

PUBLIC
DERBY HOMES BOARD
DELIVERY PLAN 2024/25 QUARTER 4 YEAR END UPDATE
THURSDAY 24 JULY 2025


<p>ITEM NO. Enc. 11</p> <p>PRESENTER: Michael Kirk</p> <p>Please delete as appropriate:</p> <p>Performance & Compliance</p> <p>Please delete as appropriate:</p> <p>Noting</p>
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REPORT OF (OWNER) AND EMAIL
Michael Kirk michael.kirk@derbyhomes.org
REPORT AUTHOR AND EMAIL
As above

1.	SUMMARY
1.1	In March 2024, the Derby Homes Board approved a refreshed Derby Homes Delivery Plan for 2024/25, which aligns with the refreshed Derby City Council Delivery Plan for the same period. The Plan was also approved at the March 2024 Derby City Council and Derby Homes Strategic Partnership Board.
1.2	The purpose of this report is to present an overview of performance, in line with the commitment made in the latest Derby Homes Delivery Plan, as at quarter four 2024/25 (the end of March 2025).
1.3	The refreshed Derby Homes Delivery Plan for 2024/25 had one major change, with the introduction of one new theme called 'Regulation' bringing the total to six themes. To ensure the Derby Homes Delivery Plan reflects current strategic priorities, several objectives were introduced for 2024/25, and some archived.
1.4	A full overview of outturns, as at the end of March 2025, are presented in Appendix 1. In summary: <ul style="list-style-type: none"> • 25 out 29 (86%) actions were completed or on track. • 4 out of 29 (14%) actions are reporting slippage as detailed in Section 4.4.

2.	RECOMMENDATION(S)
2.1	To receive assurance on the achievements made against the key priorities at quarter four 2024/25 and highlight areas where the achievement of specific objectives has varied from the agreed plan.

3.	REASON(S) FOR RECOMMENDATION(S)
3.1	<p>Monitoring of the Derby Homes Delivery Plan objectives helps to control and mitigate the risk of not completing agreed actions over the course of the financial year.</p> <p>It is essential that the Derby Homes Board has regular oversight of progress against the Derby Homes Delivery Plan.</p>

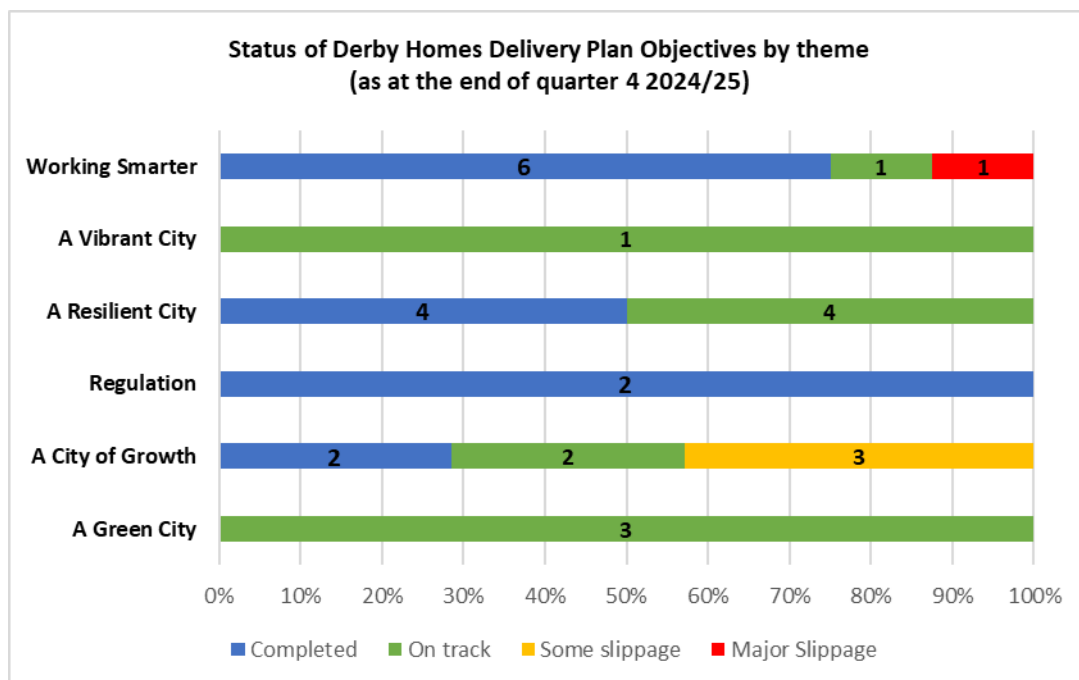
4.	MATTERS FOR CONSIDERATION
4.1	Under the terms of the management agreement, Derby Homes is required to produce an annual Delivery Plan, which supports the Derby City Council Plan, summarises our priorities, and sets out our key performance requirements.
4.2	<p>The key objectives within the Delivery Plan directly relate to our strategic objectives.</p> <p>Each objective has a specific lead officer (objective owner). The objectives are monitored quarterly and reported by exception to the Chair and Vice-Chairs of Derby Homes.</p> <p>Performance is also monitored monthly or quarterly, as appropriate, and reported to the Operational Committee and to joint performance monitoring meetings between Derby Homes and Derby City Council, including the Strategic Partnership Board.</p>
4.3	<p>Within the Delivery Plan, there are six priority themes, which are the focus of our improvement and transformation activities.</p> 
4.4	Quarter four 2024/25 – Status overview.

There are 29 Derby Homes Delivery Plan objectives in 2024/25.

At the end of quarter four, **86.2% (25)** are rated as either **completed or on track**, which is a 2.5% improvement on quarter four 2023/24.

A breakdown of objective status at the end of quarter 4 2024/25 is as follows:

- 48.3% (14) of objectives are completed
- 37.9% (11) of objectives are on track
- 10.3% (3) of objectives have some slippage
- 3.4% (1) of objectives have major slippage



One objective is rated as **major slippage** at the end of quarter four 2024/25:

- *DP55 - Use the Digital strategy to continuously improve our services, offering more flexibility for customers through modernisation and streamlining existing services.*
 - Reported as some slippage in quarter 3 2024/25.
 - A key element of this strategy was the intention to switch the main Housing Management system from Open Housing to One Housing. However, this plan was postponed following testing of certain modules concluded that the new system was not fully ready for go live, but there is ongoing dialogue with the Housing Management software supplier to ensure that the One Housing switchover can take place in 2025.
 - An outline Digital Strategy was approved this year (2024/25).

Three objectives are rated as **some slippage** at the end of quarter four 2024/25. All objectives are linked to the theme of Growth and were reported as some slippage at the end of quarter 3 2024/25:

1. *DP65 - Acquire 10 Derby Homes properties by March 2025*
 - A total of 9 properties were secured by the end of the 2024/25 financial year and the financial grant expired on 31/03/2025.
 - It should be noted that an enormous amount of work went into identifying suitable properties. A substantial number of properties identified were either rejected as unsuitable by Children and Young People (CYP) colleagues or didn't materialise for several reasons.
 - The project is now complete, and the knowledge gained in respect of the type of suitable properties would be valuable in similar future projects.

2. *DP66 - To work with the Council to acquire Wilkins Drive and be ready to let by 31 March 2025*
 - Slippage has occurred due to Derby City Council (DCC) acquiring costings for works required. Derby Homes are supporting DCC with the requirements to obtain costings and timescales for the improvements needed to deliver the project.
 - Scheduled meetings are in place led by DCC Housing Strategy to forecast spending and timescales for project delivery. Work has commenced led by DCC Housing Strategy.
 - Derby Homes and DCC Strategy have scheduled meetings to discuss works and potential handover.

3. *DP67 – To commission an accommodation-based support service for individuals at greater risk of rough sleeping linked to Wilkins Drive acquisition.*
 - Following the procurement process, tender applicants failed to meet the required standards, which has led to a status of some slippage.
 - Derby Homes continues to explore other options of providers to deliver the required level of support services for the project.
 - Additional meetings are in place to establish potential delivery providers.

14 objectives have been rated as **completed** within the agreed target timescales:

Three objectives were completed in quarter one:

1. DP52 - Develop business plans and communicate out to teams.
2. DP64 - Develop employment pathways targeting positive action within recruitment and work experience opportunities for Council tenants.
3. DP78 - Complete service reviews for frontline housing management teams.

Two objectives were completed in quarter three:

1. DP38 - Greater intelligence led decision making - Develop a more “critical friend” oversight by the DCC Performance Team to DH using KPI’s benchmarking information. Participate in 'deep dive' performance and risk reviews.
2. DP09 - Promote initiatives and strategies to support people into training and employment with particular focus on our tenants and their families.

Nine objectives were completed in quarter four:

1. DP58 - Ensure best use of complaints, compliments and customer satisfaction surveys to inform best customer service/customer first, reviewing the latest insight to target development and increase lessons learned.
2. DP79 - Prepare a self-assessment and implement relevant actions to ensure compliance for the new Consumer Standards, including the Tenant Satisfaction Measures
3. DP32 - Work with colleagues in Community Safety and Police to explore opportunities that will reduce homicide, serious violence and neighbourhood crime.
4. DP70 - Work in partnership with the Council and others to reduce inequalities and promote healthier residents.
5. DP72 - Work in partnership with the Council and others to respond to the city’s Local Housing Needs Assessment
6. DP74 - Work in partnership with the Council and others to signpost customers to access appropriate support services.
7. DP38 - Greater intelligence led decision making - Develop a more “critical friend” oversight by the DCC Performance Team to DH using KPI’s benchmarking information. Participate in 'deep dive' performance and risk reviews.
8. DP60 - Review existing systems and internal processes to move towards ‘one system’ and automated reporting, minimising manual intervention and increasing capacity and information sharing.
9. DP61 - Design and Implement a Knowledge and Information Management strategy to better design inclusive services based on customer’s needs.

4.5	<p>Quarter four 2024/25 – Direction of travel.</p> <p>At the end of quarter four, only one objective is reported to have a deteriorated direction of travel, changing from some slippage in quarter 3 2024/25 to major slippage in quarter 4 2024/25.</p> <p><i>DP55 - Use the Digital strategy to continuously improve our services, offering more flexibility for customers through modernisation and streamlining existing services</i></p>
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5.	OTHER OPTIONS CONSIDERED
5.1	None.

6.	IMPLICATIONS
6.1	Legal/Confidentiality – NA
6.2	Consultation – NA
6.3	<p>Equalities impact assessment</p> <p>Creating a resilient city, with a focus on reducing inequalities and providing decent, sufficient and affordable housing healthcare priority ambitions within the Derby Homes Delivery Plan 2024/25, and appropriate actions have been included within the report to address these.</p> <p>Many of the objectives and associated performance measures are particularly important for people who share protected characteristics under the Equality Act 2010, and who would face further barriers to equality without effective public services. Understanding the effectiveness of Derby Homes as an ALMO and how it impacts people's lives is important for advancing equality of opportunity.</p>
6.4	<p>Financial and business plan</p> <p>Regular monitoring of performance measures, projects and strategic risks embeds understanding of how economically, efficiently and effectively the Council is performing.</p> <p>Many of our objectives relate to areas of demand or risk that are major cost drivers and understanding these provides valuable insight for planning.</p>
6.5	<p>Council</p> <p>This is a matter which will be reviewed by the Derby City Council and Derby Homes Strategic Partnership Board.</p>
6.6	<p>Environmental</p> <p>'Green' is a priority theme for the city, the Council and Derby Homes. This is reflected in the City Plan, Council Delivery Plan and Derby Homes Delivery Plan, which align where appropriate.</p>
6.7	<p>Risk</p> <p>A Strategic and Operational Risk Register is reported to The Board on a quarterly basis.</p>

	Risk management should be an integral part of the business planning process as well as embedded within our day-to-day operations. Without the implementation and development of a risk management culture, there is a possibility of Derby Homes not delivering its strategic objectives.
6.8	Policy Review This is a key policy of Derby Homes and is included in the Key Policy Review Schedule. In accordance with Derby Homes Board Minute 10/51 this policy will be reviewed no later than 3 years from the date of this meeting.

7.	Background information
7.1	Derby Homes Q4 - Delivery Plan 2024/25 report

8.	Appendices
8.1	Appendix 1 - Q4 2024/25 Delivery Plan – CMIS only

This report has been approved by: (Add or delete as necessary).

Finance Director & Company Secretary	Michael Kirk	21.05.2025
Governance Services (checked)	Chloe Gaskell	14.07.2025

Reports have only been approved where dates have been applied