | 95%                  | 5%  |  |         |                   |            |            |      |     |            |      |     |            |      |     |            |      |     |            |      |     |            |      |     |            |      |     |            |      |     |            |      |     |
| Previous Year Value  | Previous Year Target | Short Term Trend  |   |         |                   |            |            |      |     |            |      |     |            |      |     |            |      |     |            |      |     |            |      |     |            |      |     |            |      |     |            |      |     |
| 100%   | 95%                  |    |   |         |                   |            |            |      |     |            |      |     |            |      |     |            |      |     |            |      |     |            |      |     |            |      |     |            |      |     |            |      |     |
| Latest Note, date and author   |                      |   |   |         |                   |            |            |      |     |            |      |     |            |      |     |            |      |     |            |      |     |            |      |     |            |      |     |            |      |     |            |      |     |
| 17-Nov-2021  |                      | Peter Curry   |   |         |                   |            |            |      |     |            |      |     |            |      |     |            |      |     |            |      |     |            |      |     |            |      |     |            |      |     |            |      |     |
| In April 2021, there were 4 tenants where support was ended. 3 tenants are still maintaining their tenancy, but 1 tenancy was terminated as the tenant passed away.  |                      |   |   |         |                   |            |            |      |     |            |      |     |            |      |     |            |      |     |            |      |     |            |      |     |            |      |     |            |      |     |            |      |     |
| In the above circumstances, there was nothing ADC could have done to prevent the 1 tenancy from ending.  |                      |   |   |         |                   |            |            |      |     |            |      |     |            |      |     |            |      |     |            |      |     |            |      |     |            |      |     |            |      |     |            |      |     |

| Performance Indicator   |                      | Data Type  | Officer(s) Responsible      |                   |              |                   |              |            |     |     |  |            |     |     |  |            |     |     |  |            |     |     |  |            |     |     |  |            |     |     |  |            |     |     |  |            |     |     |  |
|---|----------------------|--|-----------------------------|-------------------|--------------|-------------------|--------------|------------|-----|-----|--|------------|-----|-----|--|------------|-----|-----|--|------------|-----|-----|--|------------|-----|-----|--|------------|-----|-----|--|------------|-----|-----|--|------------|-----|-----|--|
| Number of Council Tenants assisted with welfare and money management advice   |                      | Number   | Beverly Abbott; Peter Curry |                   |              |                   |              |            |     |     |  |            |     |     |  |            |     |     |  |            |     |     |  |            |     |     |  |            |     |     |  |            |     |     |  |            |     |     |  |
| <p>The number of ADC tenants that have been provided with targeted support through either our Tenancy Sustainment Officers or Money Management Advisers.</p>  |                      | <p>(ADC)CORP/DLV/54 Number of Council Tenants assisted with welfare and money management advice</p> <table><caption>Data for (ADC)CORP/DLV/54 Number of Council Tenants assisted with welfare and money management advice</caption><thead><tr><th>Quarter</th><th>Quarters</th><th>Target (Quarters)</th><th>Benchmarking</th></tr></thead><tbody><tr><td>Q3 2019/20</td><td>705</td><td>675</td><td></td></tr><tr><td>Q4 2019/20</td><td>921</td><td>900</td><td></td></tr><tr><td>Q1 2020/21</td><td>105</td><td>225</td><td></td></tr><tr><td>Q2 2020/21</td><td>333</td><td>450</td><td></td></tr><tr><td>Q3 2020/21</td><td>445</td><td>675</td><td></td></tr><tr><td>Q4 2020/21</td><td>574</td><td>900</td><td></td></tr><tr><td>Q1 2021/22</td><td>180</td><td>225</td><td></td></tr><tr><td>Q2 2021/22</td><td>390</td><td>450</td><td></td></tr></tbody></table> |                             | Quarter           | Quarters     | Target (Quarters) | Benchmarking | Q3 2019/20 | 705 | 675 |  | Q4 2019/20 | 921 | 900 |  | Q1 2020/21 | 105 | 225 |  | Q2 2020/21 | 333 | 450 |  | Q3 2020/21 | 445 | 675 |  | Q4 2020/21 | 574 | 900 |  | Q1 2021/22 | 180 | 225 |  | Q2 2021/22 | 390 | 450 |  |
|   |                      | Quarter  | Quarters                    | Target (Quarters) | Benchmarking |                   |              |            |     |     |  |            |     |     |  |            |     |     |  |            |     |     |  |            |     |     |  |            |     |     |  |            |     |     |  |            |     |     |  |
|   |                      | Q3 2019/20   | 705                         | 675               |              |                   |              |            |     |     |  |            |     |     |  |            |     |     |  |            |     |     |  |            |     |     |  |            |     |     |  |            |     |     |  |            |     |     |  |
|   |                      | Q4 2019/20   | 921                         | 900               |              |                   |              |            |     |     |  |            |     |     |  |            |     |     |  |            |     |     |  |            |     |     |  |            |     |     |  |            |     |     |  |            |     |     |  |
|   |                      | Q1 2020/21   | 105                         | 225               |              |                   |              |            |     |     |  |            |     |     |  |            |     |     |  |            |     |     |  |            |     |     |  |            |     |     |  |            |     |     |  |            |     |     |  |
| Q2 2020/21  | 333                  | 450  |                             |                   |              |                   |              |            |     |     |  |            |     |     |  |            |     |     |  |            |     |     |  |            |     |     |  |            |     |     |  |            |     |     |  |            |     |     |  |
| Q3 2020/21  | 445                  | 675  |                             |                   |              |                   |              |            |     |     |  |            |     |     |  |            |     |     |  |            |     |     |  |            |     |     |  |            |     |     |  |            |     |     |  |            |     |     |  |
| Q4 2020/21  | 574                  | 900  |                             |                   |              |                   |              |            |     |     |  |            |     |     |  |            |     |     |  |            |     |     |  |            |     |     |  |            |     |     |  |            |     |     |  |            |     |     |  |
| Q1 2021/22  | 180                  | 225  |                             |                   |              |                   |              |            |     |     |  |            |     |     |  |            |     |     |  |            |     |     |  |            |     |     |  |            |     |     |  |            |     |     |  |            |     |     |  |
| Q2 2021/22  | 390                  | 450  |                             |                   |              |                   |              |            |     |     |  |            |     |     |  |            |     |     |  |            |     |     |  |            |     |     |  |            |     |     |  |            |     |     |  |            |     |     |  |
| Current Value   | Current Target       | Current Value vs Target  | RAG Status                  |                   |              |                   |              |            |     |     |  |            |     |     |  |            |     |     |  |            |     |     |  |            |     |     |  |            |     |     |  |            |     |     |  |            |     |     |  |
| 390   | 450                  | -60  |                             |                   |              |                   |              |            |     |     |  |            |     |     |  |            |     |     |  |            |     |     |  |            |     |     |  |            |     |     |  |            |     |     |  |            |     |     |  |
| Previous Year Value   | Previous Year Target | Short Term Trend   |                             |                   |              |                   |              |            |     |     |  |            |     |     |  |            |     |     |  |            |     |     |  |            |     |     |  |            |     |     |  |            |     |     |  |            |     |     |  |
| 390   | 450                  |  |                             |                   |              |                   |              |            |     |     |  |            |     |     |  |            |     |     |  |            |     |     |  |            |     |     |  |            |     |     |  |            |     |     |  |            |     |     |  |
| Latest Note, date and author  |                      |  |                             |                   |              |                   |              |            |     |     |  |            |     |     |  |            |     |     |  |            |     |     |  |            |     |     |  |            |     |     |  |            |     |     |  |            |     |     |  |
| 17-Nov-2021   |                      | Peter Curry  |                             |                   |              |                   |              |            |     |     |  |            |     |     |  |            |     |     |  |            |     |     |  |            |     |     |  |            |     |     |  |            |     |     |  |            |     |     |  |
| <p>Council tenants assisted with welfare and money management advice at the end Q2 are:</p> <p>Tenancy Sustainment Officers - 98</p> <p>Money Management Advisors - 292</p> <p>We are undertaking a review of waiting list versus referrals for the tenancy sustainment service. We have recently reviewed the pre-tenancy referral process, so expect to see an increase in referrals to the Money Management Advisor service, in the near future.</p> |                      |  |                             |                   |              |                   |              |            |     |     |  |            |     |     |  |            |     |     |  |            |     |     |  |            |     |     |  |            |     |     |  |            |     |     |  |            |     |     |  |

**Organisational Effectiveness**  
**(ADC) Delivery - Regeneration & Place Priority**

| Performance Indicator  |                        | Data Type  | Officer(s) Responsible  |         |                        |            |            |         |        |            |         |        |            |         |        |            |         |        |            |        |        |            |        |        |            |         |        |            |         |        |
|--|------------------------|--|---|---------|------------------------|------------|------------|---------|--------|------------|---------|--------|------------|---------|--------|------------|---------|--------|------------|--------|--------|------------|--------|--------|------------|---------|--------|------------|---------|--------|
| Processing of major planning applications within 13 weeks - by quarter - cumulative year-end data  |                        | Percentage   | Melanie Berry; Jo Jones   |         |                        |            |            |         |        |            |         |        |            |         |        |            |         |        |            |        |        |            |        |        |            |         |        |            |         |        |
| <p>Formerly NI157a - To ensure local planning authorities determine planning applications in a timely manner.</p> <p>This indicator measures the percentage of planning applications dealt with in a timely manner. Averaging out performance across very different types of application would render any target as meaningless. Therefore we have broken them down into four broad categories: major, minor, other, and a measure for all county matter applications. The fourth category only applies to county councils and those authorities who determine predominantly county level minerals and waste applications.</p> |                        | <p>(ADC)CORP/DLV/41 Processing of major planning applications within 13 weeks - by quarter - cumulative year-end data</p>  <table><caption>Performance Data from Chart</caption><thead><tr><th>Quarter</th><th>Actual Performance (%)</th><th>Target (%)</th></tr></thead><tbody><tr><td>Q3 2019/20</td><td>100.00%</td><td>75.00%</td></tr><tr><td>Q4 2019/20</td><td>100.00%</td><td>75.00%</td></tr><tr><td>Q1 2020/21</td><td>100.00%</td><td>75.00%</td></tr><tr><td>Q2 2020/21</td><td>100.00%</td><td>75.00%</td></tr><tr><td>Q3 2020/21</td><td>96.00%</td><td>75.00%</td></tr><tr><td>Q4 2020/21</td><td>95.00%</td><td>75.00%</td></tr><tr><td>Q1 2021/22</td><td>100.00%</td><td>75.00%</td></tr><tr><td>Q2 2021/22</td><td>100.00%</td><td>75.00%</td></tr></tbody></table> |   | Quarter | Actual Performance (%) | Target (%) | Q3 2019/20 | 100.00% | 75.00% | Q4 2019/20 | 100.00% | 75.00% | Q1 2020/21 | 100.00% | 75.00% | Q2 2020/21 | 100.00% | 75.00% | Q3 2020/21 | 96.00% | 75.00% | Q4 2020/21 | 95.00% | 75.00% | Q1 2021/22 | 100.00% | 75.00% | Q2 2021/22 | 100.00% | 75.00% |
| Quarter  | Actual Performance (%) | Target (%)   |   |         |                        |            |            |         |        |            |         |        |            |         |        |            |         |        |            |        |        |            |        |        |            |         |        |            |         |        |
| Q3 2019/20   | 100.00%                | 75.00%   |   |         |                        |            |            |         |        |            |         |        |            |         |        |            |         |        |            |        |        |            |        |        |            |         |        |            |         |        |
| Q4 2019/20   | 100.00%                | 75.00%   |   |         |                        |            |            |         |        |            |         |        |            |         |        |            |         |        |            |        |        |            |        |        |            |         |        |            |         |        |
| Q1 2020/21   | 100.00%                | 75.00%   |   |         |                        |            |            |         |        |            |         |        |            |         |        |            |         |        |            |        |        |            |        |        |            |         |        |            |         |        |
| Q2 2020/21   | 100.00%                | 75.00%   |   |         |                        |            |            |         |        |            |         |        |            |         |        |            |         |        |            |        |        |            |        |        |            |         |        |            |         |        |
| Q3 2020/21   | 96.00%                 | 75.00%   |   |         |                        |            |            |         |        |            |         |        |            |         |        |            |         |        |            |        |        |            |        |        |            |         |        |            |         |        |
| Q4 2020/21   | 95.00%                 | 75.00%   |   |         |                        |            |            |         |        |            |         |        |            |         |        |            |         |        |            |        |        |            |        |        |            |         |        |            |         |        |
| Q1 2021/22   | 100.00%                | 75.00%   |   |         |                        |            |            |         |        |            |         |        |            |         |        |            |         |        |            |        |        |            |        |        |            |         |        |            |         |        |
| Q2 2021/22   | 100.00%                | 75.00%   |   |         |                        |            |            |         |        |            |         |        |            |         |        |            |         |        |            |        |        |            |        |        |            |         |        |            |         |        |
| Current Value  | Current Target         | Current Value vs Target  | RAG Status  |         |                        |            |            |         |        |            |         |        |            |         |        |            |         |        |            |        |        |            |        |        |            |         |        |            |         |        |
| 100.00%  | 75.00%                 | 25.00%   |  |         |                        |            |            |         |        |            |         |        |            |         |        |            |         |        |            |        |        |            |        |        |            |         |        |            |         |        |
| Previous Year Value  | Previous Year Target   | Short Term Trend   |   |         |                        |            |            |         |        |            |         |        |            |         |        |            |         |        |            |        |        |            |        |        |            |         |        |            |         |        |
| 100.00%  | 75.00%                 |   |   |         |                        |            |            |         |        |            |         |        |            |         |        |            |         |        |            |        |        |            |        |        |            |         |        |            |         |        |
| Latest Note, date and author   |                        |  |   |         |                        |            |            |         |        |            |         |        |            |         |        |            |         |        |            |        |        |            |        |        |            |         |        |            |         |        |
|  |                        |  |   |         |                        |            |            |         |        |            |         |        |            |         |        |            |         |        |            |        |        |            |        |        |            |         |        |            |         |        |

| Performance Indicator  |                      | Data Type   | Officer(s) Responsible  |         |           |            |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |
|--|----------------------|---|-------------------------|---------|-----------|------------|------------|--------|--------|------------|--------|--------|------------|--------|--------|------------|--------|--------|------------|--------|--------|------------|--------|--------|------------|--------|--------|------------|--------|--------|
| Processing of minor planning applications within eight weeks - by quarter - cumulative year-end data   |                      | Percentage  | Melanie Berry; Jo Jones |         |           |            |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |
| <p>Formerly NI157b - To ensure local planning authorities determine planning applications in a timely manner.</p> <p>This indicator measures the percentage of planning applications dealt with in a timely manner. Averaging out performance across very different types of application would render any target as meaningless. Therefore we have broken them down into four broad categories: major, minor, other, and a measure for all county matter applications. The fourth category only applies to county councils and those authorities who determine predominantly county level minerals and waste applications.</p> |                      | <p>(ADC)CORP/DLV/42 Processing of minor planning applications within eight weeks - by quarter - cumulative year-end data</p> <table><caption>Quarterly Performance Data</caption><thead><tr><th>Quarter</th><th>Value (%)</th><th>Target (%)</th></tr></thead><tbody><tr><td>Q3 2019/20</td><td>84.00%</td><td>87.00%</td></tr><tr><td>Q4 2019/20</td><td>88.00%</td><td>87.00%</td></tr><tr><td>Q1 2020/21</td><td>91.00%</td><td>87.00%</td></tr><tr><td>Q2 2020/21</td><td>93.00%</td><td>87.00%</td></tr><tr><td>Q3 2020/21</td><td>93.00%</td><td>87.00%</td></tr><tr><td>Q4 2020/21</td><td>91.00%</td><td>87.00%</td></tr><tr><td>Q1 2021/22</td><td>91.00%</td><td>87.00%</td></tr><tr><td>Q2 2021/22</td><td>92.00%</td><td>87.00%</td></tr></tbody></table> |                         | Quarter | Value (%) | Target (%) | Q3 2019/20 | 84.00% | 87.00% | Q4 2019/20 | 88.00% | 87.00% | Q1 2020/21 | 91.00% | 87.00% | Q2 2020/21 | 93.00% | 87.00% | Q3 2020/21 | 93.00% | 87.00% | Q4 2020/21 | 91.00% | 87.00% | Q1 2021/22 | 91.00% | 87.00% | Q2 2021/22 | 92.00% | 87.00% |
| Quarter  | Value (%)            | Target (%)  |                         |         |           |            |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |
| Q3 2019/20   | 84.00%               | 87.00%  |                         |         |           |            |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |
| Q4 2019/20   | 88.00%               | 87.00%  |                         |         |           |            |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |
| Q1 2020/21   | 91.00%               | 87.00%  |                         |         |           |            |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |
| Q2 2020/21   | 93.00%               | 87.00%  |                         |         |           |            |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |
| Q3 2020/21   | 93.00%               | 87.00%  |                         |         |           |            |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |
| Q4 2020/21   | 91.00%               | 87.00%  |                         |         |           |            |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |
| Q1 2021/22   | 91.00%               | 87.00%  |                         |         |           |            |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |
| Q2 2021/22   | 92.00%               | 87.00%  |                         |         |           |            |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |
| Current Value  | Current Target       | Current Value vs Target   | RAG Status              |         |           |            |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |
| 92.00%   | 87.00%               | 5.00%   |                         |         |           |            |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |
| Previous Year Value  | Previous Year Target | Short Term Trend  |                         |         |           |            |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |
| 93.00%   | 87.00%               |   |                         |         |           |            |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |
| Latest Note, date and author   |                      |   |                         |         |           |            |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |
|  |                      |   |                         |         |           |            |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |

| Performance Indicator  |                      | Data Type   | Officer(s) Responsible  |         |           |            |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |
|--|----------------------|---|-------------------------|---------|-----------|------------|------------|--------|--------|------------|--------|--------|------------|--------|--------|------------|--------|--------|------------|--------|--------|------------|--------|--------|------------|--------|--------|------------|--------|--------|
| Processing of other planning applications within eight weeks - by quarter - cumulative year-end data   |                      | Percentage  | Melanie Berry; Jo Jones |         |           |            |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |
| <p>Formerly NI157c - To ensure local planning authorities determine planning applications in a timely manner.</p> <p>This indicator measures the percentage of planning applications dealt with in a timely manner. Averaging out performance across very different types of application would render any target as meaningless. Therefore we have broken them down into four broad categories: major, minor, other, and a measure for all county matter applications. The fourth category only applies to county councils and those authorities who determine predominantly county level minerals and waste applications.</p> |                      | <p>(ADC)CORP/DLV/43 Processing of other planning applications within eight weeks - by quarter - cumulative year-end data</p> <table><caption>Quarterly Performance Data</caption><thead><tr><th>Quarter</th><th>Value (%)</th><th>Target (%)</th></tr></thead><tbody><tr><td>Q3 2019/20</td><td>94.00%</td><td>94.00%</td></tr><tr><td>Q4 2019/20</td><td>96.00%</td><td>94.00%</td></tr><tr><td>Q1 2020/21</td><td>94.00%</td><td>94.00%</td></tr><tr><td>Q2 2020/21</td><td>90.00%</td><td>94.00%</td></tr><tr><td>Q3 2020/21</td><td>87.00%</td><td>94.00%</td></tr><tr><td>Q4 2020/21</td><td>86.00%</td><td>94.00%</td></tr><tr><td>Q1 2021/22</td><td>89.00%</td><td>94.00%</td></tr><tr><td>Q2 2021/22</td><td>90.00%</td><td>94.00%</td></tr></tbody></table> |                         | Quarter | Value (%) | Target (%) | Q3 2019/20 | 94.00% | 94.00% | Q4 2019/20 | 96.00% | 94.00% | Q1 2020/21 | 94.00% | 94.00% | Q2 2020/21 | 90.00% | 94.00% | Q3 2020/21 | 87.00% | 94.00% | Q4 2020/21 | 86.00% | 94.00% | Q1 2021/22 | 89.00% | 94.00% | Q2 2021/22 | 90.00% | 94.00% |
| Quarter  | Value (%)            | Target (%)  |                         |         |           |            |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |
| Q3 2019/20   | 94.00%               | 94.00%  |                         |         |           |            |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |
| Q4 2019/20   | 96.00%               | 94.00%  |                         |         |           |            |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |
| Q1 2020/21   | 94.00%               | 94.00%  |                         |         |           |            |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |
| Q2 2020/21   | 90.00%               | 94.00%  |                         |         |           |            |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |
| Q3 2020/21   | 87.00%               | 94.00%  |                         |         |           |            |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |
| Q4 2020/21   | 86.00%               | 94.00%  |                         |         |           |            |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |
| Q1 2021/22   | 89.00%               | 94.00%  |                         |         |           |            |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |
| Q2 2021/22   | 90.00%               | 94.00%  |                         |         |           |            |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |
| Current Value  | Current Target       | Current Value vs Target   | RAG Status              |         |           |            |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |
| 90.00%   | 94.00%               | -4.00%  |                         |         |           |            |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |
| Previous Year Value  | Previous Year Target | Short Term Trend  |                         |         |           |            |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |
| 90.00%   | 94.00%               |   |                         |         |           |            |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |
| Latest Note, date and author   |                      |   |                         |         |           |            |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |
|  |                      |   |                         |         |           |            |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |            |        |        |

## Our People (ADC) Valuing Our People

| Performance Indicator   |                      | Data Type  | Officer(s) Responsible  |
|---|----------------------|--|-------------------------|
| Average days' absence per FTE   |                      | Number   | Kate Hill; Nikki Morris |
| Formerly CI004, then SPI071 then KPI039b - "Levels of sickness - number of days sick per FTE" |                      | <div><div>(ADC)CORP/VOP/02 Average days' absence per FTE</div></div> |                         |
| Current Value   | Current Target       | Current Value vs Target  | RAG Status              |
| 5.00  | 4.75                 | +0.25  | <div></div>             |
| Previous Year Value   | Previous Year Target | Short Term Trend   |                         |
| 3.95  | 4.75                 | <div></div>  |                         |
| Latest Note, date and author  |                      |  |                         |
|   |                      | Jo Froggatt  |                         |
| Less than a quarter of absence relates to short-term absences                                 |                      |  |                         |



