

# Strategic Performance Report

---

Quarter 2, 2025/26 (1 July to 30 September 2025)



## Table of Contents

<b>Introduction.....</b>	<b>5</b>
Summary / Headline Achievements or Concerns .....	5
<b>Strategic Priority 1 – Improving our housing .....</b>	<b>6</b>
<b>SP001</b> Percentage of HRA stock surveyed during the period and overall .....	6
<b>SP002</b> Percentage of homes let .....	6
<b>SP003</b> Number of households on housing register .....	6
<b>SP004</b> Length of time to get on the housing register.....	6
<b>SP005a</b> Percentage of domestic gas (Landlord Gas Safety Responsibility) in date .....	6
<b>SP005b</b> Domestic Electrical Installation Condition Report (EICR) in date % .....	6
<b>SP005c</b> Percentage of communal Fire Risk Assessments (FRAs) in date .....	7
<b>SP005d</b> Number of outstanding FRA remedials.....	7
<b>SP005e</b> Percentage of Asbestos reinspection's in date.....	7
<b>SP006</b> Percentage of responsive repairs carried out within timescales.....	7
<b>SP007</b> Investigate all reports of damp and mould within 14 days (%).....	7
<b>SP008</b> Number of cases where homelessness has been prevented .....	8
<b>SP009</b> Development - number of homes added to housing stock.....	8
<b>SP010</b> Development – number of properties approved by Cabinet but not yet delivered.....	8
<b>SP011</b> Private Sector Housing- Grants (including Disabled Facilities Grants completed) and Loans issued to improve properties .....	8
<b>Strategic Priority 2 - Growing our economy .....</b>	<b>13</b>
<b>SP012</b> Percentage of major planning applications determined in 13 weeks or within an agreed extension of time .....	13
<b>SP013</b> Percentage of non-major planning applications determined in 8 weeks (or within an agreed extension of time).....	13
<b>SP014</b> Number of new dwellings completed across the district – all developers within the monitoring year .....	13

SP015a	The number of visits to Dover Museum per quarter .....	13
SP015b	The number of visits to the Roman Painted House in person per quarter .....	14
SP015c	The number of visits to the Maison Dieu in person per quarter .....	14
<b>Strategic Priority 3 - Protecting our environment .....</b>		<b>17</b>
SP016	Reduction in Dover District Council's Green House Gas Emissions .....	17
SP017	Total Tonnes of CO2e Comparison .....	17
SP018	Number of collections missed per 100,000 collections of household waste .....	17
SP019	Residual household waste per household .....	18
SP020	Percentage of household waste sent for reuse, recycling, or composting.....	18
SP021a	Environmental cleanliness: Percentage of streets clear of litter. ....	18
SP021b	Environmental cleanliness: Percentage of streets clear of detritus.....	18
<b>Strategic Priority 4 - Supporting our communities .....</b>		<b>21</b>
SP022	Number of Leisure Centre Visits (Dover District Leisure Centre, Tides and Tennis Centre) .....	21
SP023a	Health and Safety (Corporate) - Total number of interventions.....	21
SP023b	Health and Safety (District) - Total number of interventions.....	21
SP024	a) Number of biosecurity checks b) Removal of illegal meat / POAO at the Border .....	22
SP025	Number of contacts made with food businesses (inspections, visits, advice given etc) .....	22
SP026	Percentage of food businesses assessed as broadly compliant (food hygiene rating of 3, 4 or 5) .....	22
SP027a	Planning Enforcement Cases - Number of cases received.....	22
SP027b	Planning Enforcement Cases – Number of cases closed (by reason for closure).....	22
SP027c	Planning Enforcement Cases - Number of notices issued .....	23
SP027d	Planning Enforcement Cases - Number of appeals and prosecutions.....	23
SP028a	Anti-Social Behaviour (ASB) cases resolved within 30 days .....	23

<b>SP028b</b> Number of ASB cases identified.....	23
<b>SP029</b> Number of Community & Placemaking Events supported and delivered across the District per quarter (Event Planning & ESAG) .....	23
<b>Strategic Priority 5 - Modernising our council</b> .....	<b>27</b>
<b>SP030</b> - Key Risks from the Corporate Risk Register .....	27

## Introduction

This report presents the Strategic Performance data for Quarter 2 of the 2025-26 financial year (1<sup>st</sup> July to 30<sup>th</sup> September 2025). The format of the report outlines the strategic performance indicators by Strategic Priority and in both table and graph formats.

A new feature in the report is the inclusion of a Direction of Travel (DoT) arrow to indicate movement compared to the previous quarter (where applicable). This visual cue highlights whether performance has improved, declined, or remained stable since the previous quarter (independent from the target). The rationale for using DoT rather than trend or progress against target is to provide a clear snapshot of short-term change, helping stakeholders quickly assess short term performance shifts.



Performance has improved since previous quarter



Performance has remained the same since previous quarter



Performance has declined from the previous quarter

## Summary / Headline Achievements or Concerns

### **Strong performance in housing compliance and lettings:**

Lettings remained high at 99.04%, and the average time to join the housing register improved significantly from 22 to 15 weeks.

Investigations into damp and mould reports within the 14-day target rose to 95.5% in Q2, with an average time for inspection being 8 days. The total reports for damp and mould lowering can largely be attributed to the proactive stock condition survey work.

**Development activity increased:** 37 new homes were added to the housing stock in Q2, up from 8 in Q1. Private sector housing grants and loans also rose from 18 to 22.

**Planning performance exceeded targets:** 100% of major planning applications and 91% of non-major applications were determined within statutory or agreed timeframes, both above target thresholds.






**Cultural and community engagement grew:** Visitor numbers increased across all key heritage sites, including Dover Museum (+36%), Roman Painted House (+39%), and Maison Dieu (+19%). Community events supported also rose significantly.

**Port Health results:** Both the number of biosecurity checks and the resulting seizures/removal of illegal meat at the border has increased.

**Environmental cleanliness improved:** Streets clear of litter rose to 95.3% and detritus to 90.9%, both exceeding targets.




**Concerns noted in waste collection:** Missed collections rose to 60.42 per 100,000, exceeding the target of <50.

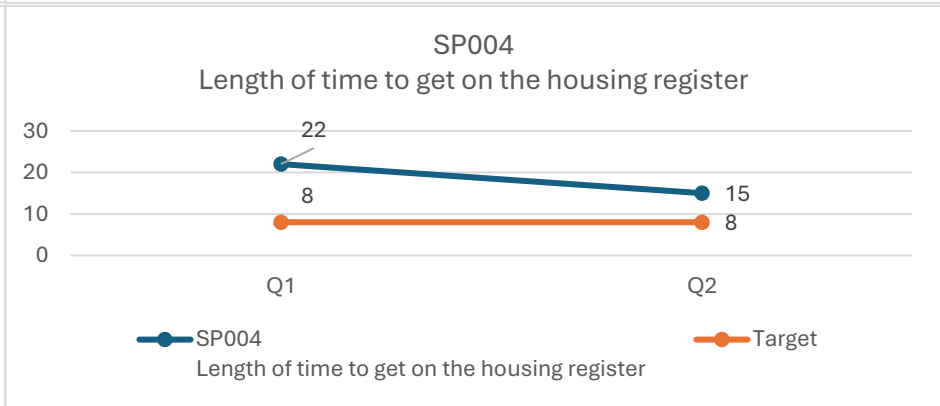
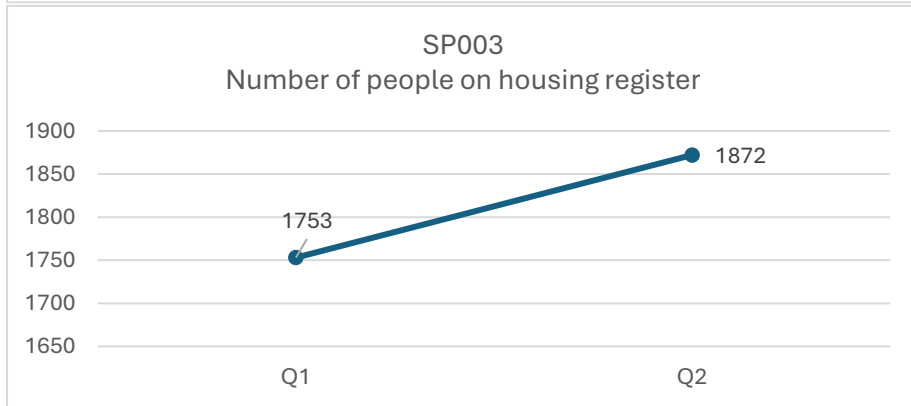
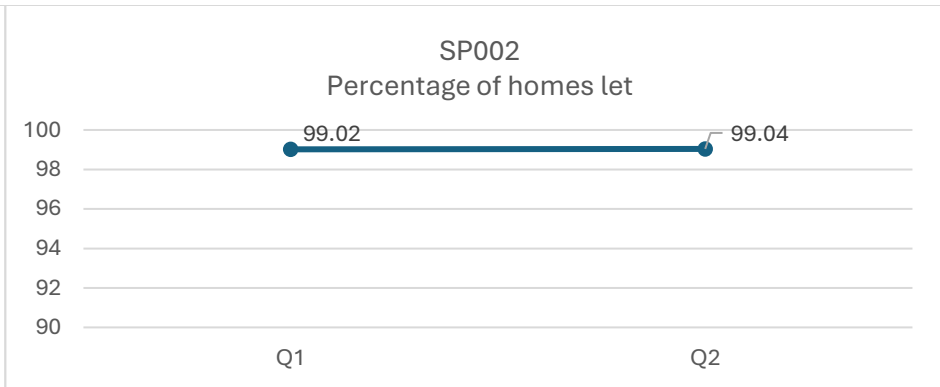
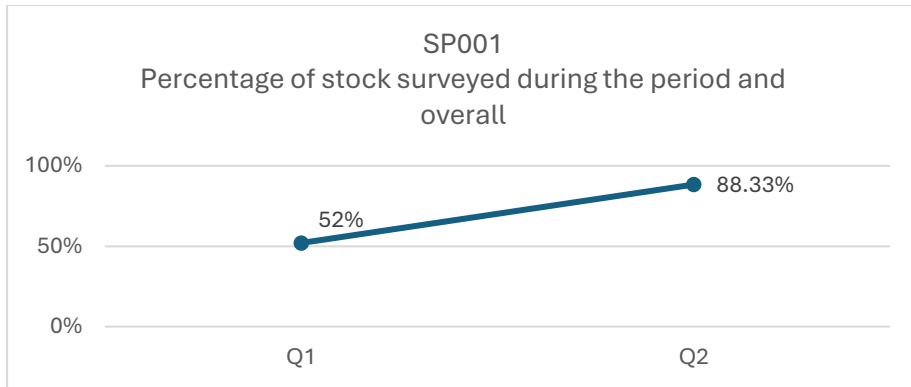
## Strategic Priority 1 – Improving our housing

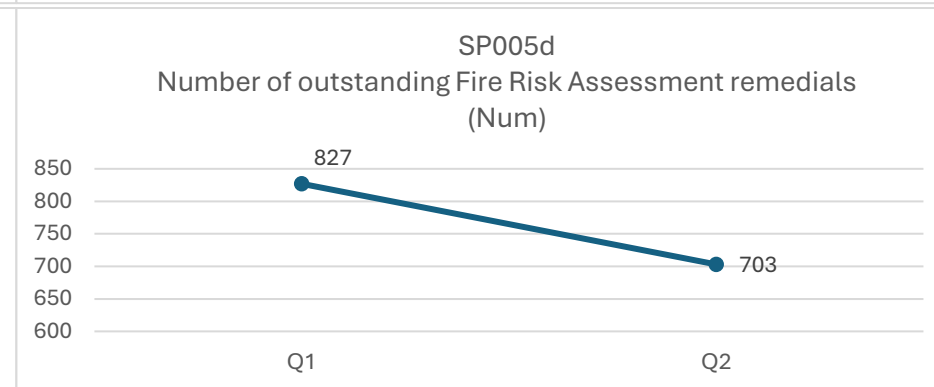
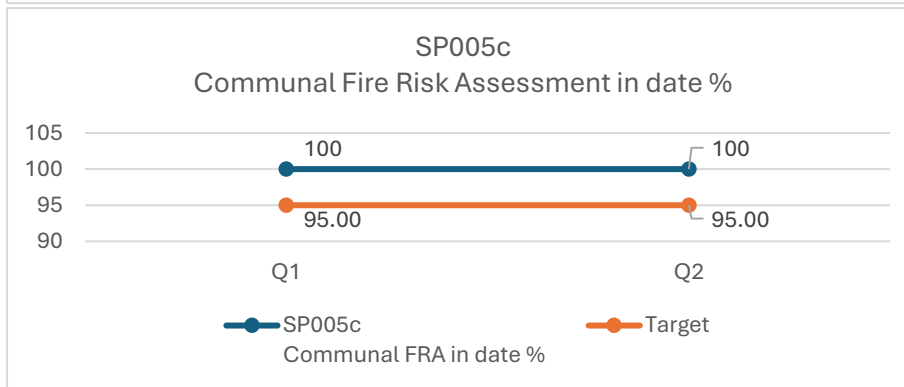
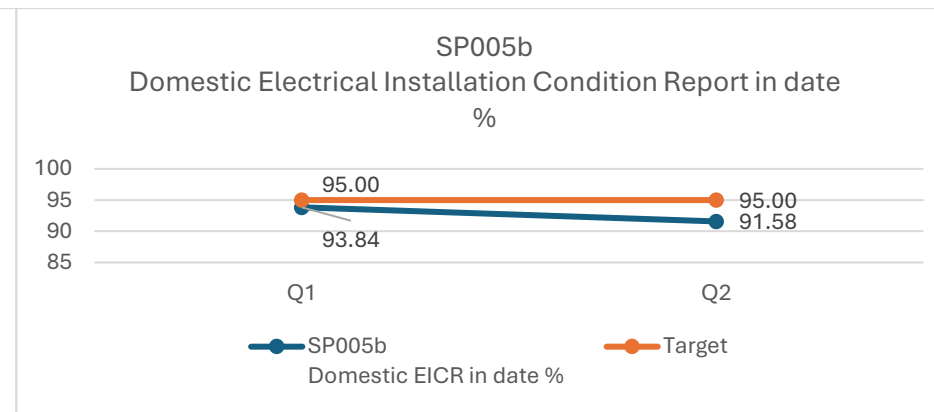
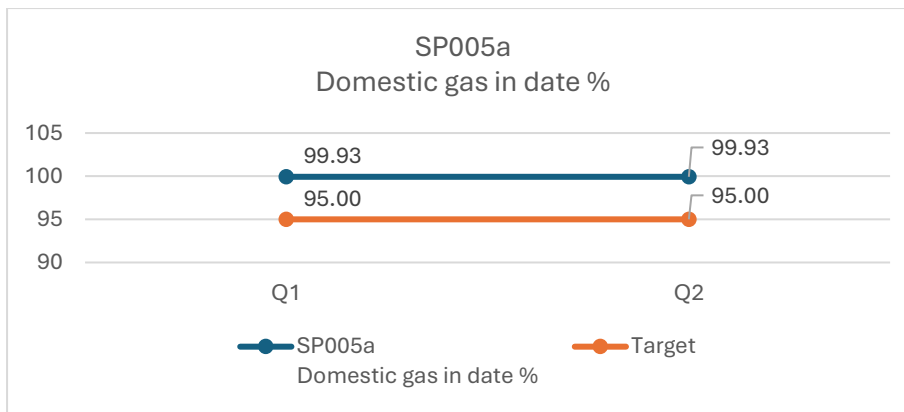
Performance Indicator	Q1	Q2	Q3	Q4	DoT / Target	Q2 Comments
<b>SP001</b> Percentage of HRA stock surveyed during the period and overall	52%	88.33%			N/A 	100% of properties have been visited, however we have been unable to access 11.67%. We have our 'no access' process <sup>1</sup> in place for the remaining outstanding properties.
<b>SP002</b> Percentage of homes let	99.02%	99.04%			N/A 	
<b>SP003</b> Number of households on housing register	1,753	1,872			N/A	The increase this quarter is due to the backlog being reduced and processed more quickly.
<b>SP004</b> Length of time to get on the housing register	22 Weeks	15 Weeks			8wks 	The team is now fully staffed which is having a positive impact on processing times, and the team expect to hit the 8-week target by the end of Quarter 3.
<b>SP005a</b> Percentage of domestic gas (Landlord Gas Safety Responsibility) in date	99.93%	99.93%			95% 	
<b>SP005b</b> Domestic Electrical	93.84%	91.58%			95% 	Our contractor has employed a new Resident Liaison Officer (RLO) to support with gaining access to difficult

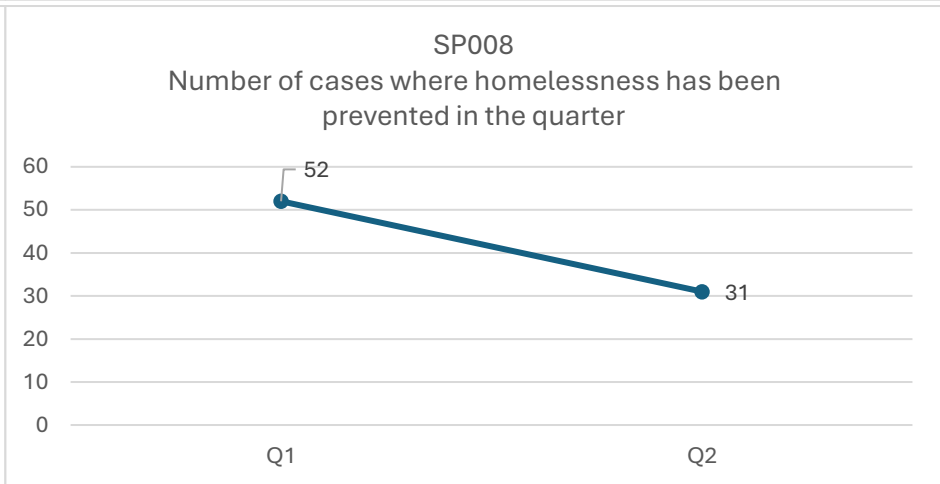
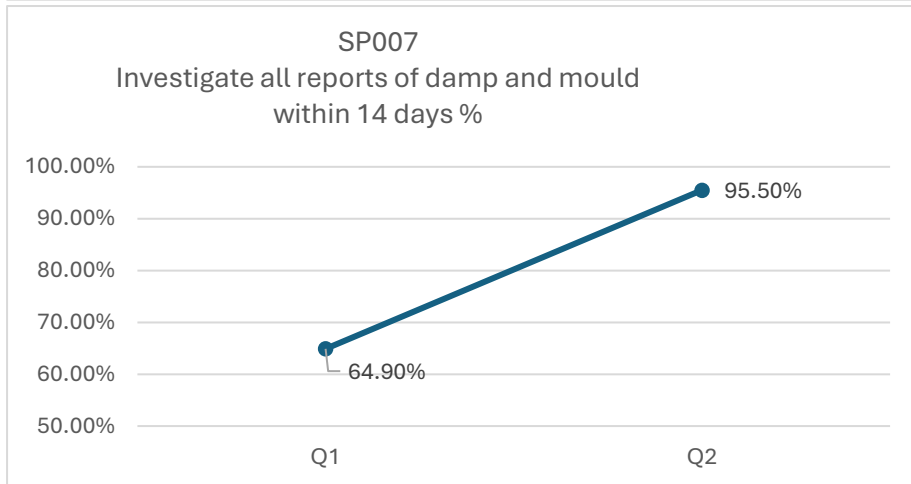
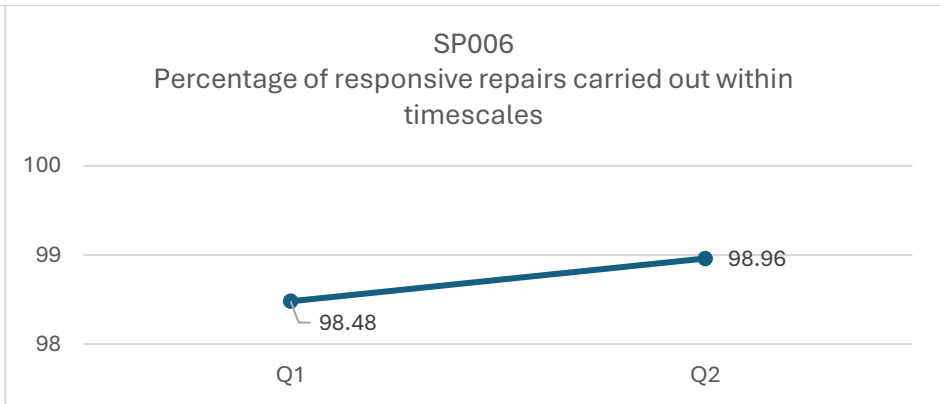
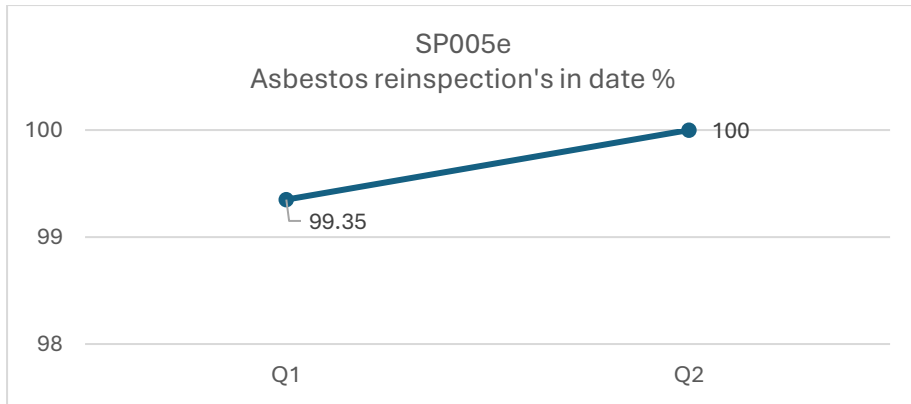
<sup>1</sup> Recent case law suggests that forced entries are deemed not to be a legal route to gain access to properties where no access is a persistent problem. We are taking our own Legal advice on this. The outcome may affect the future compliance rate of this indicator.

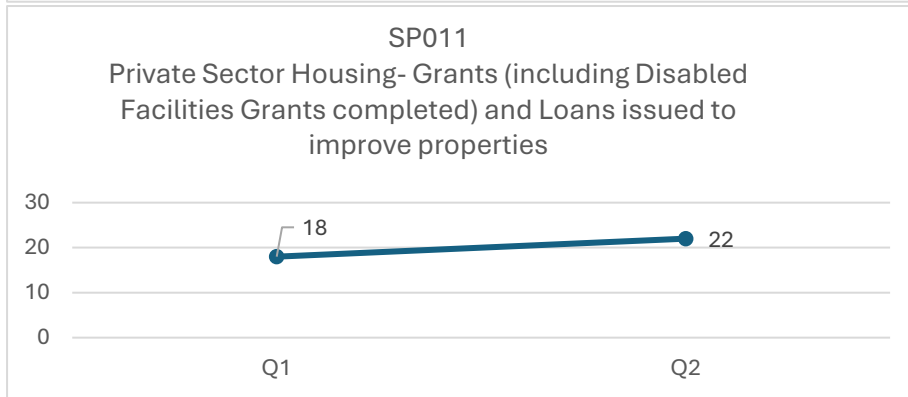
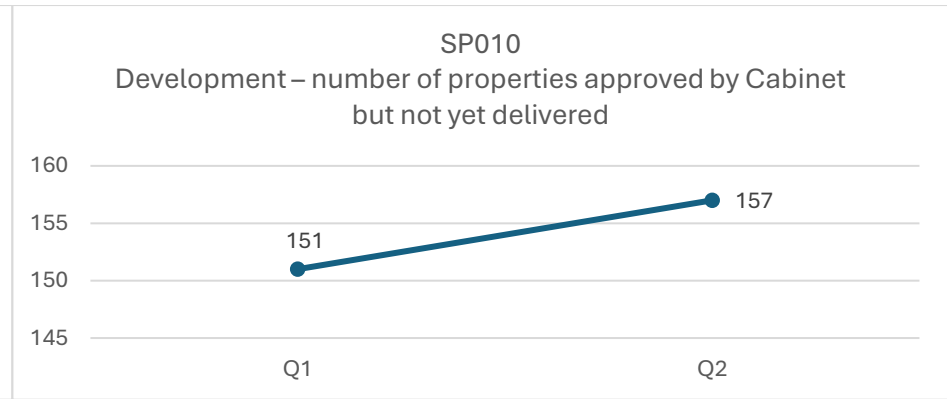
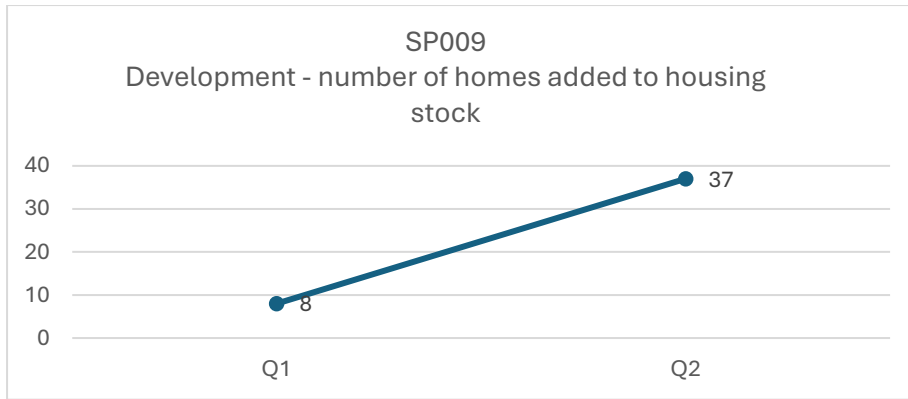
Performance Indicator	Q1	Q2	Q3	Q4	DoT / Target	Q2 Comments
Installation Condition Report (EICR) in date %						properties. Compliance team working closer with Housing Officer (HO) to strengthen support with access.
<b>SP005c</b> Percentage of communal Fire Risk Assessments (FRAs) in date	100%	100%			95% →	
<b>SP005d</b> Number of outstanding FRA remedials	827	703			N/A ↑	
<b>SP005e</b> Percentage of Asbestos reinspection's in date	99.35%	100%			95% ↑	
<b>SP006</b> Percentage of responsive repairs carried out within <u>timescales</u>	98.48%	98.96%			N/A ↑	
<b>SP007</b> Investigate all reports of damp and mould within 14 days (%)	64.90%	95.5%			100% ↑	44 reports of damp or mould received within Q2 of the year, of these 42 where initially attended within 14 days of the report being undertaken. Average time for each inspection is 8 days and we have seen a drop off in the number reported due to the stock condition survey numbers reducing.

Performance Indicator	Q1	Q2	Q3	Q4	DoT / Target	Q2 Comments
<b>SP008</b> Number of cases where homelessness has been prevented	52	31			N/A	
<b>SP009</b> Development - number of homes added to housing stock	8	37			N/A 	Handovers this quarter included bungalows and houses for affordable rent and houses for shared ownership. 2 x 4B houses and 4 x 2B bungalows were added to the stock, which helps to meet specific needs.
<b>SP010</b> Development – number of properties approved by Cabinet but not yet delivered	151	157			N/A 	
<b>SP011</b> Private Sector Housing- Grants (including Disabled Facilities Grants completed) and Loans issued to improve properties	18	22			N/A 	










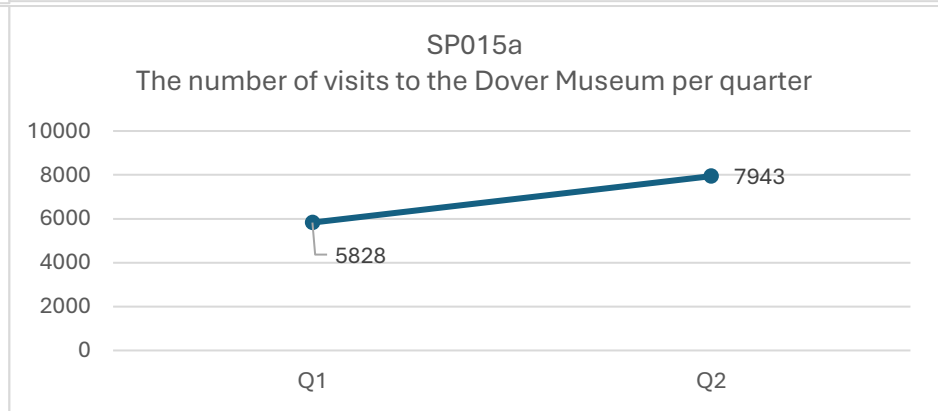
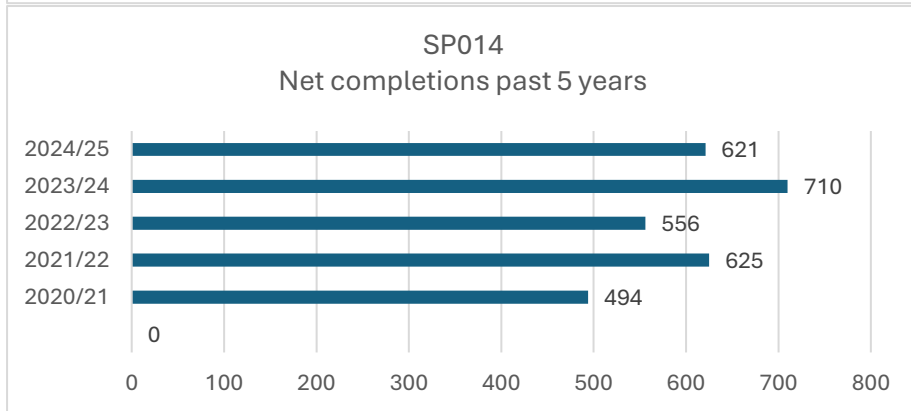
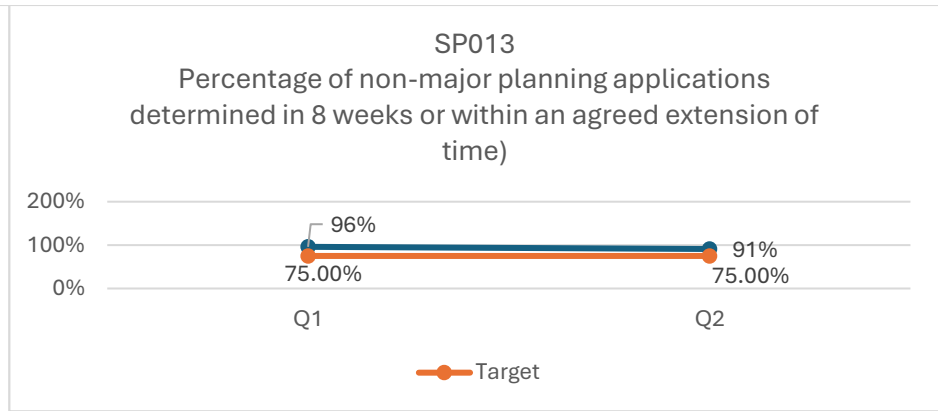
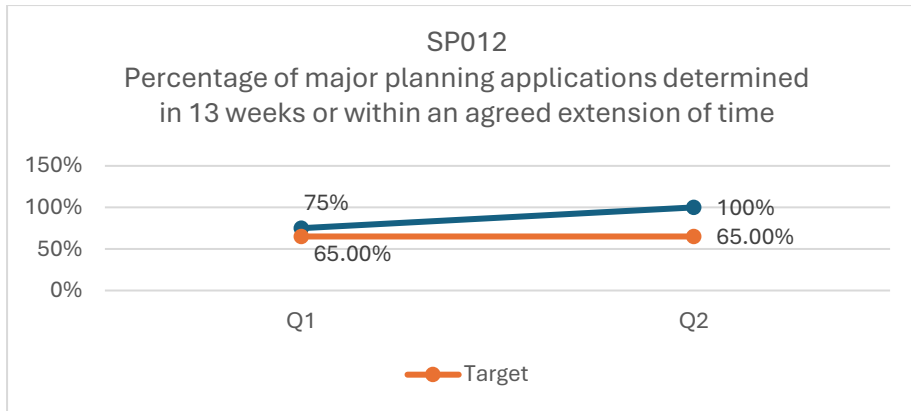


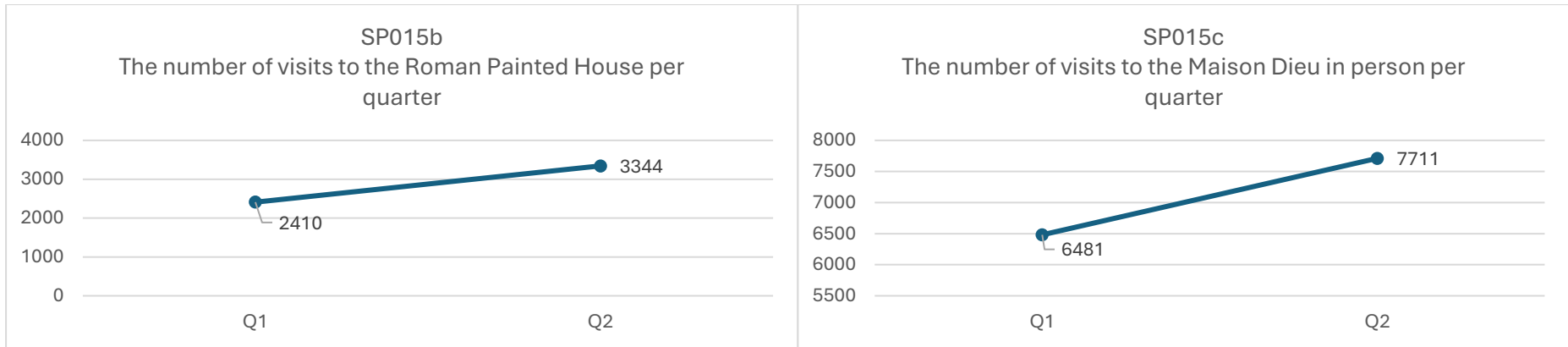


## Strategic Priority 2 - Growing our economy

Performance Indicator	Q1	Q2	Q3	Q4	DoT / Target	Q2 Comments
<b>SP012</b> Percentage of major planning applications determined in 13 weeks or within an agreed extension of time	75%	100%			65% 	7 majors - 3 within statutory time period and 4 within agreed extension of time.
<b>SP013</b> Percentage of non-major planning applications determined in 8 weeks (or within an agreed extension of time)	96%	91%			75% 	181 issued - 124 within statutory time period, 42 within an agreed extension of time and 15 without agreed extension of time.
<b>SP014</b> Number of new dwellings completed across the district – all developers within the monitoring year	621 (2024/2025)	N/A	N/A	N/A	611 per year	Data recorded annually for the preceding year.
<b>SP015a</b> The number of visits to Dover Museum per quarter	5,828	7,943			N/A 	

Performance Indicator	Q1	Q2	Q3	Q4	DoT / Target	Q2 Comments
<b>SP015b</b> The number of visits to the Roman Painted House in person per quarter	2,410	3,344			N/A 	
<b>SP015c</b> The number of visits to the Maison Dieu in person per quarter	6,481	7,711			N/A 	

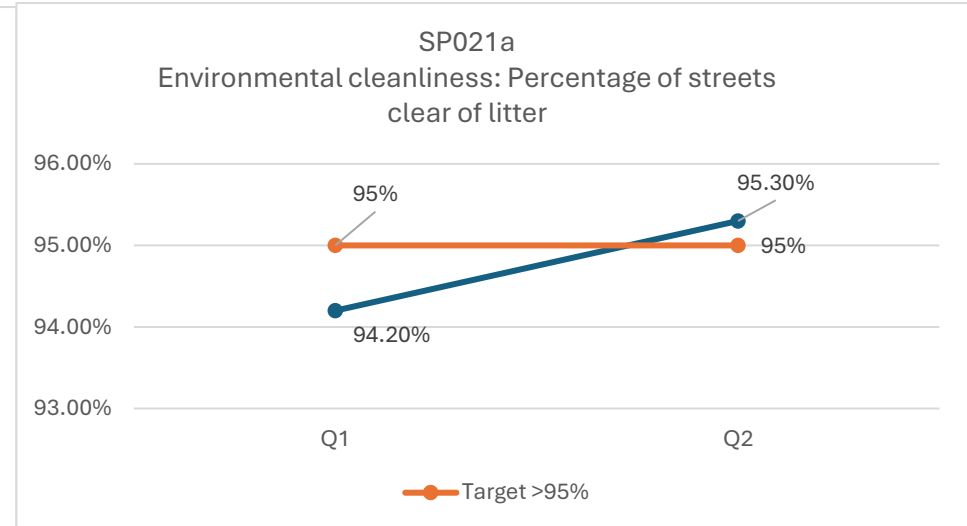
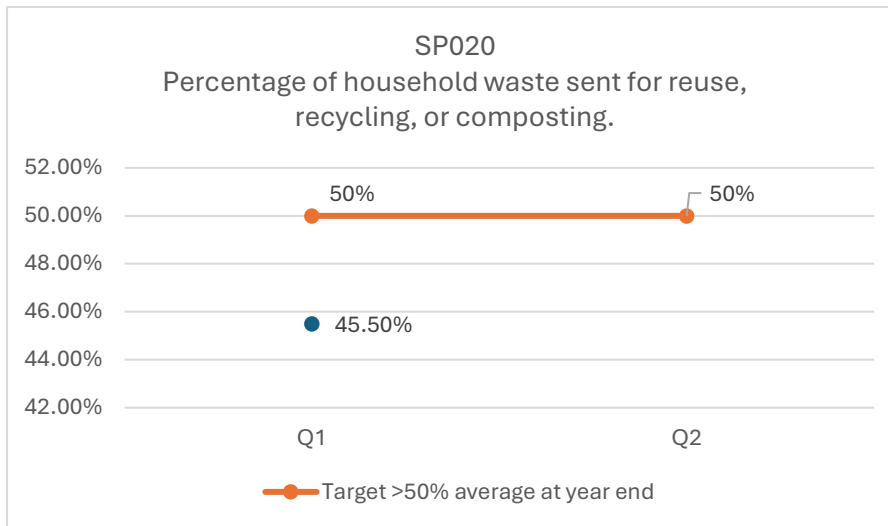
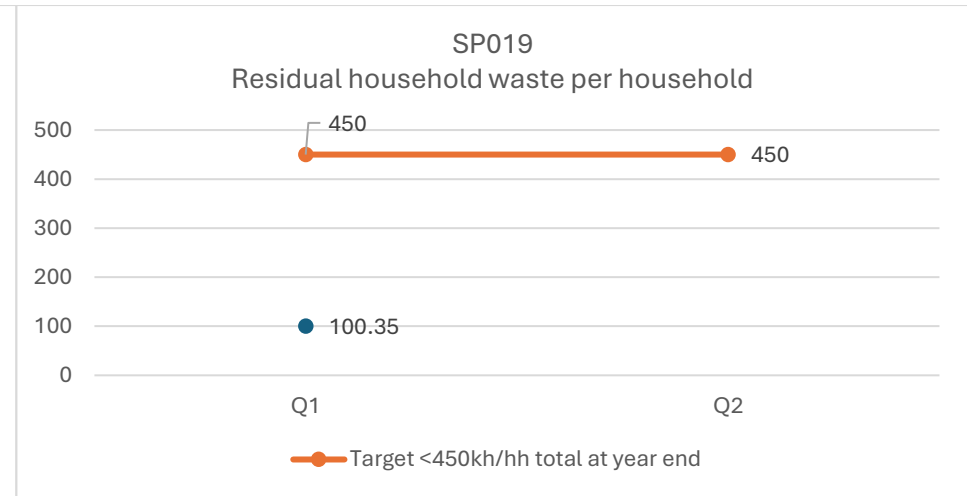
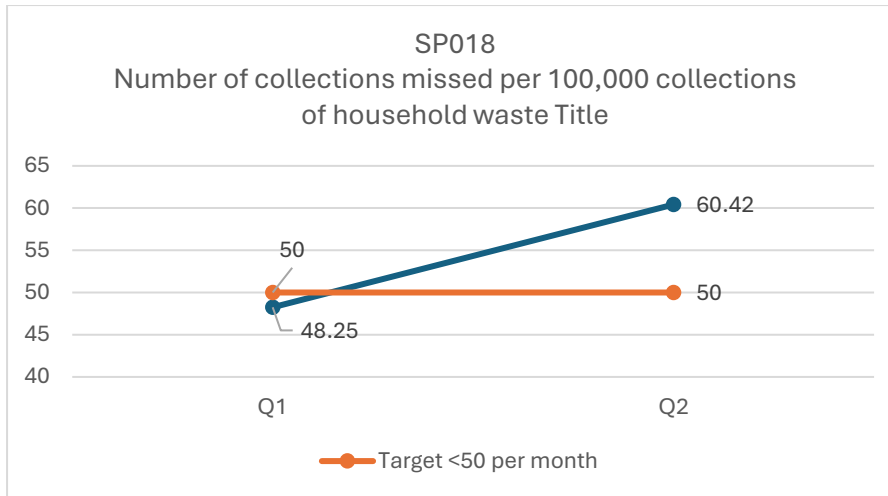


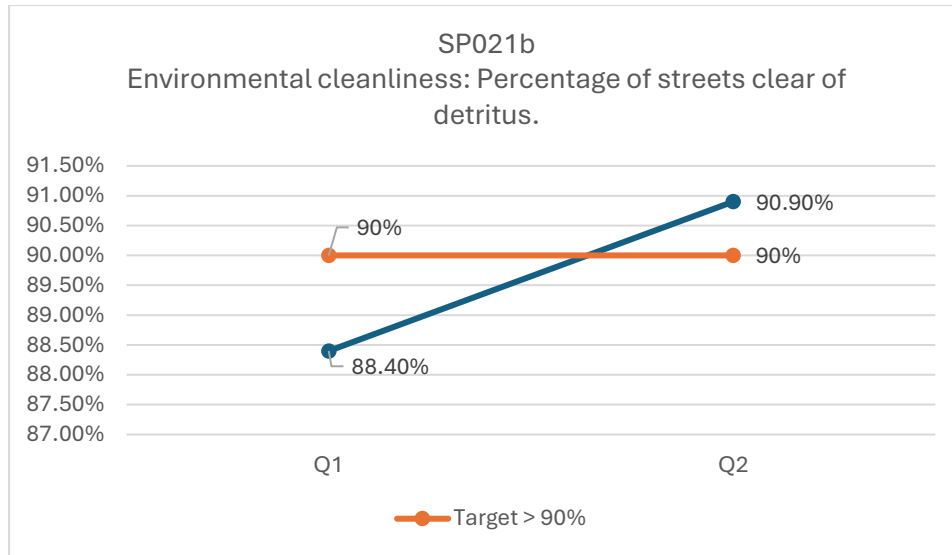


## Strategic Priority 3 - Protecting our environment

Performance Indicator	Q1	Q2	Q3	Q4	DoT / Target	Q2 Comments
<b>SP016</b> Reduction in Dover District Council's Green House Gas Emissions	N/A	174 tonnes reduction from 23/24 - 24/25			Net zero by 2030	Renewable Energy Guarantees of Origin Certificates were purchased for the leased leisure centres (288 tonnes). It was also confirmed that Veolia were already purchasing REGOs for the waste depot (20 tonnes). Dover District Council already purchases REGOs for its managed estate via the energy contract.
<b>SP017</b> Total Tonnes of CO2e Comparison	N/A	1,775 tonnes			Net zero by 2030 ↑	1,775 tonnes of emission for 2024/2025 represents an 54% reduction of emission since 2008-2029. This compares to 1,943 in 2023/2024 and 1,957 in 2022/2023 financial years.
<b>SP018</b> Number of collections missed per 100,000 collections of household waste	48.25	60.42			<50 Per month ↓	This is our 'human error' measure, and the industry accepted metric is 60 misses per 100,000, i.e. a 99.94% efficiency target. Our Contract sets a 50 misses per 100,000 target, i.e. seeking 99.95% efficiency. These targets apply irrespective of weather, season, visibility, traffic, householder and/or crew behaviour. Personnel issues impacted target efficiency in Q2 and penalties were levied accordingly.

Performance Indicator	Q1	Q2	Q3	Q4	DoT / Target	Q2 Comments
<b>SP019</b> Residual household waste per household	100.35	TBC*			<450kg /hh total at year-end ↓	*KCC data awaited 2024/25 Q2 – 103.01 Q3 – 99.76 Q4 -92.28
<b>SP020</b> Percentage of household waste sent for reuse, recycling, or composting.	45.50%	TBC*			>50% average at year-end ↑	*KCC data awaited 2024/25 Q2 – 43% Q3 – 43.4% Q4 – 42.5%
<b>SP021a</b> Environmental cleanliness: Percentage of streets clear of litter.	94.2%	95.3%			=>95% ↑	
<b>SP021b</b> Environmental cleanliness: Percentage of streets clear of detritus.	88.4%	90.9%			=>90% ↑	







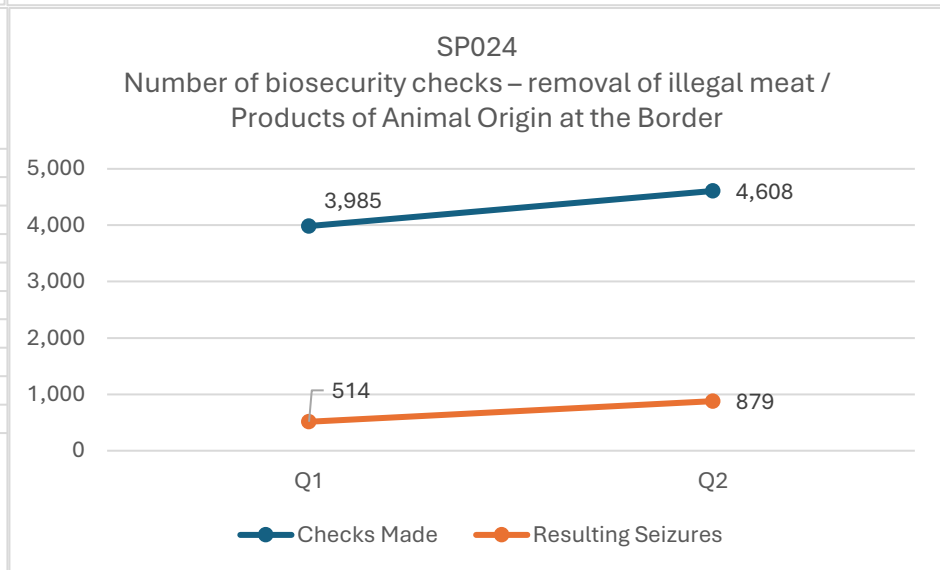
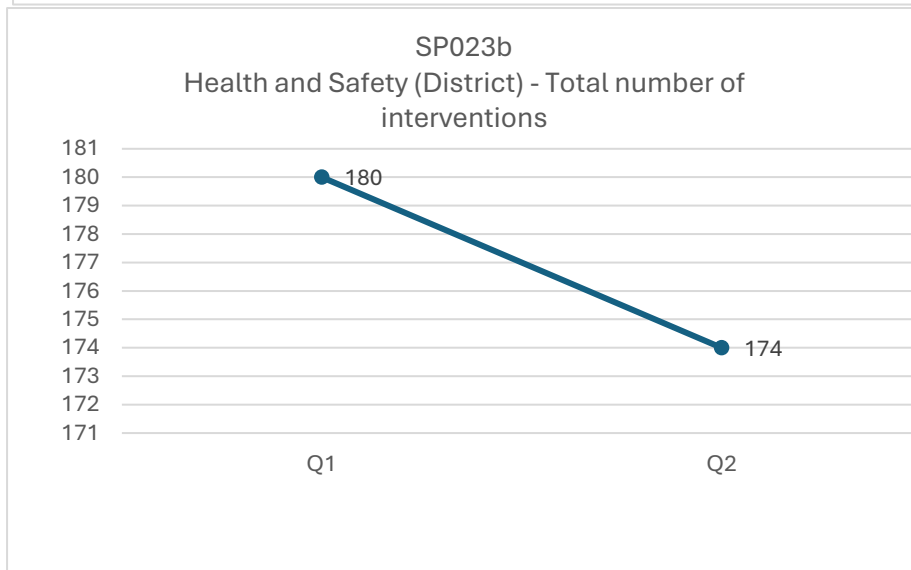
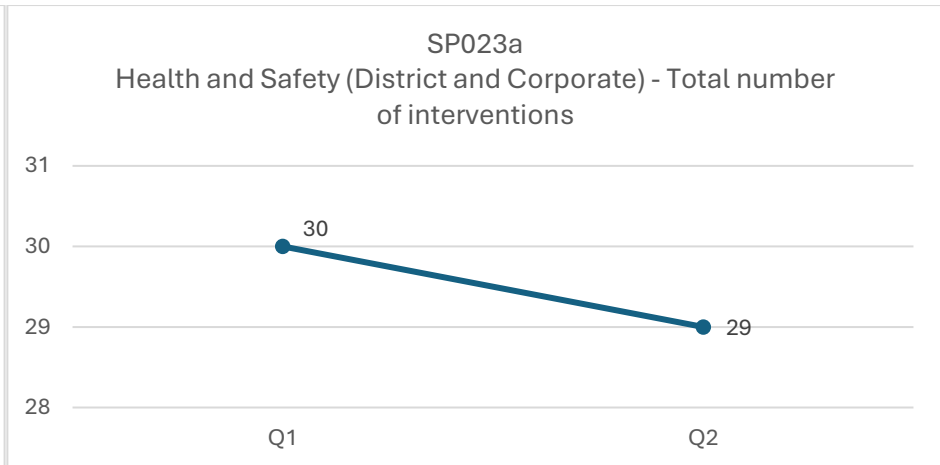
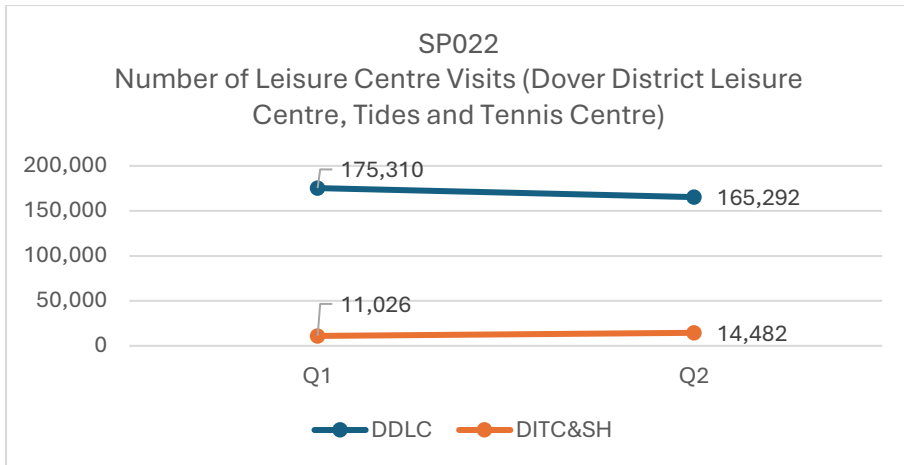
## Strategic Priority 4 - Supporting our communities

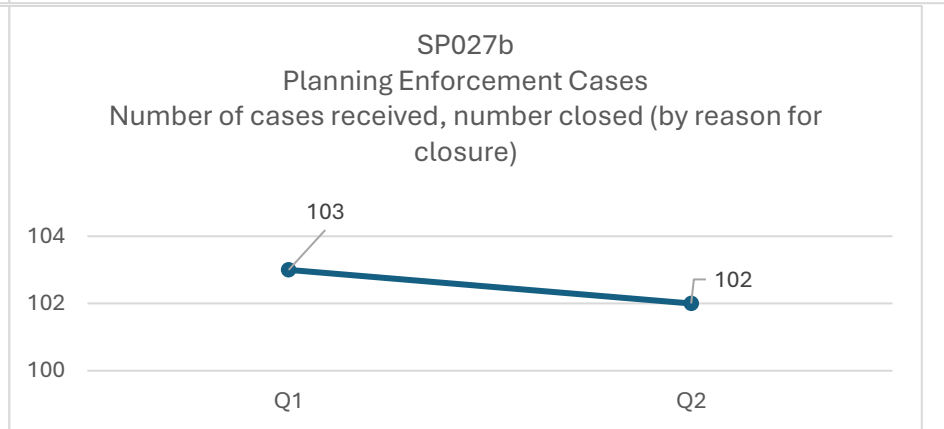
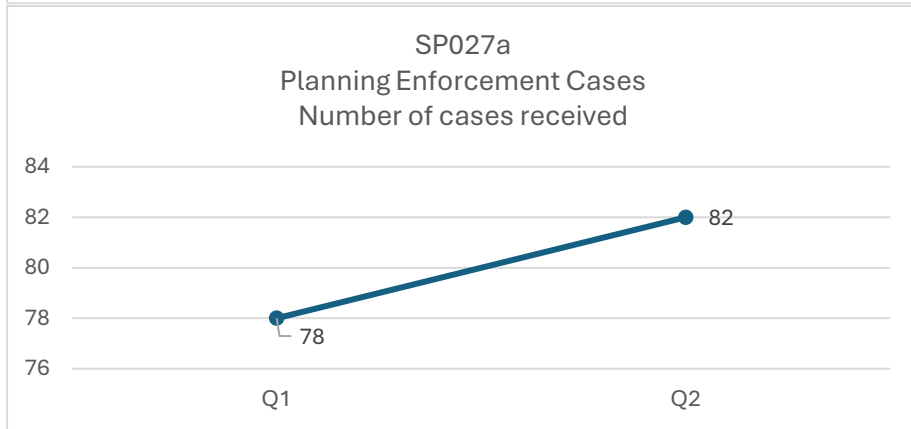
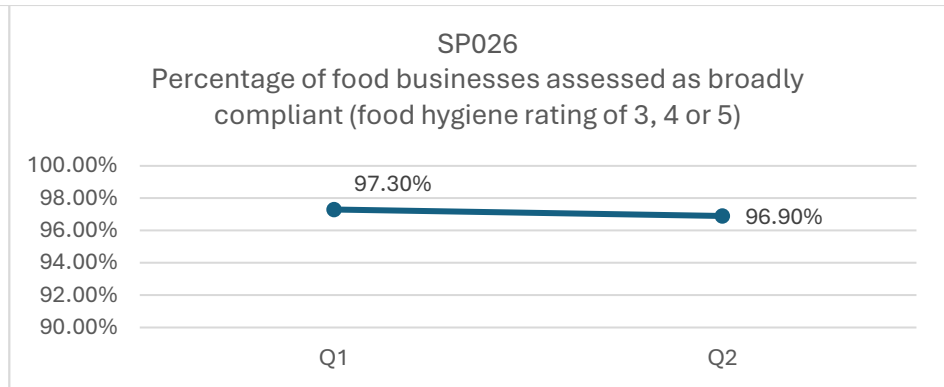
Performance Indicator	Q1	Q2	Q3	Q4	DoT / Target	Q2 Comments
<b>SP022</b> Number of Leisure Centre Visits (Dover District Leisure Centre, Tides and Tennis Centre)	175,310 (DDLC) 11,026 (DITC&SH)	165,292 (DDLC) 14,482 (DITC&SH)			N/A ↓	DITC&SH <sup>2</sup> is under a one year interim contract arrangement, the swimming pool is closed. Q2 is a total for dryside visits only. Some disruption to services is expected as we enter the project delivery phase from Oct 2.
<b>SP023a</b> Health and Safety (Corporate) - Total number of interventions	30	29			N/A	7 Injuries to staff 11 Reports of violence/abuse to staff 4 Members of the public injured on DDC land/property 5 Near misses 2 Reports of property damage 0 Dangerous Occurrences 0 reports of first aid 0 RIDDOR
<b>SP023b</b> Health and Safety (District) - Total number of interventions	180	174			N/A	This is made up of: Inspections/visits (including accident and complaint visits): 15 Accidents: 14 Complaints: 8 Enquiries/advice: 2 Consultations (Licensing, Safety Action Group and Planning): 135

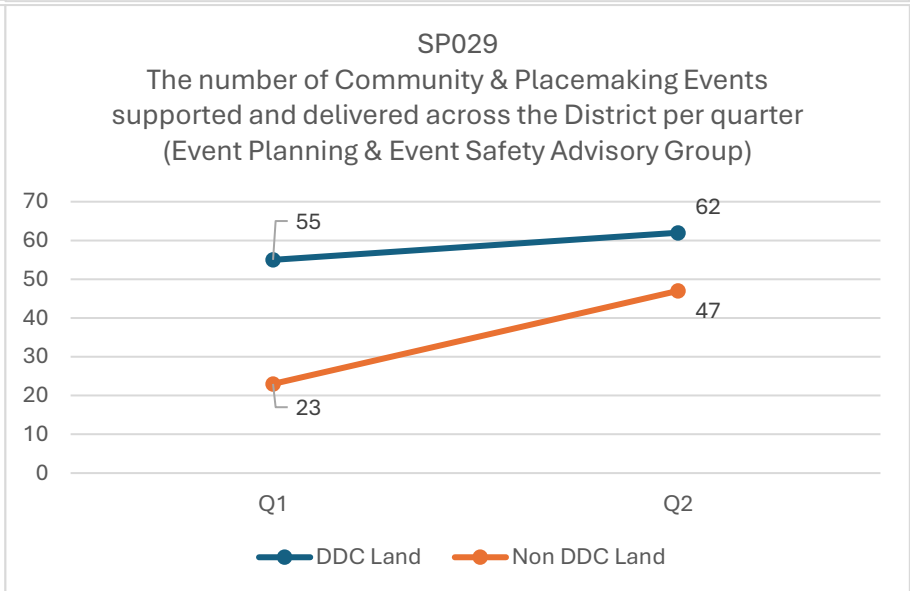
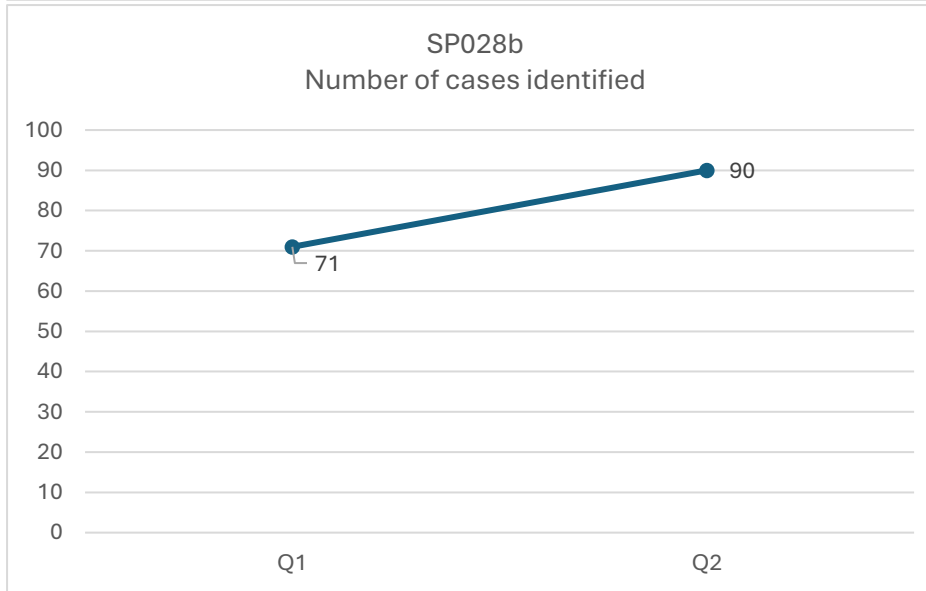
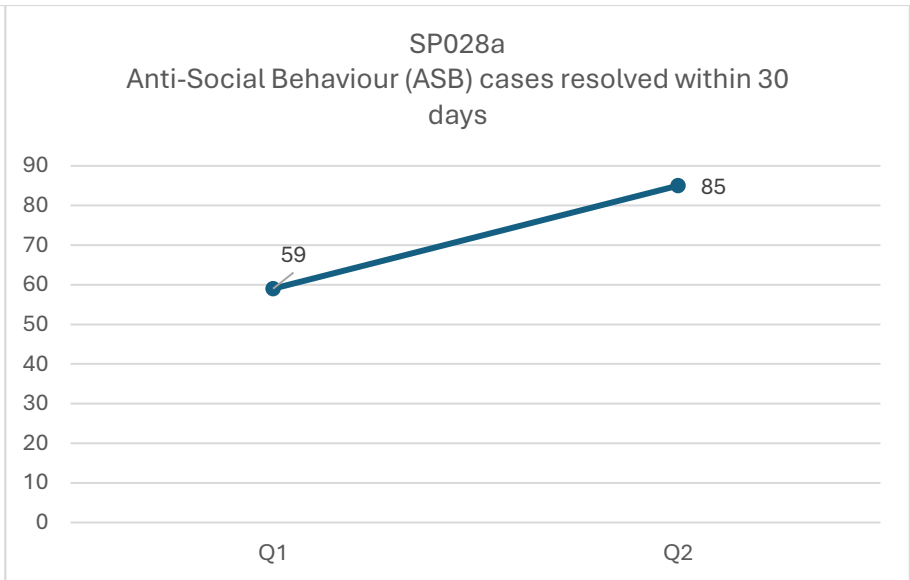
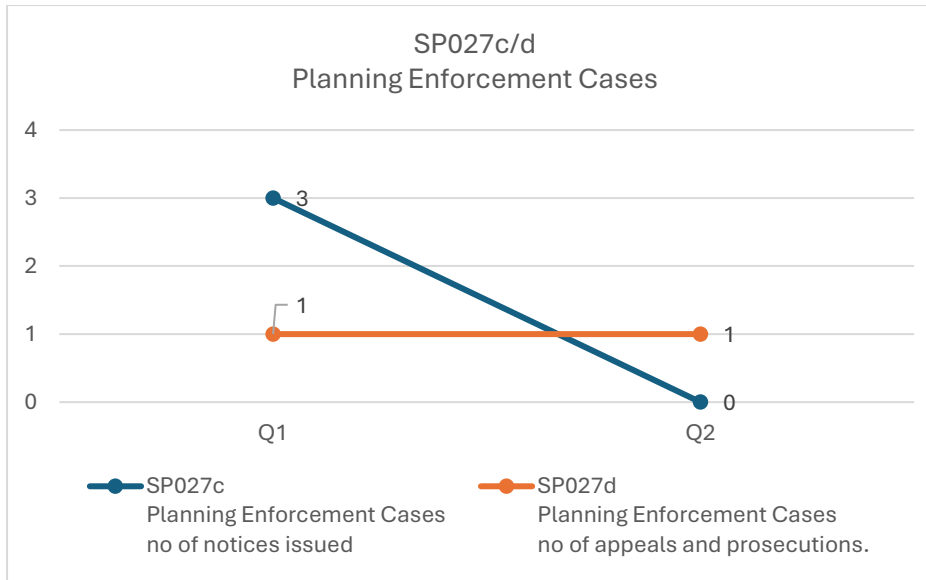
<sup>2</sup> Deal Indoor Tennis Court & Sports Hall

Performance Indicator	Q1	Q2	Q3	Q4	DoT / Target	Q2 Comments
<b>SP024</b> a) Number of biosecurity checks b) Removal of illegal meat / POAO at the Border	a) Checks - 3,985 b) Seizures - 514	a) Checks - 4,608 b) Seizures - 879			a) N/A ↑ b) N/A	Amount of seizures of illegal meat and products of animal origin at the border.
<b>SP025</b> Number of contacts made with food businesses (inspections, visits, advice given etc)	178	195			N/A ↑	
<b>SP026</b> Percentage of food businesses assessed as broadly compliant (food hygiene rating of 3, 4 or 5)	97.30%	96.60%			N/A	
<b>SP027a</b> Planning Enforcement Cases - Number of cases received	78	82			N/A	
<b>SP027b</b> Planning Enforcement Cases – Number of cases closed (by reason for closure)	103	102			N/A	42 - no breach 26 - no further action 13 - breach resolved 10 - planning permission granted 7 - breach ceased 2 – notice complied with 2 - Immune from enforcement action

Performance Indicator	Q1	Q2	Q3	Q4	DoT / Target	Q2 Comments
<b>SP027c</b> Planning Enforcement Cases - Number of notices issued	3	0			N/A	3 notices are being drafted, however, were not issued within Q2.
<b>SP027d</b> Planning Enforcement Cases - Number of appeals and prosecutions	1 appeal submitted	1 appeal submitted			N/A	Two appeals awaiting decisions in total. One appeal decision in Quarter 2 – upheld.
<b>SP028a</b> Anti-Social Behaviour (ASB) cases resolved within 30 days	59	85			N/A 	
<b>SP028b</b> Number of ASB cases identified	71	90			N/A	Expected rise due to seasonal ASB and warmer months
<b>SP029</b> Number of Community & Placemaking Events supported and delivered across the District per quarter (Event Planning & ESAG)	55 - DDC Land 23 - Non DDC Land	62 - DDC Land 47 - Non DDC land			N/A 	







## Strategic Priority 5 - Modernising our council

SP030 - Key Risks from the Corporate Risk Register

### DIRECTION OF TRAVEL

↓ Risk Reducing

↑ Risk Increasing

↔ Risk Unchanged

### RISK V THREAT

● - Indicates that part of the risk is a 'threat' that is beyond the Council's control to mitigate.

Risk No.	Risk Title	Risk Owner	Risk Description	Summary of Risk Control (Mitigation)	Risk Control	Inherent Risk Score	Residual Risk Score	Corporate Plan Priority	Direction of Travel & RAG	Review Date
R01	Financial Shortfall	Director of Housing, Finance & Assets	The impact of recession, inflation, the costs of overnight temporary accommodation and reduced Government funding results in a lack of sufficient financial resources which impacts on service provision and	The council has little influence over the causes of the risk. The Council continues to prepare the Medium-Term Financial Plan (MTFP) on a prudent basis to ensure it is robust. The s151 officer produces a robust and extensive s25 report to	Tolerate Treat	25	25	Modernising our Council (Maintaining Financial Stability)	↔	10/09/25

Risk No.	Risk Title	Risk Owner	Risk Description	Summary of Risk Control (Mitigation)	Risk Control	Inherent Risk Score	Residual Risk Score	Corporate Plan Priority	Direction of Travel & RAG	Review Date
			<p>the capital programme. The future of the key elements of local government finance, including the implementation of proposals in the fair funding review, Business Rates reset, proposed removal of New Homes Bonus, and the referendum threshold for Council Tax are all uncertain and are likely to remain so until December 2025.</p> <p>Capital resources are very limited. There are risks from overspend on major projects and the MTFP requires that no new major capital projects or commitments be added unless they are self-financing, funds are</p>	<p>Members. Budgets are closely monitored, and expenditure control and recruitment processes are tightly controlled.</p>						

Risk No.	Risk Title	Risk Owner	Risk Description	Summary of Risk Control (Mitigation)	Risk Control	Inherent Risk Score	Residual Risk Score	Corporate Plan Priority	Direction of Travel & RAG	Review Date
			available or other projects are cancelled.							
R02 ●	Business Rates Income	Director of Housing, Finance & Assets	<p>The projections of future BR income, and assumptions around the impacts of appeals and bad debts, have been made on a prudent basis to minimise the impact of any reduction in BR income and reserves will be used to smooth out volatility where possible.</p> <p>The current BR regime is unstable, and the impact of Government's plans for reset remain unclear.</p>	<p>The council has little influence over the causes of the risk. The Council continues to prepare the Medium-Term Financial Plan (MTFP) on a prudent basis to ensure it is robust. The s151 officer produces a robust and extensive s25 report to Members. Budgets are closely monitored, and expenditure control and recruitment processes are tightly controlled.</p> <p>The Council continues to engage proactively with the MHCLG and CIPFA to try and ensure the accounting and resourcing adjustments and the resource allocations from the new system are made on a reasonable basis for Dover</p>	Tolerate Treat	25	25	Modernising our Council (Maintaining Financial Stability)	↕	10/09/25

Risk No.	Risk Title	Risk Owner	Risk Description	Summary of Risk Control (Mitigation)	Risk Control	Inherent Risk Score	Residual Risk Score	Corporate Plan Priority	Direction of Travel & RAG	Review Date
				<i>The full risk control is contained on the individual risk sheet</i>						
				and that MHCLG use the most up to date data.						
R03	Increased homelessness and demand for social housing	Director of Housing, Finance & Assets	This is a demand led service, with peaks and troughs. There are currently very high levels of demand, predominantly due to increased serving of Section 21 Notices ('no fault evictions') by landlords ahead of changes to legislation relating to the private rented sector. There is also an increased number of familial evictions of young people by their parents / guardians.	<p>The Council is increasing the stock of affordable housing in the district.</p> <p>Alternatives to B&amp;B and nightly paid accommodation are also being purchased / developed for those accepted as homeless and B&amp;B accommodation, where required, is being purchased at lower nightly costs. Those in B&amp;B are also pro-actively managed to reduce the average length of stay and the costs to the Council.</p> <p>The Council is engaging with KCC to explore ways of commissioning supported housing that do not generate uncapped costs to the council.</p>	Treat	20	20	Improving our Housing	↕	10/09/25

Risk No.	Risk Title	Risk Owner	Risk Description	Summary of Risk Control (Mitigation)	Risk Control	Inherent Risk Score	Residual Risk Score	Corporate Plan Priority	Direction of Travel & RAG	Review Date
				<i>The full risk control is contained on the individual risk sheet</i>						
				Two Homelessness Prevention Officers have been appointed.						
R04	Unable to deliver Statutory Port Health functions and provide sufficient biosecurity controls at the Dover Border and Coquelles.	Director of Environment & Place (Deputy Chief Executive)  Head of Port Health and Public Protection	Dover District Council's Port Health Authority (DPHA) are responsible for identifying and removing non-compliant food, and Products of Animal Origin (POAO) at the Port of Dover and the Coquelles frontier. This service is of international significance, and with wide-ranging and potentially catastrophic impacts. Without appropriate funding this function cannot be delivered in a way that is proportionate to the volumes presented (24/7), and the scale of the risk that creates from the	<ul style="list-style-type: none"> <li>Working directly with select committees, and key stakeholders to encourage scrutiny of the work and decisions of the Defra department.</li> <li>Lobbying HMG to mitigate the risk created by Defra and to fund the service appropriately and permanently.</li> <li>Providing clear and consistent evidence of the risks created by HMG to GB biosecurity, directly to Minister(s) and MP's etc.</li> <li>Providing maximum smart service delivery with minimal personnel.</li> </ul>	Treat	25	25	Supporting our Communities	↕	03/09/25

Risk No.	Risk Title	Risk Owner	Risk Description	Summary of Risk Control (Mitigation)	Risk Control	Inherent Risk Score	Residual Risk Score	Corporate Plan Priority	Direction of Travel & RAG	Review Date
			<p>threat of disease incursion.</p> <p>Volumes of illegal POAO arriving via Dover continues to rise year-on-year. The risk of disease incursion via this border is exacerbated by DPHA's dependence on funding; poor strategic direction, and slow and limited responses from Defra on future proofing this critical border.</p> <p>The revised EU SPS agreement (announced 19<sup>th</sup> May) will ultimately result in the removal of the BTOM, and the operation of Sevington's BCP. This will not remove the risk from POAO, it is anticipated that it will increase consequently</p>	<p><i>The full risk control is contained on the individual risk sheet</i></p> <ul style="list-style-type: none"> <li>Seeking to keep costs stable.</li> </ul>						

Risk No.	Risk Title	Risk Owner	Risk Description	Summary of Risk Control (Mitigation)	Risk Control	Inherent Risk Score	Residual Risk Score	Corporate Plan Priority	Direction of Travel & RAG	Review Date
			and that further enhancement of border controls will be required (as indicated by the Government) at the border to comply with EU alignment.	<i>The full risk control is contained on the individual risk sheet</i>						
R13	Delivering a sustainable budget	Director of Housing, Finance & Assets	The pressures on funding from Council Tax, Business Rates, car parking, leisure income and other sources and the increase in costs arising from inflation which is increasing faster than income will place pressure on earmarked reserves to fund the budget. This will not be a long-term sustainable solution.	Brief cabinet on the strategic options available and the impact upon reserves to present a sustainable budget.  Maintain a smoothing reserve to cope with unexpected in-year pressures and meet the unexpected pressures of DEFRA's withdrawal of funding from reserves.  Produce a robust s25 report.	Treat	25	<b>25</b>	Modernising our Council (Maintaining Financial Stability)	↕	10/09/25
R17	Cyber Security, Business Continuity	Director of Environment and Place	The risk of an IT related business Continuity event occurring and causing disruption to the Council's	<ul style="list-style-type: none"> <li>Technical measures to improve business continuity and security. Working closely with</li> </ul>	Treat	25	<b>15</b>	Supporting our Communities	↕	21/08/25

Risk No.	Risk Title	Risk Owner	Risk Description	Summary of Risk Control (Mitigation)	Risk Control	Inherent Risk Score	Residual Risk Score	Corporate Plan Priority	Direction of Travel & RAG	Review Date
	and Disaster Recovery	(Deputy Chief Executive)  Head of Technology and Resilience	IT systems and general ability to function.	<p>Emergency Planning including carrying out regular simulated cyber and disaster exercises to test the council's plans.</p> <ul style="list-style-type: none"> <li>In house security team monitoring threat events and completing vulnerability management on all corporate devices to lower risk of cyber threats.</li> <li>Communication of major incidents needs to form part of the Communications and PR strategy.</li> <li>The council has a programme of annual cyber security and data protection training for staff and councillors.</li> </ul>				Modernising our Council		
R18	Cyberattack	Director of Environment and Place (Deputy	Cyberattack resulting in data breach or corruption of data	<ul style="list-style-type: none"> <li>We have systems in place for pro-active detection, prevention, investigation cyber-attacks.</li> </ul>	Treat	25	<b>15</b>	Supporting our Communities	↕	21/08/25

Risk No.	Risk Title	Risk Owner	Risk Description	Summary of Risk Control (Mitigation)	Risk Control	Inherent Risk Score	Residual Risk Score	Corporate Plan Priority	Direction of Travel & RAG	Review Date
		Chief Executive)  Head of Technology and Resilience		<ul style="list-style-type: none"> <li>Cyber Security training is given to all staff on an annual basis and as part of induction for new staff.</li> <li>In house security team monitoring threat events and completing vulnerability management on all corporate devices to lower risk of cyber threats.</li> </ul>				Modernising our Council		
R19	Health and Safety	Head of HR, H&S, Payroll and Corporate Communications	Accidents, Occupational Ill Health, Dangerous Occurrences, Near Misses etc. occurring to staff or members of the public, because of poor Health & Safety Management.	<p>H&amp;S team has been increased from 1 officer to 2, to increase H&amp;S activity across the Council and develop and deliver training sessions to raise awareness of risk, reporting and mitigation.</p> <p>Regular audit of departments will be implemented in Q1 2025 to identify high risk areas and report to CMT and H&amp;S Joint Consultative Health and Safety forum.</p>	Treat	25	<b>15</b>	Modernising our Council	↕	01/09/25

Risk No.	Risk Title	Risk Owner	Risk Description	Summary of Risk Control (Mitigation)	Risk Control	Inherent Risk Score	Residual Risk Score	Corporate Plan Priority	Direction of Travel & RAG	Review Date
				<i>The full risk control is contained on the individual risk sheet</i>						
R22	Emergency and Business Continuity Plans	Head of Technology and Resilience  Community Safety, Resilience and Digital Manager	Inability of the Council to fulfil its functions during an emergency due to inadequate Emergency and Business Continuity Plans	<ul style="list-style-type: none"> <li>Emergency Plans and Business Continuity Plans are in place and reviewed in an annual basis. This is a constant cycle of review.</li> <li>The on-call officers (Duty Response, Incident Liaison and Activation Officers) also receive update training and in line with the Out of Hours Call Centre training which is now in house allowing for a more cohesive approach to responding to incidents.</li> <li>A review BCP's so that the Corporate BCP can be completed. Revisions are planned within the 2024/2025 work plan and preparations have started regarding this.</li> </ul>	Treat	25	20	Supporting our Communities	↕	21/08/25

Risk No.	Risk Title	Risk Owner	Risk Description	Summary of Risk Control (Mitigation)	Risk Control	Inherent Risk Score	Residual Risk Score	Corporate Plan Priority	Direction of Travel & RAG	Review Date
				<i>The full risk control is contained on the individual risk sheet</i>						
R23	Public Service Network (PSN) non-compliance	Director of Environment and Place (Deputy Chief Executive)  Head of Technology and Resilience	Public Service Network (PSN) non-compliance results in the Council being unable to access Government Networks, which in turn impacts on service delivery	<ul style="list-style-type: none"> <li>The Vulnerability Management Program is in place and compliance work orders are now a regular feature of the operational teams' workloads.</li> <li>Metrics have been developed to better track and inform management responses.</li> <li>Undertaking an IT Health Check (ITHC) to enable the Council to renew PSN compliance.</li> </ul>	Treat	25	15	Not Applicable	↕	21/08/25
R24	Safeguarding	Head of Technology and Resilience  Community Safety, Resilience	Council and/ or contractors fails to adhere to meet safeguarding obligations as set out in legislation such as Children Act 2004 and The Care Act 2014.	<ul style="list-style-type: none"> <li>Safeguarding Policy and Persons in Position of Trust (PiPoT) Policies have been updated and currently awaiting to go to cabinet along with some additional policies within housing. This also includes contractual</li> </ul>	Treat	20	15	Supporting our Communities	↕	21/08/25

Risk No.	Risk Title	Risk Owner	Risk Description	Summary of Risk Control (Mitigation)	Risk Control	Inherent Risk Score	Residual Risk Score	Corporate Plan Priority	Direction of Travel & RAG	Review Date
		and Digital Manager		<p><i>The full risk control is contained on the individual risk sheet</i></p> <p>requirements for all key contractors.</p> <ul style="list-style-type: none"> <li>• Safeguarding Adult Reviews and Safeguarding Children Reviews take place annually</li> <li>• Safeguarding received a substantial reassurance by EKAP earlier this year.</li> <li>• Full review of all DDC posts requiring DBS checks are now completed by HR on all staff.</li> <li>• Handbook has been designed for DDC staff and contractors designed to be a useful toolkit for staff in reminding them of the authorities' obligations in regard to safeguarding.</li> </ul>						

Risk No.	Risk Title	Risk Owner	Risk Description	Summary of Risk Control (Mitigation)	Risk Control	Inherent Risk Score	Residual Risk Score	Corporate Plan Priority	Direction of Travel & RAG	Review Date
				<i>The full risk control is contained on the individual risk sheet</i>						
R26	Increasing Costs of Supported Housing	Director of Housing, Finance & Assets	Significant increases in the costs of supported housing following changes in social services practices by Kent County Council. KCC are commissioning supported housing within the Dover District from charity and private providers. The premium costs of the service are borne by DDC.	DDC officers are engaging with KCC to attempt to moderate or change the supported housing commissioning process within KCC. However, the financial pressures within KCC are such that there is limited prospect of success.	Treat Transfer	16	<b>16</b>	Modernising our Council (Maintaining Financial Stability)	↕	10/09/25
R27	S114 notices issued within Kent and Medway	Director of Housing, Finance & Assets	The issue of s114 notices by s151 officer5s within KCC and Medway, leading to more extreme cost savings within those councils and cost shunt to the districts and, in the event of financial failure, restructuring of local government in Kent to a unitary model.	There are no realistic mitigations that can be undertaken at district level.	Tolerate	20	<b>20</b>	Modernising our Council (Maintaining Financial Stability)	↕	10/09/25

Risk No.	Risk Title	Risk Owner	Risk Description	Summary of Risk Control (Mitigation)	Risk Control	Inherent Risk Score	Residual Risk Score	Corporate Plan Priority	Direction of Travel & RAG	Review Date
				<i>The full risk control is contained on the individual risk sheet</i>						
R28	Tree Failures	Head of Parks, Open Spaces and Countryside	<p>The Council cares for around 150 hectares of parks, open spaces, sports pitches, cemeteries, and closed churchyards on a regular schedule, while many further hectares of land are visited by the in-house grounds maintenance team on a reactive basis.</p> <p>Numerous trees are present on DDC owned land and increasingly frequent extreme weather events raise the likelihood of tree failures, with potential personal injury or property damage. However, this potential danger should always be weighed against the environmental benefit provided by trees. Condition surveys of tree</p>	<p>Where fallen or dangerous trees are noted by the GM team during their rounds, or issues are reported by the public, the Parks and Open Spaces section arranges reactive works via its term maintenance arboriculture contractor. A specialist consultant has been appointed to survey tree stock at the Council's strategic sites during 2025 and any urgent works identified will be undertaken as a priority. The next phase will be to survey all council owned sites that are subject to regular maintenance (anticipated to commence 2026). In the medium term a tree management strategy will be developed, that will include consideration of periodic tree surveys for all Council owned land, including</p>	Treat	15	15	<p>Improving our Housing</p> <p>Protecting our Environment</p>	↕	06/08/25

Risk No.	Risk Title	Risk Owner	Risk Description	Summary of Risk Control (Mitigation)	Risk Control	Inherent Risk Score	Residual Risk Score	Corporate Plan Priority	Direction of Travel & RAG	Review Date
			stock at strategic sites were last undertaken in 2019/20, covering the main parks, all cemeteries and closed churchyards. However, many of the Council's smaller amenity spaces within housing areas were excluded from these surveys. In addition, no surveys have been carried out on council owned land that falls outside the regular maintenance regime, some of which is located adjacent to residential areas. Therefore, currently it is difficult to quantify the risk presented by tree failures on Council owned land.	areas that are currently only visited on a reactive basis.						
R36	Veolia	Head of Parks, Open	Waste Services – Cloud System	There is a potential risk to a third-party system that the Council has identified and is	Treat	20	20	Modernising our Council	↕	21/08/25

Risk No.	Risk Title	Risk Owner	Risk Description	Summary of Risk Control (Mitigation)	Risk Control	Inherent Risk Score	Residual Risk Score	Corporate Plan Priority	Direction of Travel & RAG	Review Date
		Spaces & Countryside Head of Technology and Resilience		<i>The full risk control is contained on the individual risk sheet</i> working with the supplier over the implementation of measures to address. This has reached the testing phase with the supplier of the system, and it is expected that the residual risk will reduce significantly in the near future.						