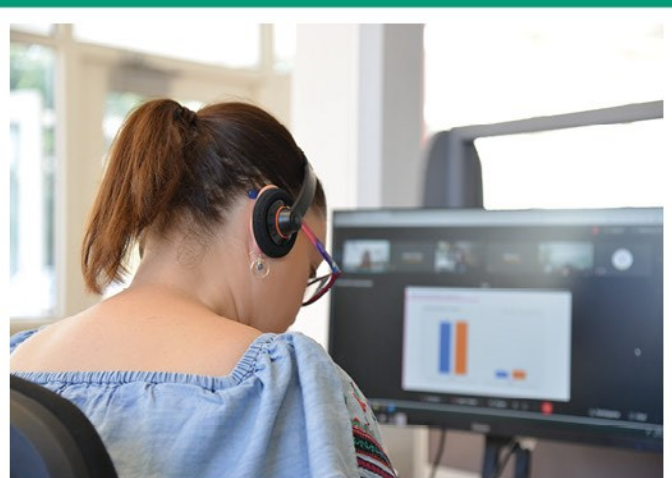
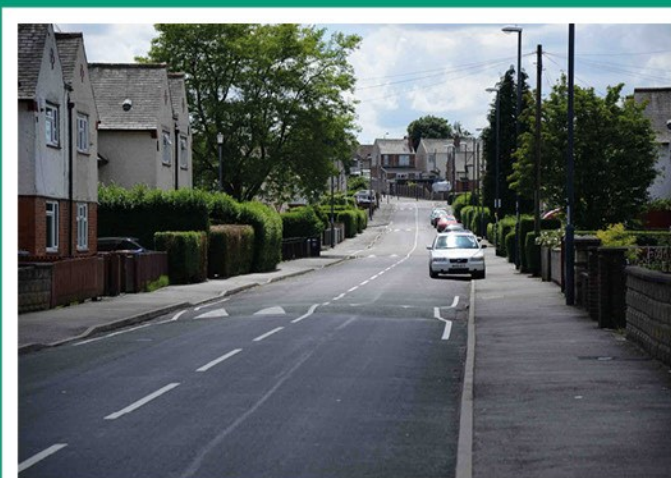


# Derby Homes

## Delivery Plan 2025 - 2026



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## Executive Summary

There are many positive things about the services that Derby Homes provides. We are an organisation with ambition and drive and have a proud history of achievement. We are committed to listening to customers, being responsive and supporting customers and communities to achieve the best outcomes to meet their needs.

The last few years have been challenging for all sectors but responding to recovering from the pandemic presented us with many opportunities. We have looked for new ways to work together across the city with the Council and partners by recognising that, as one, we can deliver more – **we are better together**. We have delivered at pace, focusing on communities first, and have been creative to deliver better outcomes.

We are also seeking to be as efficient and effective as we can, **working smarter**, to deliver value for money for customers and stakeholders.

There are however significant challenges to maintaining our services. Several external factors have increased demand and impact on many of our services. Our focus is to work with the Council and other partners to meet these challenges and continue improve services and outcomes for customers.

It is important that we recognise reforms across the sector so that every tenant has a decent, safe and secure home. These considerations and actions have been woven into the Delivery Plan and translated into our desired outcomes. There is a separate working action plan in relation to our wider review of the Consumer Standards.

We also need to concentrate on our employees. They are the reason that Derby Homes is a high performing organisation. Over the next few years, we will continue to recognise that they, along with customers will face the economic, social and well-being challenges that the country continues to face in the current global climate.

*Maria Murphy*

Managing Director

## Derby Homes – Delivering for Derby

The table below shows the Council's updated themes for 2025/26 and briefly outlines how Derby Homes will make a positive contribution. There is more detail in the theme led sections.

<b>Inclusive city</b>	<p><b>Putting people at the heart of everything we do.</b></p> <p>We are well placed within communities, supporting some of our most vulnerable citizens to access opportunities helping them to unlock their individual potential.</p>
<b>Green city</b>	<p><b>Promoting a sustainable Derby for future generations</b></p> <p>We will work together as a city to tackle the climate change emergency, promoting more sustainable ways of living, in particular aiming to make our homes, greener, warmer and more affordable for our tenants.</p>
<b>City of growth</b>	<p><b>Creating a modern city with skills, jobs and homes for the future.</b></p> <p>We will continue to support individuals through our successful apprenticeship scheme, working with schools and colleges to promote this as an opportunity of choice. Working with partners we will encourage opportunities for our tenants to enter employment and training.</p>
<b>Vibrant city</b>	<p><b>Reimagining our city with culture and diversity at its heart.</b></p> <p>We will work with our partners to ensure that culture is accessible to all our communities and encouraging our offer to be reflective of our citizens needs and desires.</p>
<b>Connected Council</b>	<p><b>Collaborating to deliver efficient, integrated and accessible services.</b></p> <p>Our enabling program of 'working smarter' will be the focus on our improvement and transformation activities.</p>
<b>Regulation</b>	<p><b>Well-managed services, in line with social housing regulation.</b></p> <p>The Regulator of Social Housing's Consumer Standards outline four key areas which Derby Homes will focus on to ensure compliance.</p>



## Mission, Values and Strategic Objectives

### Mission

Our mission is to provide:

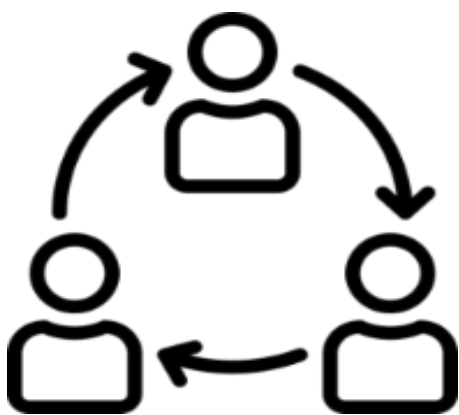
***“High-quality, fair and accessible services for people, homes and communities”***

This supports the Council’s vision for Derby:

***“Together we’re building a Derby to be proud of***

### Values

Our core values are clear in everything we do, and how we operate. We expect our Board and employees to follow our core values, which serve as guidelines for our conduct and behaviour to help us achieve our mission.



**Attitude** – We embrace a culture that puts our customers first, adopting a practical and innovative approach to delivering our services

**Resilience** – We adapt to changing situations, with a clear focus on prioritising what our customers need.

**Co-delivery** – We recognise the strength of effective partnerships

**Engagement** – Customers are represented at every level of our organisation

**Equalities** - We strive to understand and enable personalised solutions that meet the needs of our communities

**Excellence** - We pride ourselves in striving for excellence

**Good Employer** – We value our employees

**Integrity** - We are open and honest, and we aim to keep our promises





**Learning** - We improve our services by listening to feedback and learning from others

**Value for Money** - We manage our services efficiently, effectively and economically

**Work Safely** - We prioritise health and safety for customers and staff.

This Plan and our Strategic Objectives gives Derby City Council assurance that we are delivering across all areas of our Management Agreement for housing services on their behalf.

#### Our strategic objectives:

	<b>Strategic Objective 1</b>	Service that puts our customers first.
	<b>Strategic Objective 2</b>	Quality homes and contributing to sustainable communities.
	<b>Strategic Objective 3</b>	Reducing homelessness and enabling access to affordable housing.
	<b>Strategic Objective 4</b>	Value for money is a consideration in everything we do.

### Performance Management Framework

Performance measures are helpful to manage services appropriately and to spot trends and take effective action to counteract any emerging issues and help to meet objectives. We will ensure oversight on performance through:

- Discussions at service team level via team meetings, one-to-one's etc.
- Review of Key Performance Indicators at Senior Management Team meetings.
- Quarterly reporting through to Operational Committee and Derby Homes' Board.
- Reporting to the Strategic Partnership Board (Derby City Council & Derby Homes) on Delivery Plan progress and by exception, any wider issues relating to changes required to the Partnership Agreement.




### Better together – delivering for Derby #TEAMDERBY

To ensure that we are focused on the right things, this section of our Delivery Plan highlights where we will work collaboratively to delivery better outcomes for the city. We are **focusing on outcomes** because, whilst objectives or actions are often easier to achieve, outcomes will enable us to focus on making a real difference for our city and citizens. Our more detailed actions and progress against them will be measured through our service plans and commentary will be provided through our established reporting framework to the Board and Council.

Our delivery is focused on a targeted number of objectives, each sitting alongside the Council's key outcome objectives. A summary of our key priorities and the differences we are seeking to make are set out on the following pages.



This plan sits alongside our Medium-Term Financial Strategy and Asset Management Strategy which set out how we are going to use our resources to achieve outcomes. Our Risk Register sets out the threats that we have identified that could stop us from achieving our goals if not mitigated, alongside any opportunities that we may seek to take.

## Theme areas

<h1>INCLUSIVE CITY</h1> <p>Putting people at the heart of everything we do.</p>		
Our outcomes	Our 2025/26 agreed areas of focus	The differences that you will see
<b>Strong and resilient communities where people start well, age well and live independently for as long as possible</b> 	<p>Work in partnership with the Council and others to respond to the city's Local Plan.</p> <p>Work in partnership with the Council and others to enhance housing options for those in need of emergency and urgent accommodation.</p> <p>Work to support our communities against the impacts of poverty.</p>	<p>More varied portfolio of homes across tenures that better meets the needs of diverse communities.</p> <p>Emergency and urgent housing provision meets the needs of our customers.</p> <p>Greater resilience outcomes for our citizens through targeted activity.</p>
<b>Reduced health inequalities and improved mental and physical health and wellbeing</b> 	<p>Work in partnership with the Council and others to reduce inequalities and promote healthier residents.</p> <p>Coordinate the ongoing delivery of the Homelessness and Rough Sleeping Strategy action plan.</p>	<p>More people in Derby have positive health outcomes.</p> <p>Effective joined up approach to meeting need and supporting the most vulnerable.</p>
<b>A safe and accessible city where everyone feels like they belong</b> 	<p>Work with colleagues in Community Safety and Police to explore opportunities that will reduce homicide, serious violence and neighbourhood crime.</p> <p>Work in partnership with the Council and others to signpost customers to access appropriate support services</p> <p>Commission accommodation-based support services in line with housing pathways.</p>	<p>More people reporting that they feel safe.</p> <p>Improved access to appropriate support services.</p> <p>Increased provision of housing with support for vulnerable customers.</p>

# GREEN CITY




## Promoting a sustainable Derby for future generations

Our outcomes	Our 2025/26 agreed areas of focus	The differences that you will see
<p><b>Lower carbon emissions reaching net zero by 2035</b></p>  <p><b>Build resilience to climate change by removing carbon, reducing waste, regenerating nature and adapting to its impact.</b></p> 	<p>Contribute to the delivery of the City's Climate Change Strategy which is underpinned by an action plan to include a variety of cross cutting climate commitments.</p> <p>Refresh the Asset Management Strategy in line with Decent Homes and environmental obligations.</p>	<p>An annual reduction in CO2 (carbon dioxide) emissions for both the Council and City.</p> <p>Refocussed 30-year Housing Revenue Account Capital Programme to aid increased value for money, improved asset performance and long term decision making.</p>




# CITY OF GROWTH

Creating a modern city with skills, jobs and homes for the future.

Our outcomes	Our 2025/26 agreed areas of focus	The differences that you will see
<b>A thriving sustainable and diversified economy and business community</b> 	<p>Promote initiatives to support people into training and employment with particular focus on our tenants and their families.</p>	<p>Improved opportunities for social housing tenants and their families.</p>
<b>People of all ages achieving their potential through education and skills</b> 	<p>Ensure the right training is available to our staff and apprentices to develop their skills and improve business resilience.</p> <p>Develop <b>strategies to promote inclusion</b> in learning and employment.</p>	<p>Highly skilled workforce and individuals moving onto work in other employment.</p> <p>Higher employment rates for under 25-year-olds and vulnerable citizens.</p> <p>Skills and learning to address gaps in priority areas – learning through lived experience.</p>
<b>More quality and affordable homes</b> 	<p>Work collaboratively with regeneration and strategic housing to access quality, affordable homes.</p>	<p>Greater access to affordable, quality homes.</p>




# VIBRANT CITY

Reimagining our city with culture and diversity at its heart.

Our outcomes	Our 2025/26 agreed areas of focus	The differences that you will see
<p>Destination of choice, dynamic and diverse city centre.</p> 	<p>Work alongside the Council and partners to improve inner city safety.</p>	<p>Higher levels of satisfaction and customer experience with the city centre.</p> <p>Reduce levels of crime with more people feeling safe in the city centre.</p>

# CONNECTED COUNCIL

Collaborating to deliver efficient, integrated and accessible services.

Our partnership outcomes	Our 2025/26 agreed areas of focus	The differences you will see
<p><b>A financially sustainable Council that delivers Value for Money</b></p>  <p><b>Strong #TeamDerby partnership</b></p>	<p>Improve our use of data, intelligence and feedback to shape the future of our services.</p> <p>Ensure we maximise the use of partnerships to deliver services in our city.</p> <p>Continue to develop our Digital Strategy.</p> <p>Modernise the Housing Management software system.</p>	<p>Improved insight available for customers and our services to support decision making in key areas.</p> <p>Greater co-ordination of services and better signposting and access for citizens.</p> <p>Solutions that help to achieve our outcomes.</p> <p>Increased customers channels for communication and accessibility.</p>
<p><b>Enabled and engaged residents and councillors</b></p> 	<p>Increase the use of digitally enabled services for those customers who are able to use them.</p>	<p>Services that are accessible to all customers.</p>
<p><b>Empowered and valued colleagues</b></p> 	<p>Promote and facilitate peer-to-peer support for all colleagues.</p> <p>Regular opportunities to share information and encourage feedback.</p> <p>Staff recognition initiatives.</p>	<p>Our colleagues are empowered to take personal responsibility for their development and career progression.</p> <p>An engaged and valued workforce.</p>

# REGULATION

Creating well-managed social housing

Our outcomes	Our 2025/26 agreed areas of focus	The differences that you will see
<b>Safety and Quality Standard</b>	<p>Implement Awaabs Law.</p> <p>In partnership with the Council, finalise options for remedying non-decent homes.</p>	Homes that are safe and well maintained, proactively focusing on the needs of customers.
<b>Transparency, influence, and accountability standard</b>	Promote and facilitate services that recognise and meet the diverse needs of customers.	Customer able to access services, raise complaints and hold their landlord to account.
<b>Neighbourhood and community</b>	Contribute to the upkeep and delivery of safe neighbourhoods and communities.	Homes and neighbourhoods that are safe, well maintained and places people want to live.
<b>Tenancy standard</b>	Ensure fairness and transparency in our relationship with customers throughout their tenancy.	Customer who express high-levels of satisfaction with the landlord services they receive.