



Performance Management Strategy 2026–2029

Policy Control

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Contents

Introduction	3
Relationship to Other Corporate Frameworks	3
Partnership and Accountability to Derby City Council.....	4
Our Performance Aim.....	4
Strategic Planning and the Golden Thread	5
Our Performance Culture	5
From Data to Insight.....	6
Outcome-Based Performance Management	7
Strategic Objectives	7
Reporting Principles	10
Customer Voice and Learning.....	11
Monitoring and Review	11
Conclusion.....	11

Introduction

Derby Homes is committed to delivering safe, compliant, customer-focused and high-performing services that improve outcomes for tenants and communities.

Effective performance management is fundamental to achieving this ambition. It enables Derby Homes to understand how well services are performing, identify opportunities for improvement, demonstrate accountability and provide assurance that strategic objectives are being achieved.

This Strategy confirms Derby Homes' strategic approach to performance management for 2026–2029. It sets out the principles, objectives and expectations that will underpin the management of organisational performance and continuous improvement across all services.

The Strategy supports delivery the Derby City Council Plan (2025-2028) and Performance Management Strategy, in addition to the annual Derby Homes' Delivery Plan. This Strategy also aligns with regulatory, governance and legislative requirements.

Relationship to Other Corporate Frameworks

This Strategy provides the overarching strategic direction for performance management across Derby Homes.

The operational arrangements through which this Strategy is delivered are set out within the Derby Homes:

- Delivery Plan
- Risk Management Strategy
- Knowledge and Information Management Strategy
- Customer Engagement Framework
- Complaints Policy
- Equity, Diversity and Inclusion Strategy

Together these frameworks ensure Derby Homes maintains effective oversight of organisational performance, customer outcomes, compliance, risk and organisational assurance.

Partnership and Accountability to Derby City Council

As Derby Homes manages social housing services on behalf of Derby City Council, performance management arrangements support accountability to both Derby Homes Board and Derby City Council as the landlord.

Derby Homes maintains regular performance reporting arrangements with Derby City Council through the Corporate Leadership Team (CLT), Cabinet CLT, Group Leaders and Strategic Partnership Board. These arrangements provide oversight of organisational performance, customer outcomes, Tenant Satisfaction Measures (TSMs), regulatory compliance and key operational performance indicators.

Formal updates are provided at key points during the year, including mid-year and year-end performance reports, enabling Derby City Council to understand service performance, emerging risks, delivery of strategic priorities and outcomes for tenants.

Our Performance Aim

‘To use performance, insight and customer feedback to deliver safe, compliant, customer-focused and continuously improving services that improve outcomes for tenants and communities.’

Performance management is not simply about measuring activity or reporting statistics. It is about understanding whether Derby Homes is delivering the outcomes that matter most to tenants, customers, colleagues, Derby City Council and other stakeholders.

Performance management enables Derby Homes to:

- Demonstrate accountability and transparency.
- Deliver value for money.
- Support evidence-based decision making.
- Improve customer outcomes.
- Monitor compliance and risk.
- Drive learning and continuous improvement.
- Ensure resources are focused on agreed priorities.

Strategic Planning and the Golden Thread

Performance management must be rooted in a clear understanding of organisational priorities.

Derby Homes operates within a strategic planning framework that ensures alignment between:

- Derby City Council Plan 2025-28
- Derby Homes Delivery Plan
- Directorate Service Plans
- Team Objectives
- Individual Performance Objectives

This alignment creates a clear "Golden Thread" throughout the organisation, ensuring that every employee understands how their work contributes to strategic priorities, service improvements and customer outcomes.

Performance management provides assurance that this Golden Thread remains visible and effective across all levels of the organisation.

Our Performance Culture

Successful performance management relies on more than measures and targets. It requires a culture that values learning, accountability and improvement.

Derby Homes will promote a performance culture characterised by:

Curiosity and Inquiry

We seek to understand performance rather than simply report it.

Trust and Openness

We create an environment where challenges can be discussed openly and constructively.

Accountability

Managers and employees are accountable for understanding and improving performance.

Learning and Improvement

We learn from success, failure, feedback and experience.

Evidence-Based Decision Making

We use data, insight and assurance to support informed decisions.

Innovation

We encourage new ideas and continuous improvement.

Collaboration

We recognise that improved outcomes are achieved through partnership working and shared responsibility.

From Data to Insight

Performance management is not about just collecting data.

Data becomes valuable when it is transformed into meaningful information, knowledge and insight that supports decision making and service improvement.

Derby Homes will promote an approach that moves from:

Data → Information → Knowledge → Insight

This enables the organisation to:

- Better understand customer needs.
- Identify emerging trends and risks.
- Improve service delivery.
- Evaluate impact.
- Support strategic decision making.

Performance reporting will therefore focus on understanding the story behind the data, rather than reporting figures alone.

Outcome-Based Performance Management

Derby Homes is committed to an outcome-focused approach to performance management.

Performance will not be assessed solely on the volume of activity undertaken, but on the difference that activity makes.

When reviewing performance we will seek to answer three key questions:

How much did we do?

Understanding the quantity of activity delivered.

How well did we do it?

Understanding the quality, efficiency and effectiveness of delivery.

Is anyone better off?

Understanding the impact of our services on customers, communities and organisational outcomes.

This approach supports a stronger focus on customer outcomes, service quality and continuous improvement.

Strategic Objectives

Objective 1 – Customer Focus and Outcomes

We will place tenants and customers at the centre of performance management.

We will:

- Use customer insight to inform priorities.
- Monitor customer outcomes and satisfaction.
- Demonstrate how customer feedback influences decisions.
- Promote meaningful customer engagement and scrutiny.

Success will be measured through customer satisfaction, engagement outcomes, complaints learning and Tenant Satisfaction Measures.

Objective 2 – Consumer Standards and Regulatory Compliance

We will use performance management to support compliance with consumer standards and regulatory requirements.

We will:

- Monitor compliance performance.
- Strengthen oversight of landlord services.
- Identify emerging risks.
- Support organisational assurance.

Success will be measured through compliance indicators, regulatory returns, assurance activity and customer outcomes.

Objective 3 – Performance, Data and Insight

We will maintain effective arrangements for measuring, monitoring and understanding organisational performance.

We will:

- Maintain meaningful performance measures.
- Improve data quality and reliability.
- Strengthen benchmarking and comparative analysis.
- Use insight to support evidence-based decision making.

Success will be measured through performance achievement, data quality standards and improvement outcomes.

Objective 4 – Knowledge and Information Management

We will ensure information is accurate, accessible, secure and used effectively.

We will:

- Strengthen information governance.

- Improve records management.
- Support organisational learning.
- Improve access to reliable information.

Success will be measured through audit outcomes, compliance measures and information governance performance.

Objective 5 – Continuous Improvement and Learning

We will promote a culture of continuous improvement.

We will:

- Learn from complaints and customer feedback.
- Undertake service reviews.
- Share learning and best practice.
- Use insight and assurance findings to drive improvement.

Success will be measured through service review outcomes, improvement actions delivered and organisational learning activity.

Objective 6 – People, Culture and Accountability

We will support employees to understand their contribution to organisational success.

We will:

- Promote a performance-focused culture.
- Develop management capability.
- Strengthen accountability.
- Encourage innovation and learning.
- Embed Equality, Diversity and Inclusion considerations within performance management.

Success will be measured through employee engagement, workforce development and performance review completion.

Objective 7 – Assurance and Governance

We will maintain effective governance and assurance arrangements that provide confidence in organisational performance and delivery.

We will:

- Support effective scrutiny and challenge.
- Monitor organisational risks.
- Strengthen governance reporting.
- Promote transparency and accountability.

Success will be measured through audit outcomes, assurance reviews, governance effectiveness and risk management performance.

Objective 8 – Value for Money and Efficiency

We will use performance management to support efficient use of resources and delivery of value for money services.

We will:

- Benchmark performance and costs.
- Monitor productivity and efficiency.
- Identify opportunities for service redesign.
- Support informed resource allocation.
- Demonstrate value for money to tenants and stakeholders.

Success will be measured through efficiency indicators, benchmarking outcomes, financial performance and customer outcomes.

Reporting Principles

All performance reporting across Derby Homes will be:

- Accurate

- Timely
- Transparent
- Relevant
- Proportionate
- Evidence-based
- Focused on outcomes
- Subject to challenge and scrutiny

Performance reporting should support action, learning and improvement rather than simply monitoring activity.

Customer Voice and Learning

Customer feedback is a critical component of effective performance management.

Derby Homes will ensure that customer insight, Tenant Satisfaction Measures, complaints, compliments, engagement activity and scrutiny findings are used to inform service improvement and organisational learning.

We will demonstrate how customer feedback has influenced decision making and improved services.

Monitoring and Review

This Strategy will be formally reviewed triennially to ensure continued alignment with organisational priorities, regulatory requirements, governance arrangements and best practice. A light touch annual review will ensure any material changes are picked up and incorporated as necessary.

Conclusion

Performance management is everyone's responsibility.

By embedding a culture of accountability, learning, insight and continuous improvement, Derby Homes will ensure that services remain safe, compliant, customer-focused and responsive to the needs of tenants and communities.

Performance, Insight, and Assurance Framework
July 2026

Contents

Purpose 14

Framework Objectives 14

Framework Components 15

Governance Arrangements 16

Reporting Framework 18

Annual Reporting Cycle 19

Performance Review and Escalation 21

Annual Framework Review 22

Purpose

The Performance, Insight and Assurance Framework gives an overview of the arrangements through which Derby Homes measures, monitors and reports organisational performance, customer outcomes, strategic priorities and assurance activity.

The framework provides a structured approach to performance management, insight generation, benchmarking and governance reporting to support effective decision-making, continuous improvement and organisational accountability.

The framework supports delivery of the Corporate Plan, Delivery Plan and regulatory requirements, whilst ensuring the Derby Homes Board and Committees receive timely and meaningful assurance regarding organisational performance and risk.

Framework Objectives

The objectives of the framework are to:

- Align performance management arrangements with strategic priorities.
- Provide clear accountability for delivery of organisational objectives.
- Support evidence-based decision making through high-quality data and insight.

- Enable effective scrutiny and challenge by Derby Homes Board and the Operational, Audit and Governance Committee.
- Promote continuous improvement through benchmarking and performance analysis.
- Provide assurance that risks to delivery are identified, managed and monitored.
- Ensure compliance with regulatory and governance requirements.

Framework Components

The framework consists of three interconnected elements:

1. Performance

Performance management provides assurance that Derby Homes is delivering its strategic priorities, service standards and Delivery Plan commitments.

This includes:

- Development and maintenance of corporate performance measures.
- KPI monitoring and reporting.
- Performance target setting and review.
- Delivery Plan monitoring.
- Performance dashboards and reporting tools.
- Quality assurance of performance information.
- Performance management system administration.

2. Insight

Insight activity provides evidence to support service improvement and strategic decision-making.

This includes:

- Benchmarking and Housemark analysis.
- Tenant Satisfaction Measures analysis.
- Homelessness benchmarking analysis.

- Homefinder analysis.
- Equality and diversity analysis.
- Service performance reviews.
- Trend and comparative analysis.

3. Assurance

Assurance activity provides confidence that risks are managed effectively and that governance arrangements remain robust.

This includes:

- Risk Register management.
- Risk Management Framework review.
- CMAP Internal Audit support.
- External Audit oversight
- Data quality assurance.
- Risk reporting and assurance.
- Governance reporting.

Governance Arrangements

Derby Homes Board

The Derby Homes Board is responsible for providing strategic oversight of organisational performance and assurance.

The Board will:

- Approve strategic priorities and performance targets.
- Monitor delivery of the Delivery Plan.
- Review annual performance outcomes.
- Review strategic benchmarking information.
- Receive assurance regarding organisational performance and delivery.

The Derby Homes Board will receive performance and assurance reports throughout the year in line with the approved governance calendar.

Operational Committee

The Operational Committee provides scrutiny and challenge of organisational performance and delivery.

The Committee will:

- Monitor corporate performance indicators.
- Review performance exceptions and areas of concern.
- Monitor customer and service performance outcomes.
- Review benchmarking and comparative performance information.
- Consider customer insight and satisfaction information.
- Monitor progress against agreed improvement actions.

The Operational Committee will receive reports aligned to the approved committee calendar.

Audit Committee

The Audit Committee provides independent oversight and assurance regarding risk management, governance and internal control.

The Committee will:

- Review and monitor the Risk Register.
- Review the Risk Management Framework and Strategy.
- Receive risk assurance reports.
- Monitor audit recommendations and actions.
- Review data quality assurance arrangements.
- Monitor governance and compliance risks.
- Provide assurance to the Derby Homes Board regarding organisational risk management.

The Audit Committee will receive reports aligned to the approved committee calendar.

Reporting Framework

Performance information will be reported through a structured hierarchy.

Service Level

Monthly monitoring of operational measures by managers and service leads.

Senior Management Team

Monthly review of corporate KPIs, Delivery Plan progress, service performance and emerging issues.

Operational Committee

Formal performance reporting and scrutiny in accordance with the committee timetable.

The Committee will receive:

- Benchmarking and Housemark updates.
- Customer Insight Reports.
- Homelessness and Homefinder analysis.
- Equality and diversity reporting.

Audit Committee

Formal assurance reporting and scrutiny in accordance with the committee timetable.

The Committee will receive:

- Risk Register reports.
- Risk assurance reports.
- Audit updates.
- Risk framework reviews.
- Data quality assurance reports.

Derby Homes Board

Strategic performance and assurance reports will be presented to the Derby Homes Board to support strategic oversight and decision-making.

Derby City Council Reporting

Derby Homes provides performance and assurance reporting to Derby City Council to support oversight of housing services delivered on the Council's behalf.

Formal performance reports are presented to Corporate Leadership Team (CLT), Cabinet CLT, Group Leaders and Strategic Partnership Board at key points throughout the year, including:

- Mid-year performance reporting.
- Year-end performance outturn reporting.
- Tenant Satisfaction Measures (TSMs).
- Delivery Plan progress and strategic priorities.
- Key operational performance indicators.
- Consumer regulation, complaints and assurance updates where appropriate.

These reporting arrangements ensure transparency, support effective partnership working and provide assurance to Derby City Council regarding the performance, governance and customer outcomes delivered through Derby Homes.

Annual Reporting Cycle (Financial Year)

Derby Homes operates its corporate planning, performance management, budgeting and governance arrangements in line with the financial year (1 April to 31 March). Aligning the annual reporting cycle to the financial year ensures performance reporting is consistent with the Delivery Plan, budget monitoring, target setting, statutory reporting and Derby City Council's governance arrangements. This enables performance, risk and financial information to be considered together, supporting effective decision-making and organisational assurance.

April – June Cycle

Operational Committee:

- Previous financial year tenant focused performance results

Audit Committee:

- Quarterly Risk Register review.
- Internal Audit Assurance Update.

Derby Homes Board:

- Approval of key annual performance targets.
- Approval of new year Risk Registers
- Approval of new year Delivery Plan
- Previous year key performance & compliance results

July – September Cycle

Operational Committee:

- Quarter 1 Performance & Compliance Report.

Audit Committee – N/a no meetings scheduled

Derby Homes Board:

- Quarter 1 Performance & Compliance Report
- Delivery Plan update.

October – December Cycle

Operational Committee:

- Quarter 2 Performance & Compliance Report

Audit Committee:

- Quarterly Risk Register review.

- Internal Audit Assurance Update.
- Annual fraud Plan

Derby Homes Board:

- Quarter 2 Performance & Compliance Report
- Delivery Plan Progress Update.

January – March Cycle

Operational Committee:

- Quarter 3 Performance & Compliance Report
- Housemark Benchmarking Update – Value for Money Report

Audit Committee:

- Annual Risk Register preparation
- Quarterly Risk Register review
- Internal Audit future year plan
- Internal Audit Assurance Update.

Derby Homes Board:

- Housemark Benchmarking Update – Value for Money Report
- Quarter 3 Performance & Compliance Report
- Delivery Plan Progress Update.

Performance Review and Escalation

Performance measures will be subject to regular review and challenge.

Where performance falls below target:

1. Performance will be reviewed by the responsible manager.
2. Corrective actions will be identified.
3. Improvement plans will be monitored through Senior Management Team.
4. Significant issues will be escalated to the Operational Committee.

5. Strategic risks or delivery concerns will be reported to the Derby Homes Board where appropriate.

Annual Framework Review

The Performance, Insight and Assurance Framework will be reviewed triennially to ensure it remains aligned to organisational priorities, governance requirements and best practice.

Any significant amendments during this period will be submitted to the Derby Homes Board for approval.