DOVER DISTRICT COUNCIL

Strategic Performance Report

Quarter 1, 2026/27 (1 April to 30 June 2026)



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Introduction

This report presents the Strategic Performance data for Quarter 1 of the 2026–27 financial year, covering the period 1 April to 30 June 2026. It provides an overview of performance against the Council's Strategic Priorities and the agreed, associated Strategic Performance Indicators (SPIs), supporting effective oversight, accountability and informed decision-making.

The Strategic Performance Indicator (SPI) suite was reviewed and approved for 2026–27 to ensure that reporting remains aligned to the Corporate Plan, statutory duties and key service priorities. This includes the introduction of additional housing and corporate compliance indicators, together with revisions to existing measures, enabling more comprehensive monitoring of regulatory compliance and service performance across the Council. Where New or Modified SPIs – this is indicated in the DoT column.

The format of the report continues to present performance information for each Strategic Priority through a combination of tabular and graphical reporting. This enables Members and senior officers to review performance at both an individual indicator level and across the Council's strategic priorities as a whole.

We have continued to use Direction of Travel (DoT) arrows to show changes in performance since the previous quarter (where appropriate). Following feedback, to improve clarity, the arrows are now colour-coded, with green indicating improving performance, blue remaining the same and orange indicating declining performance. This reflects the fact that an increase is positive for some indicators, while a decrease is positive for others.

As the first report of the financial year, Quarter 1 establishes the baseline position for 2026–27 and provides an early indication of progress towards the Council's strategic objectives. Where comparative data is available, performance has been benchmarked against 2025–26 results to support trend analysis and performance monitoring throughout the year.

Summary / Headline Achievements or Concerns

Improving our housing

✓ SP005c, SP005e & SP005g – Housing compliance remained strong with 100% performance achieved.

✓ SP030a, b, c and g – Corporate compliance was 100% for gas, electric, fire and lifts.

• SP003 & SP004 – Housing register demand remains high, and processing times are above target.

• SP006 & SP007 – Repairs, damp & mould performance remain below target.

• SP008 – The number of cases where homelessness was prevented was lower this quarter.

Growing our economy

✓ SP012 & SP013 – Planning application performance exceed targets.

✓ SP014 – 625 new dwellings were completed across the district in 2025/26 (against the target of 611 per year).

Protecting our environment

• SP018 – SP020 – Waste collections and street cleanliness were marginally down for Q1 (however, in line with Q1 of the previous year).

Supporting our communities

✓ SP024a – Border biosecurity activity remained high throughout quarter 1.

✓ SP026 – Food business compliance exceeded target at 96.8%.

• SP027 & SP028 – Demand for Planning Enforcement and Anti-Social Behaviou services remained high.

Strategic Priority 1 – Improving our housing

	2025/26			2026/27			
Performance Indicator	**Q2**	**Q3**	**Q4**	**Q1**	**DoT**	**Target**	**Q1 Comments**
SP001 Percentage of stock that comply with the Decent Homes Standard	-	-	-	96.60%	NEW (N/A)	100%	The works required to deliver decent homes have been identified and costed (£2.9m of work with approximately 1600 components upgraded).
SP002 Percentage of homes let	99.04%	98.5%	99%	97.83%	↓	99%	This quarter has seen several new developments handed over, which has increased the number of new void properties. The restructure of the Lettings Team was completed this quarter, and new staff are now fully trained and will be working to achieve the target.
SP003 Number of households on housing register	1872	1939	1977	1980	N/A	Observational data only	
SP004 Length of time to get on the housing register	15 Weeks	11 Weeks	11 Weeks	13 Weeks	↓	8 Weeks	There has been a noticeable increase in the number of new applications received per month, combined with staff annual leave.
SP005a Housing Compliance: Domestic gas in date %	99.93%	100%	99.93%	99.9%	↑	100%	

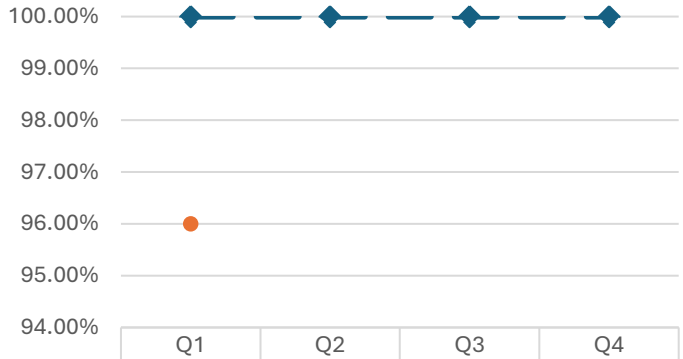
	2025/26			2026/27			
Performance Indicator	**Q2**	**Q3**	**Q4**	**Q1**	**DoT**	**Target**	**Q1 Comments**
SP005b Housing Compliance: Domestic EICR (Electrical Installation Condition Report) in date %	91.58%	95.48%	94.63%	92.44%	↓	100%	We are seeking to take enforcement action against tenants that have refused access. An initial tranche of files are with Housing Management. On the back of this, we expect to see improvements from Quarter 2 onwards.
SP005c Housing Compliance: Communal FRA (Fire Risk Assessments) in date %	100%	100%	100%	100%	→	100%	
SP005d Housing Compliance: Number of overdue FRA (Fire Risk Assessments) remedials	-	465	129	138	MODIFIED ↓	0	We are in the process of appointing a new contractor to complete the remaining works, with approval being sought in September/October. Note: None of the outstanding items have been assessed as unsafe or requiring urgent attention.
SP005e Housing Compliance: Asbestos reinspection's in date %	100%	100%	100%	100%	→	100%	
SP005f Housing Compliance: Legionella testing completed in date %	-	-	-	94.12%	NEW (N/A)	100%	One Legionella Risk Assessment is complete but currently with the contractor for Quality Control – until this assessment of quality is complete it cannot be considered received by Dover District Council and therefore counts toward the performance indicator.

	2025/26			2026/27			
Performance Indicator	**Q2**	**Q3**	**Q4**	**Q1**	**DoT**	**Target**	**Q1 Comments**
SP005g Housing Compliance: Passenger lift servicing in date %	-	-	-	100%	NEW (N/A)	100%	
SP006 Percentage of responsive repairs carried out within timescales	98.96%	97.42%	97.28%	92.23%	↓	97%	Some admin work has been completed to the Mears and Dover repairs systems to clear older works orders. This has caused a temporary drop in performance.
SP007 Resolve reports of damp & mould within 21 calendar days (%)	-	-	-	78.70%	MODIFIED	100%	61 reports - 12 within 21 days, 13 over 21 days (average of 30.2 days), 14 no work required, 8 no access, 14 in progress. Only those over 21 days used in calculation, remainder deemed to be within time.
SP008 Number of cases where homelessness has been prevented	31	33	31	21	N/A	Observational data only	As at 01.07.26, this is number of applicants with a prevention duty end date between 01.04.26 and 30.06.26 where prevention activity resulted in securing existing or alternative accommodation.
SP009 Development - number of homes added to housing stock	37	35	12	11	N/A	Observational data only	Handovers of homes across three sites have been delayed due to operational issues and are now expected to be completed in Quarter 2.
SP010 Development – number of properties approved by Cabinet but not yet delivered	157	208	298	300	N/A	200 (Yearly average)	300 Cabinet-approved homes remained undelivered at the end of Q1 2026/27. Based on current programme information, around 36 homes are forecast for delivery during Q2,

	2025/26			2026/27			
Performance Indicator	**Q2**	**Q3**	**Q4**	**Q1**	**DoT**	**Target**	**Q1 Comments**
							reducing the undelivered pipeline to approximately 264 homes.
SP011 Private Sector Housing- Grants (including Disabled Facilities Grants completed) and Loans issued to improve properties	22	16	28	18	N/A	Observational data only	
SP030a Corporate Compliance: Commercial gas in date %	-	-	-	100%	NEW (N/A)	100%	
SP030b Corporate Compliance: Commercial EICR (Electrical Installation Condition Report) in date %	-	-	-	100%	NEW (N/A)	100%	
SP030c Corporate Compliance: Commercial FRA (Fire Risk Assessment) in date %	-	-	-	100%	NEW (N/A)	100%	
SP030d Corporate Compliance: Number of overdue corporate FRA (Fire Risk Assessment) remedials	-	-	-	67	NEW (N/A)	0	All outstanding FRA actions have been reviewed and are being worked through with the Health and Safety Team.

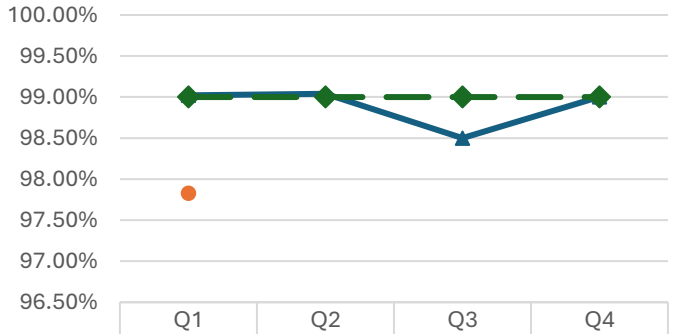
	2025/26			2026/27			
Performance Indicator	**Q2**	**Q3**	**Q4**	**Q1**	**DoT**	**Target**	**Q1 Comments**
SP030e Corporate Compliance: Corporate Asbestos reinspection's in date %	-	-	-	86%	NEW (N/A)	100%	Overdue surveys have been arranged – documentation was not received before the end of Q1.
SP030f Corporate Compliance: Legionella testing in date %	-	-	-	90%	NEW (N/A)	100%	One test was overdue at the end of Q1.
SP030g Corporate Compliance: Passenger lift servicing in date %	-	-	-	100%	NEW (N/A)	100%	

SP001: Percentage of stock that comply with the Decent Homes Standard



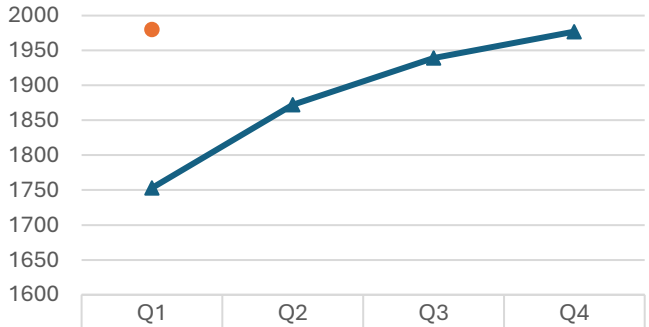
	Q1	Q2	Q3	Q4
This Year (2026-27)	96.00%			
Target	100%	100%	100%	100%

SP002: Percentage of homes let



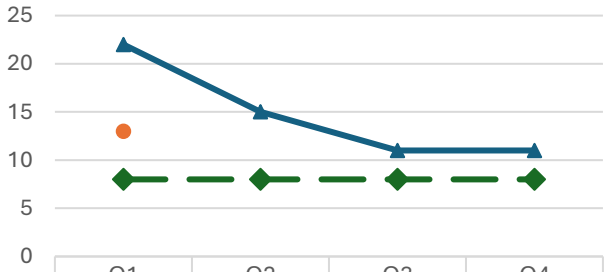
	Q1	Q2	Q3	Q4
This Year (2026-27)	97.83%			
Previous Year (2025-26)	99.02%	99.04%	98.50%	99.00%
Target	99%	99%	99%	99%

SP003: Number of households on housing register

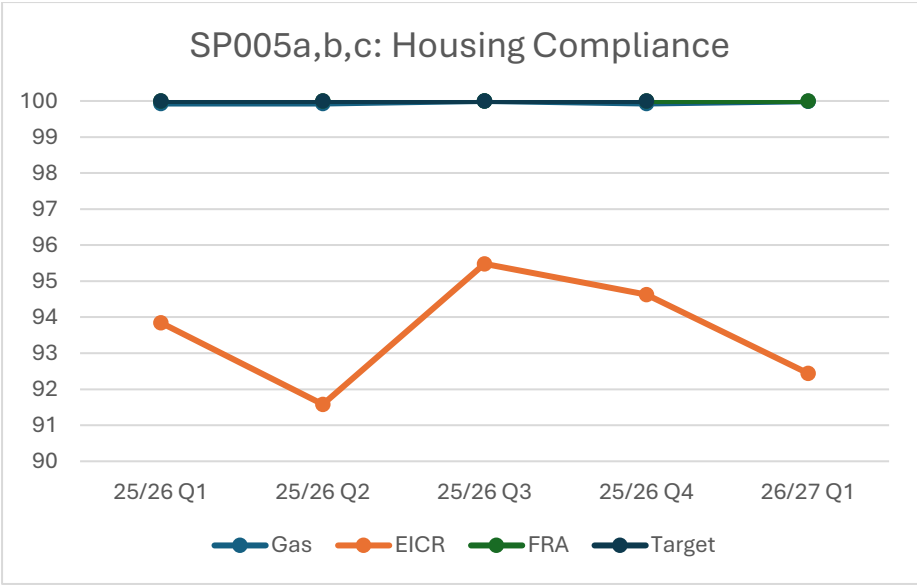


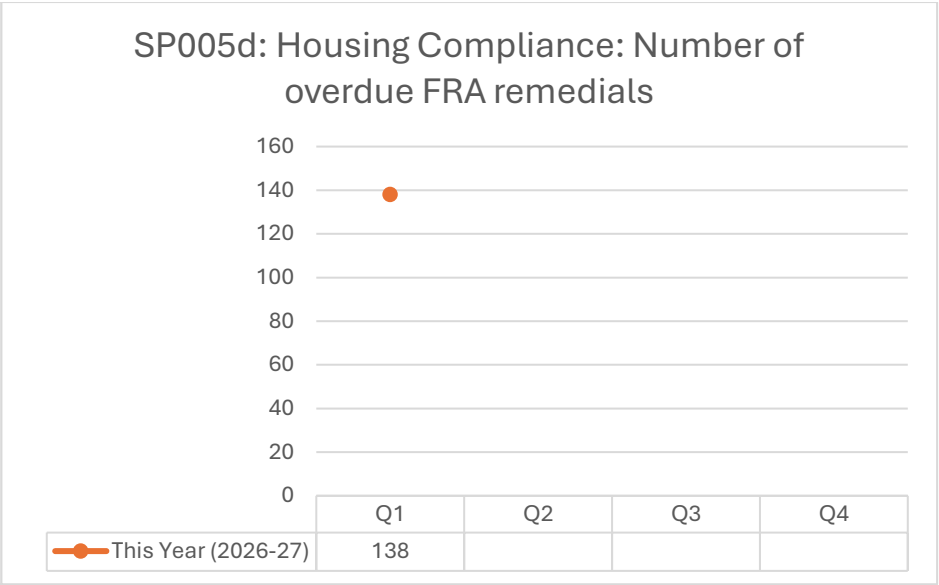
	Q1	Q2	Q3	Q4
This Year (2026-27)	1980			
Previous Year (2025-26)	1753	1872	1939	1977

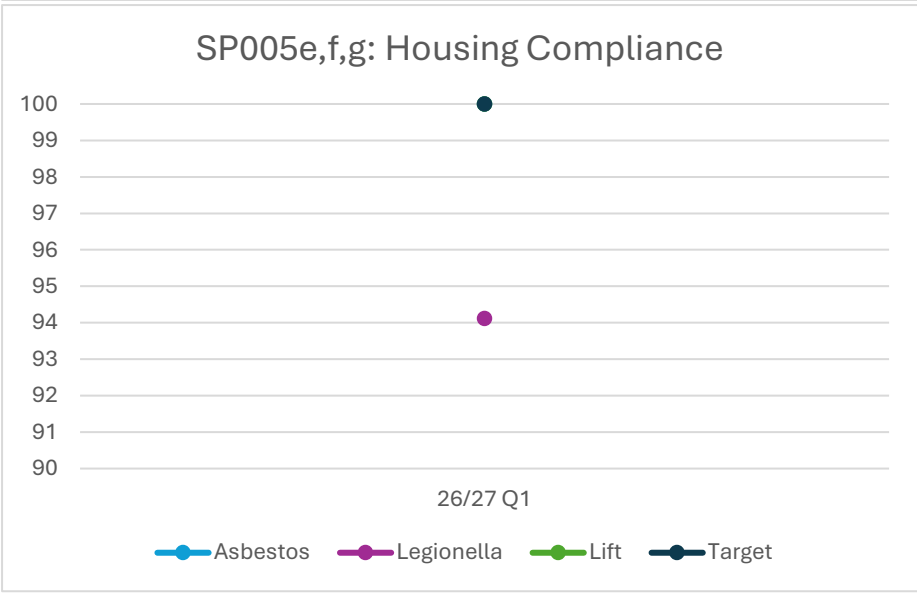
SP004: Length of time to get on the housing register

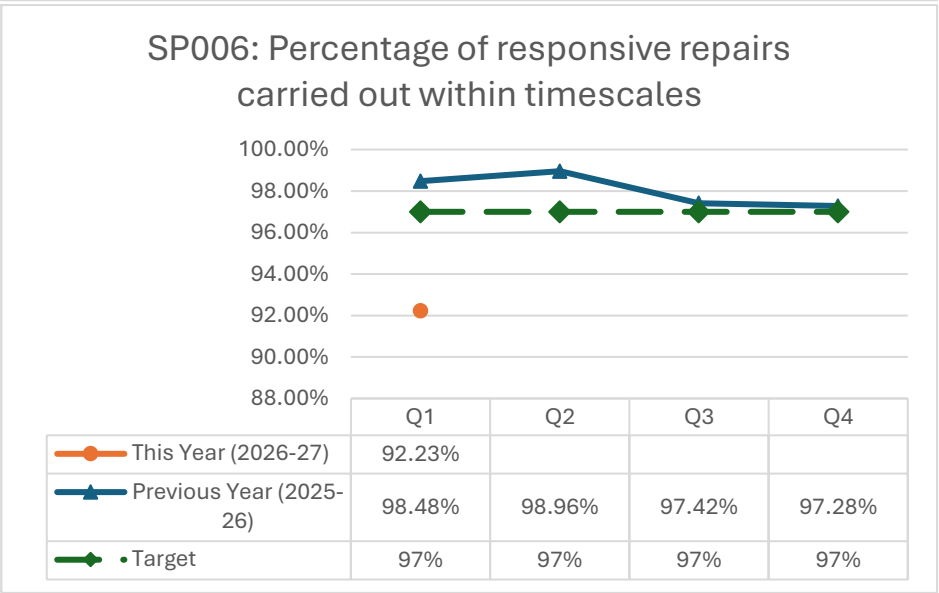


	Q1	Q2	Q3	Q4
This Year (2026-27)	13			
Previous Year (2025-26)	22	15	11	11
Target	8	8	8	8

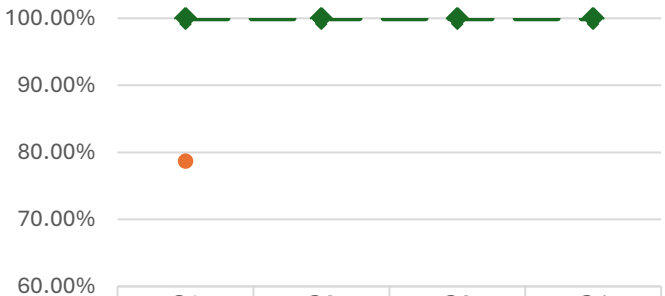

SP005a,b,c: Housing Compliance
100
99
98
97
96
95
94
93
92
91
90
25/26 Q1
25/26 Q2
25/26 Q3
25/26 Q4
26/27 Q1
Gas
EICR
FRA
Target


SP005d: Housing Compliance: Number of overdue FRA remedials
160
140
120
100
80
60
40
20
0
Q1
Q2
Q3
Q4
This Year (2026-27)
138


SP005e,f,g: Housing Compliance
100
99
98
97
96
95
94
93
92
91
90
26/27 Q1
Asbestos
Legionella
Lift
Target

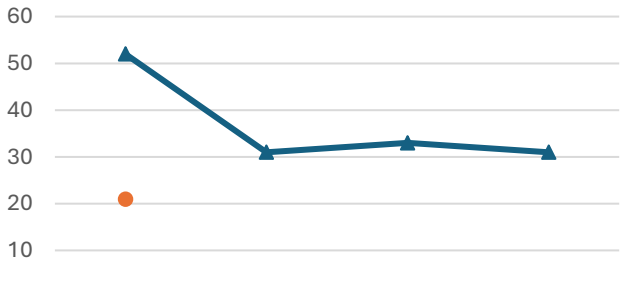

SP006: Percentage of responsive repairs carried out within timescales
100.00%
98.00%
96.00%
94.00%
92.00%
90.00%
88.00%
Q1
Q2
Q3
Q4
This Year (2026-27)
92.23%
Previous Year (2025-26)
98.48%
98.96%
97.42%
97.28%
Target
97%
97%
97%
97%

SP007: Resolve reports of damp & mould within 21 calendar days



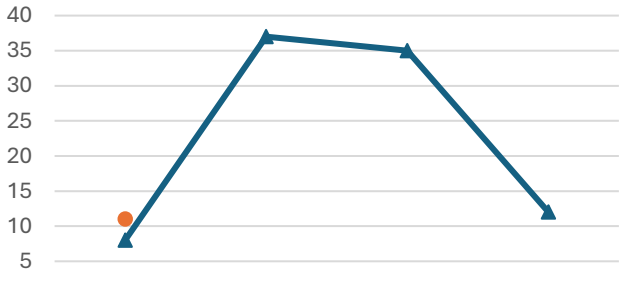
	Q1	Q2	Q3	Q4
This Year (2026-27)	78.70%			
Target	100%	100%	100%	100%

SP008: Number of cases where homelessness has been prevented



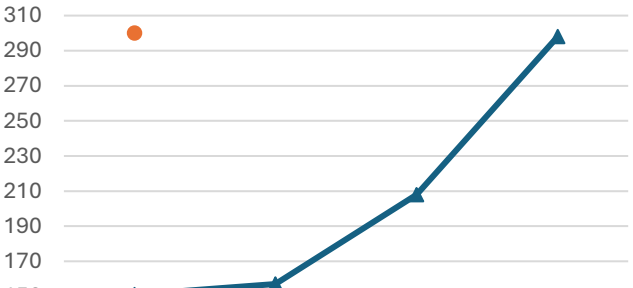
	Q1	Q2	Q3	Q4
This Year (2026-27)	21			
Previous Year (2025-26)	52	31	33	31

SP009: Development - number of homes added to housing stock

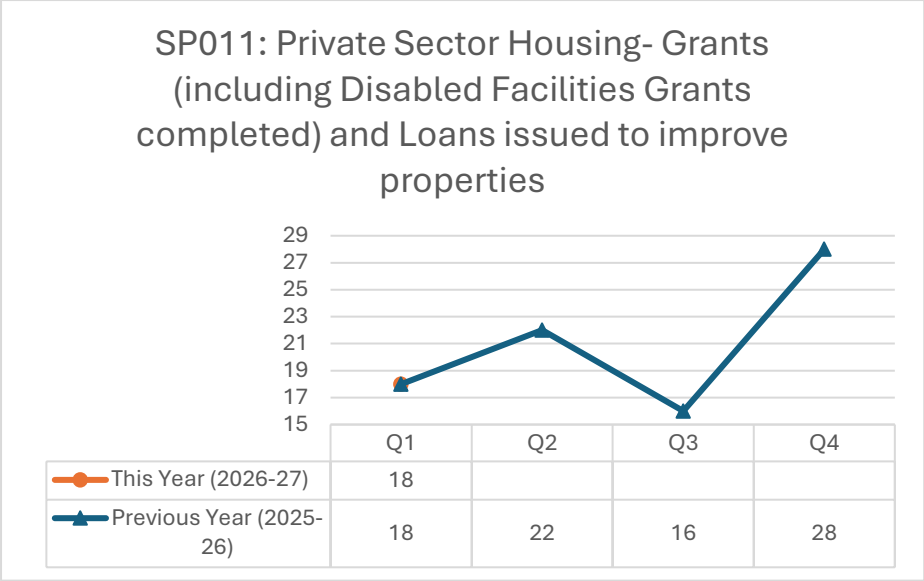


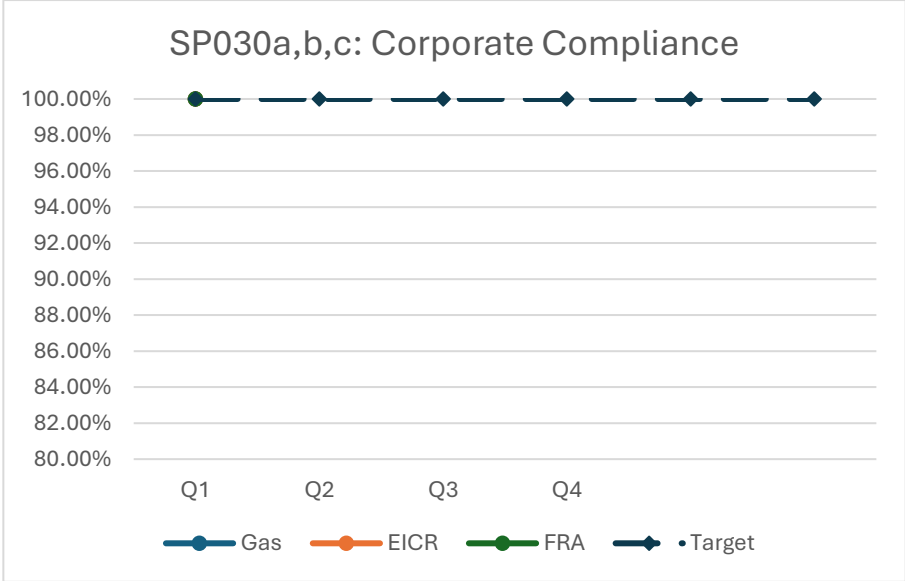
	Q1	Q2	Q3	Q4
This Year (2026-27)	11			
Previous Year (2025-26)	8	37	35	12

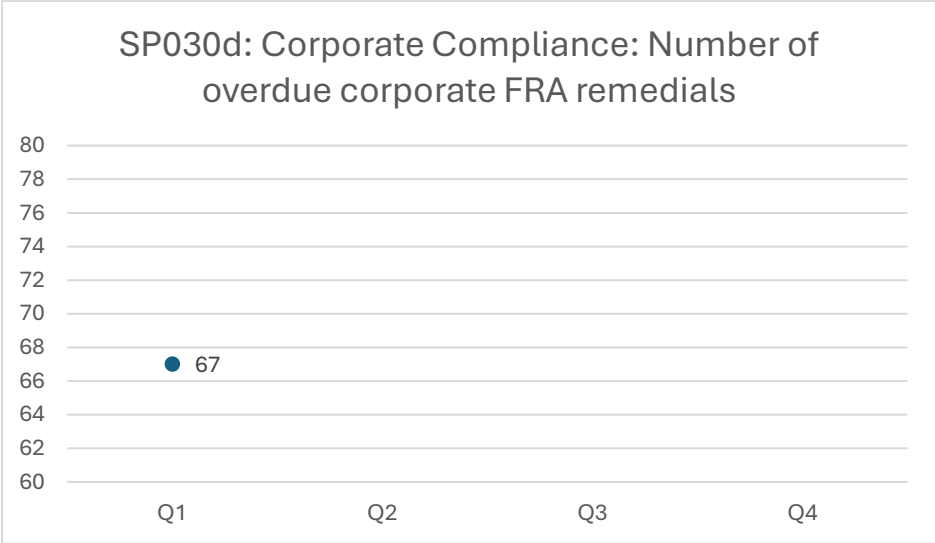
SP010: Development – number of properties approved by Cabinet but not yet delivered

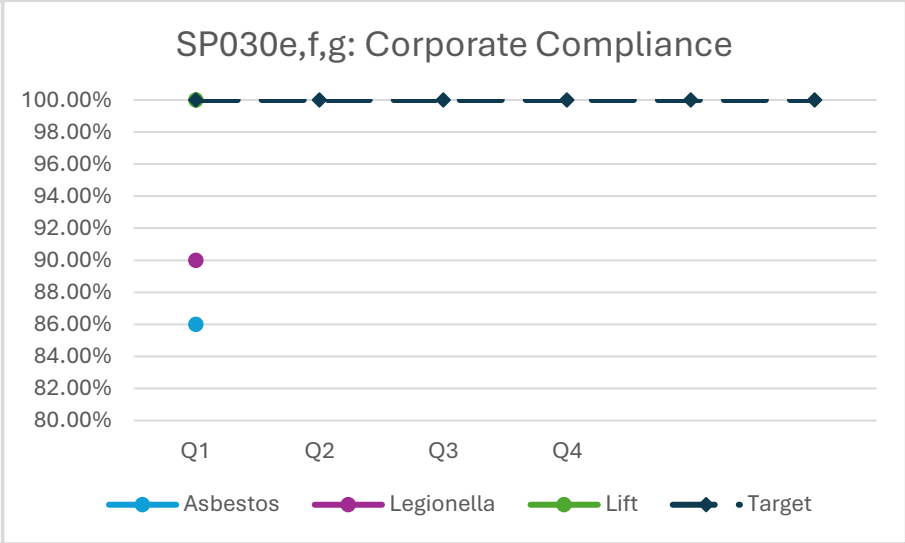


	Q1	Q2	Q3	Q4
This Year (2026-27)	300			
Previous Year (2025-26)	151	157	208	298


SP011: Private Sector Housing- Grants (including Disabled Facilities Grants completed) and Loans issued to improve properties
29
27
25
23
21
19
17
15
Q1 Q2 Q3 Q4
This Year (2026-27) 18
Previous Year (2025-26) 18 22 16 28


SP030a,b,c: Corporate Compliance
100.00%
98.00%
96.00%
94.00%
92.00%
90.00%
88.00%
86.00%
84.00%
82.00%
80.00%
Q1 Q2 Q3 Q4
Gas EICR FRA Target


SP030d: Corporate Compliance: Number of overdue corporate FRA remedials
80
78
76
74
72
70
68
66
64
62
60
67
Q1 Q2 Q3 Q4

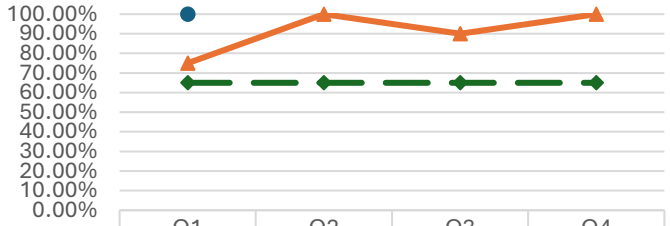

SP030e,f,g: Corporate Compliance
100.00%
98.00%
96.00%
94.00%
92.00%
90.00%
88.00%
86.00%
84.00%
82.00%
80.00%
Q1 Q2 Q3 Q4
Asbestos Legionella Lift Target

Strategic Priority 2 - Growing our economy

	2025/26			2026/27			
Performance Indicator	**Q2**	**Q3**	**Q4**	**Q1**	**DoT**	**Target**	**Q1 Comments**
SP012 Percentage of major planning applications determined in 13 weeks or within an agreed extension of time	100%	90%	100%	100%	⇨	65% (DDC Target)	This figure relates to 6 major planning applications.
SP013 Percentage of non-major planning applications determined in 8 weeks (or within an agreed extension of time)	91%	97%	92%	94%	⇧	75% (DDC Target)	In this quarter, 164 non-major applications were determined – 10 did not have an extension of time.
SP014 Number of new dwellings completed across the district – all developers within the monitoring year	N/A	N/A	N/A	625 (2025/26[1])	N/A	611 Per year (Annual target)	As a district, we have exceeded our annual housing target, which is really good news. We have also slightly exceeded our housing delivery compared to last year, which was 621.

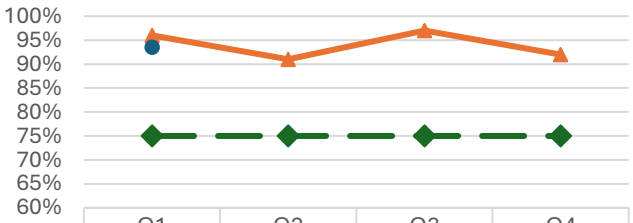
[1] Data recorded annually for the preceding year.

SP012: Percentage of major planning applications determined in 13 weeks or within an agreed extension of time



	Q1	Q2	Q3	Q4
Previous Year (2025-26)	75.00%	100.00%	90.00%	100.00%
This Year (2026-27)	100.00%			
Target	65%	65%	65%	65%

SP013: Percentage of non-major planning applications determined in 8 weeks (or within an agreed extension of time)

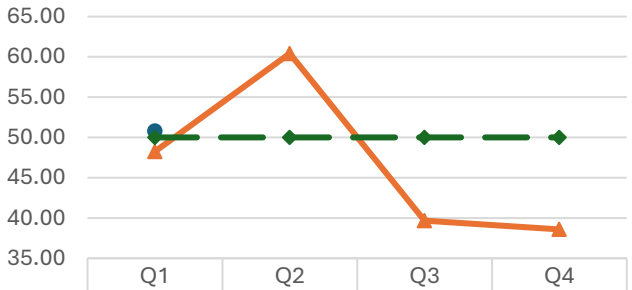


	Q1	Q2	Q3	Q4
Previous Year (2025-26)	96%	91%	97%	92%
This Year (2026-27)	94%			
Target	75%	75%	75%	75%

Strategic Priority 3 - Protecting our environment

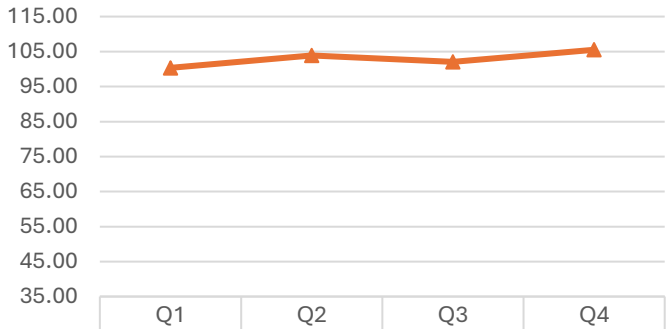
	2025/26			2026/27			
Performance Indicator	**Q2**	**Q3**	**Q4**	**Q1**	**DoT**	**Target**	**Q1 Comments**
SP018 Number of collections missed per 100,000 collections of household waste	60.42	39.68	38.58	50.8	↓	≤ 50 per month	This is higher than the last quarter because new garden waste subscriptions result in changes in rounds. It is expected the target will be achieved in the next quarter.
SP019 Residual household waste per household	103.88	102.10	105.51	Tbc*	↓ (DOT based on Q4)	≤ 450kg/hh/pa	*Awaiting data from KCC for Q1. Q4 (2025/26) figure has been added.
SP020 Percentage of household waste sent for reuse, recycling, or composting	43.60%	41.90%	41.70%	Tbc*	↓ (DOT based on Q4)	≥ 50%	*Awaiting data from KCC for Q1. Q4 (2025/26) figure has been added.
SP021a Environmental cleanliness: Percentage of streets clear of litter.	95.3%	100%	98.70%	97.19%	↓	≥ 95%	Exceeding target. The exact figure varies from quarter to quarter depending on which roads were inspected.
SP021b Environmental cleanliness: Percentage of streets clear of detritus.	90.9%	97.30%	93.40%	92.38%	↓	≥ 90%	

SP018: Number of collections missed per 100,000 collections of household waste



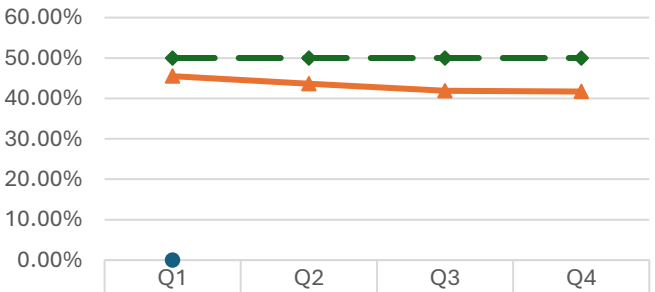
	Q1	Q2	Q3	Q4
Previous Year (2025-26)	48.25	60.42	39.68	38.58
This Year (2026-27)	50.80			
Target	50	50	50	50

SP019: Residual household waste per household



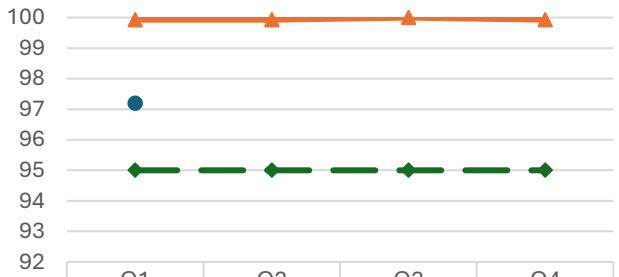
	Q1	Q2	Q3	Q4
Previous Year (2025-26)	100.35	103.88	102.10	105.51
This Year (2026-27)	0.00			

SP020: Percentage of household waste sent for reuse, recycling, or composting

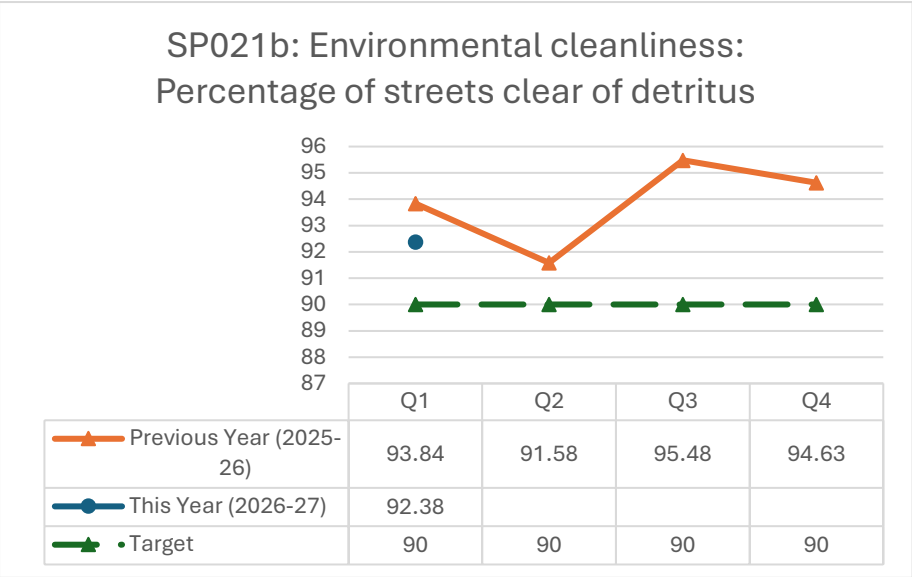


	Q1	Q2	Q3	Q4
Previous Year (2025-26)	45.50%	43.60%	41.90%	41.70%
This Year (2026-27)	0.00%			
Target	50%	50%	50%	50%

SP021a: Environmental cleanliness: Percentage of streets clear of litter



	Q1	Q2	Q3	Q4
Previous Year (2025-26)	99.93	99.93	100	99.93
This Year (2026-27)	97.19			
Target	95	95	95	95

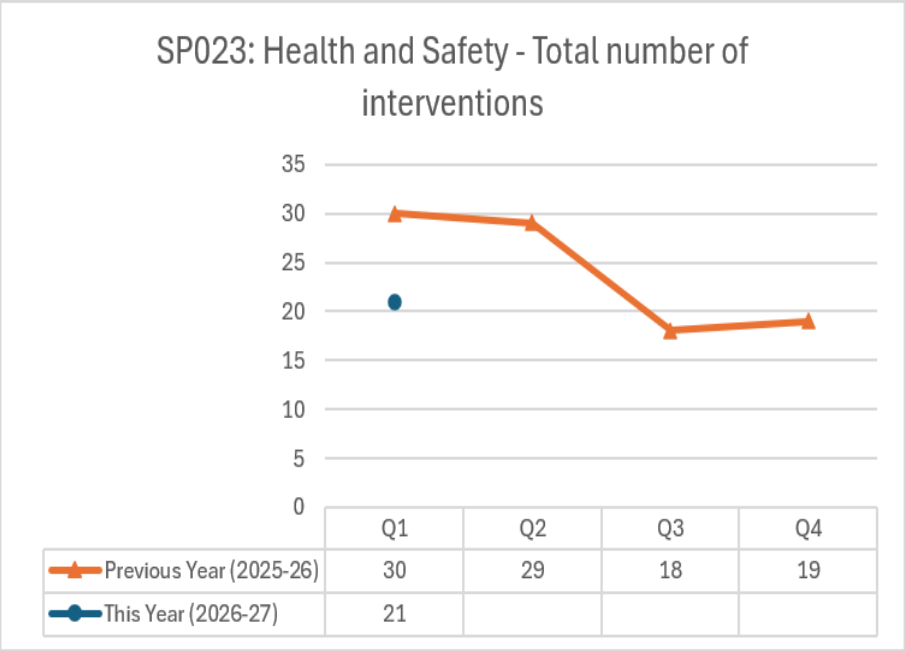


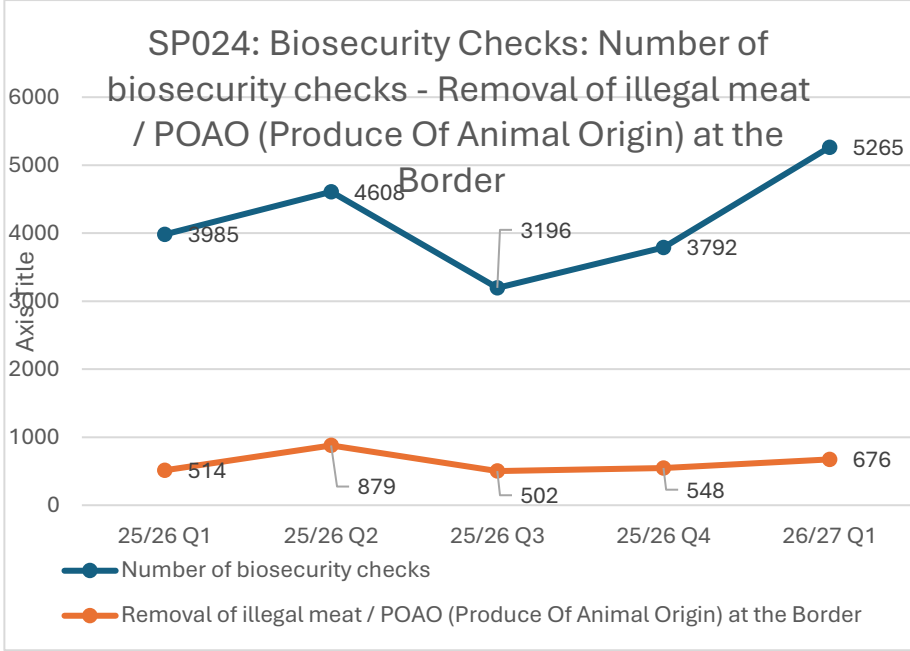
	Q1	Q2	Q3	Q4
Previous Year (2025-26)	93.84	91.58	95.48	94.63
This Year (2026-27)	92.38			
Target	90	90	90	90

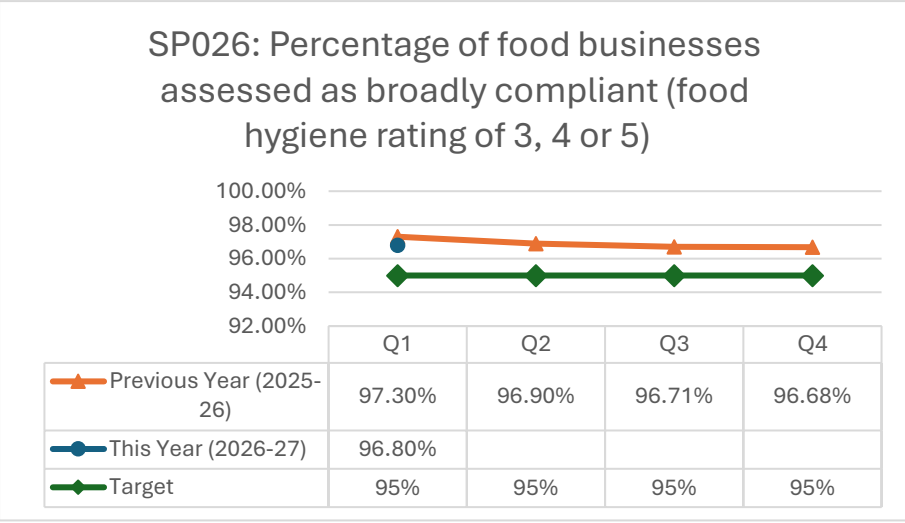
Strategic Priority 4 - Supporting our communities

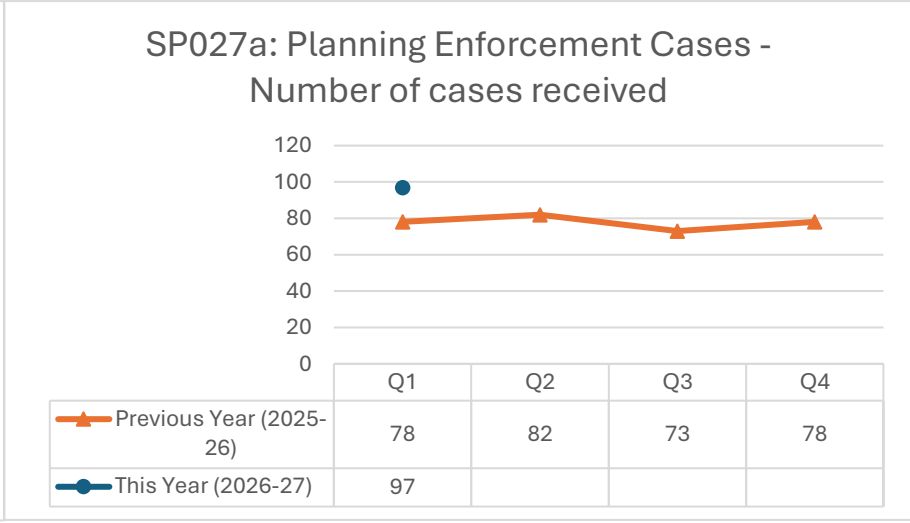
	2025/26			2026/27			
Performance Indicator	**Q2**	**Q3**	**Q4**	**Q1**	**DoT**	**Target**	**Q1 Comments**
SP023 Health and Safety (District) - Total number of interventions	174	120	129	186	N/A	Observational data only	This is made up of: • 10 Inspections • 7 Accidents • 8 Complaints • 161 Consultations (Licensing, Safety Action Group and Planning) The rise in consultations was attributed to by Temporary Event Notices (TENs) submitted for varying opening hours for the World Cup.
SP024a Biosecurity Checks: Number of biosecurity checks	4608	3196	3792	5265	N/A	Observational data only	
SP024b Biosecurity Checks: Removal of illegal meat / POAO (Produce Of Animal Origin) at the Border	879	502	548	676	N/A	Observational data only	
SP026 Percentage of food businesses assessed as broadly compliant (food hygiene rating of 3, 4 or 5)	96.60%	96.71%	96.68%	96.80%	↑	95%	

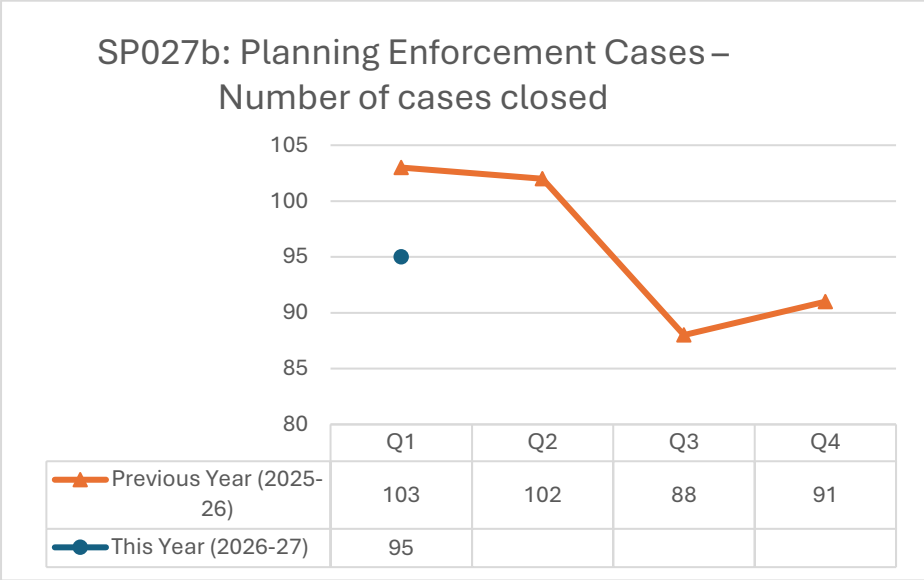
	2025/26			2026/27			
Performance Indicator	**Q2**	**Q3**	**Q4**	**Q1**	**DoT**	**Target**	**Q1 Comments**
SP027a Planning Enforcement Cases - Number of cases received	82	73	78	97	N/A	Observational data only	
SP027b Planning Enforcement Cases – Number of cases closed (by reason for closure)	102	88	91	95	N/A	Observational data only	• 1 - Planning permission granted • 9 - Breach resolved • 11- No further action • 12 - Planning application received • 22 - Not expedient to enforce • 40 - No breach
SP027c Planning Enforcement Cases - Number of notices issued	0	4	5	4	N/A	Observational data only	• 2 Temporary Stop Notices • 1 Enforcement Notice • 1 Stop Notice
SP027d Planning Enforcement Cases - Number of appeals and prosecutions	1 appeal submitted	2 appeals ongoing	5 appeals 0 Prosecutions	7 Appeals 0 Prosecutions	N/A	Observational data only	Two cases started in this quarter. The other five are ongoing from previous quarters.
SP028a Anti-Social Behaviour (ASB) cases resolved within 30 days	85	34	52	58	N/A	Observational data only	
SP028b Number of ASB cases identified	90	38	56	68	N/A	Observational data only	

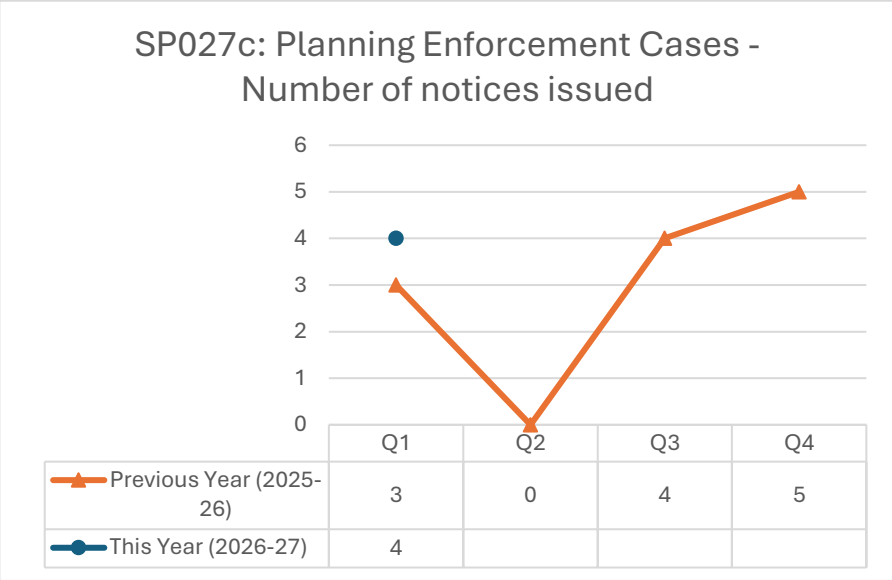

SP023: Health and Safety - Total number of interventions
35
30
25
20
15
10
5
0
Q1 Q2 Q3 Q4
Previous Year (2025-26) 30 29 18 19
This Year (2026-27) 21

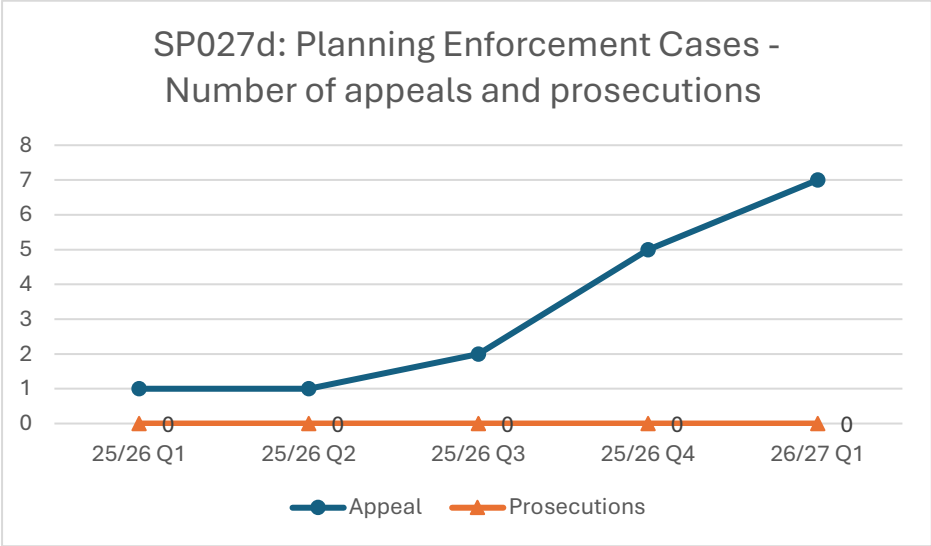

SP024: Biosecurity Checks: Number of biosecurity checks - Removal of illegal meat / POAO (Produce Of Animal Origin) at the Border
6000
5000
4000
3000
2000
1000
0
Axis Title
3985
4608
3196
3792
5265
514
879
502
548
676
25/26 Q1
25/26 Q2
25/26 Q3
25/26 Q4
26/27 Q1
Number of biosecurity checks
Removal of illegal meat / POAO (Produce Of Animal Origin) at the Border

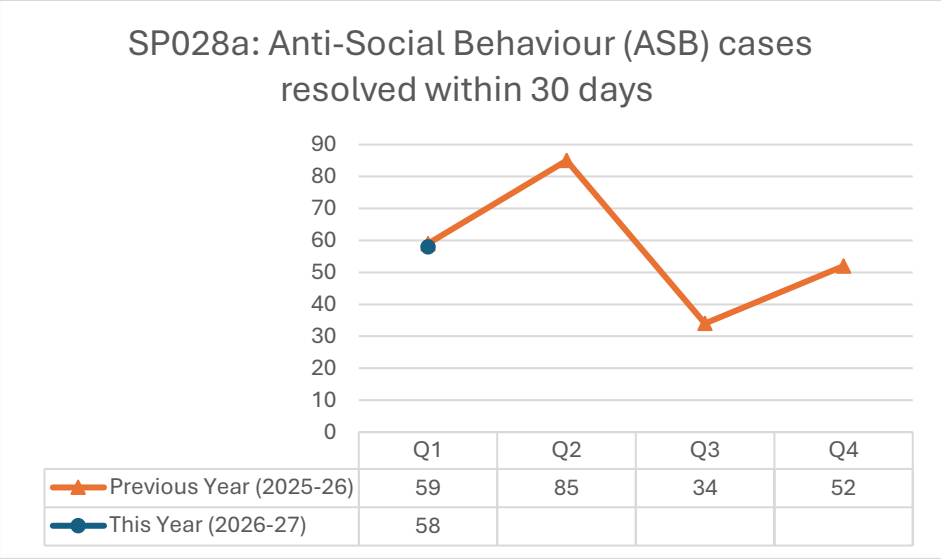

SP026: Percentage of food businesses assessed as broadly compliant (food hygiene rating of 3, 4 or 5)
100.00%
98.00%
96.00%
94.00%
92.00%
Q1 Q2 Q3 Q4
Previous Year (2025-26) 97.30% 96.90% 96.71% 96.68%
This Year (2026-27) 96.80%
Target 95% 95% 95% 95%

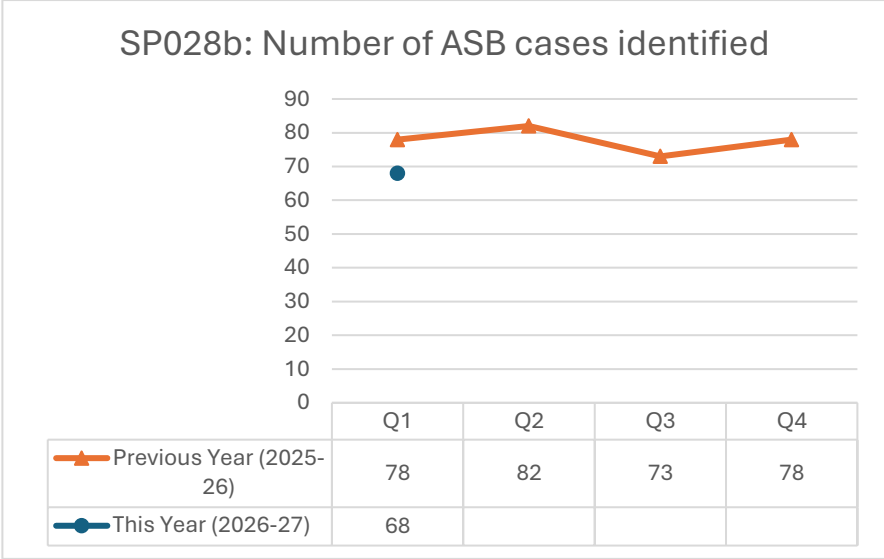

SP027a: Planning Enforcement Cases - Number of cases received
120
100
80
60
40
20
0
Q1 Q2 Q3 Q4
Previous Year (2025-26) 78 82 73 78
This Year (2026-27) 97


SP027b: Planning Enforcement Cases – Number of cases closed
105
100
95
90
85
80
Q1
Q2
Q3
Q4
Previous Year (2025-26)
103
102
88
91
This Year (2026-27)
95


SP027c: Planning Enforcement Cases - Number of notices issued
6
5
4
3
2
1
0
Q1
Q2
Q3
Q4
Previous Year (2025-26)
3
0
4
5
This Year (2026-27)
4


SP027d: Planning Enforcement Cases - Number of appeals and prosecutions
8
7
6
5
4
3
2
1
0
0
0
0
0
0
25/26 Q1
25/26 Q2
25/26 Q3
25/26 Q4
26/27 Q1
Appeal
Prosecutions


SP028a: Anti-Social Behaviour (ASB) cases resolved within 30 days
90
80
70
60
50
40
30
20
10
0
Q1
Q2
Q3
Q4
Previous Year (2025-26)
59
85
34
52
This Year (2026-27)
58


SP028b: Number of ASB cases identified
90
80
70
60
50
40
30
20
10
0
Q1
Q2
Q3
Q4
Previous Year (2025-26)
78
82
73
78
This Year (2026-27)
68