

## **DRAFT DELIVERY PLAN 2021/22**

Report of the Finance Director & Company Secretary

### **1. SUMMARY**

- 1.1 The Derby Homes Delivery Plan articulates the vision, priorities and deliverables for the coming 12 months. This report presents the Delivery Plan updated for 2021/22 for approval prior to agreement by Derby City Council.
- 1.2 The Delivery Plan has been developed through a number of productive sessions with directors and senior managers focusing on service drivers, objectives and action planning.
- 1.3 The Delivery Plan includes a small basket of priority performance measures which are reported regularly to the Operational Board and Derby City Council. The scorecard is reviewed and updated on an annual basis, to make sure it continues to reflect the latest priority areas. This report presents a list of measures for 2021/22 for consideration. Further work will take place to develop targets for performance measures in conjunction with the Council.

### **2. RECOMMENDATION**

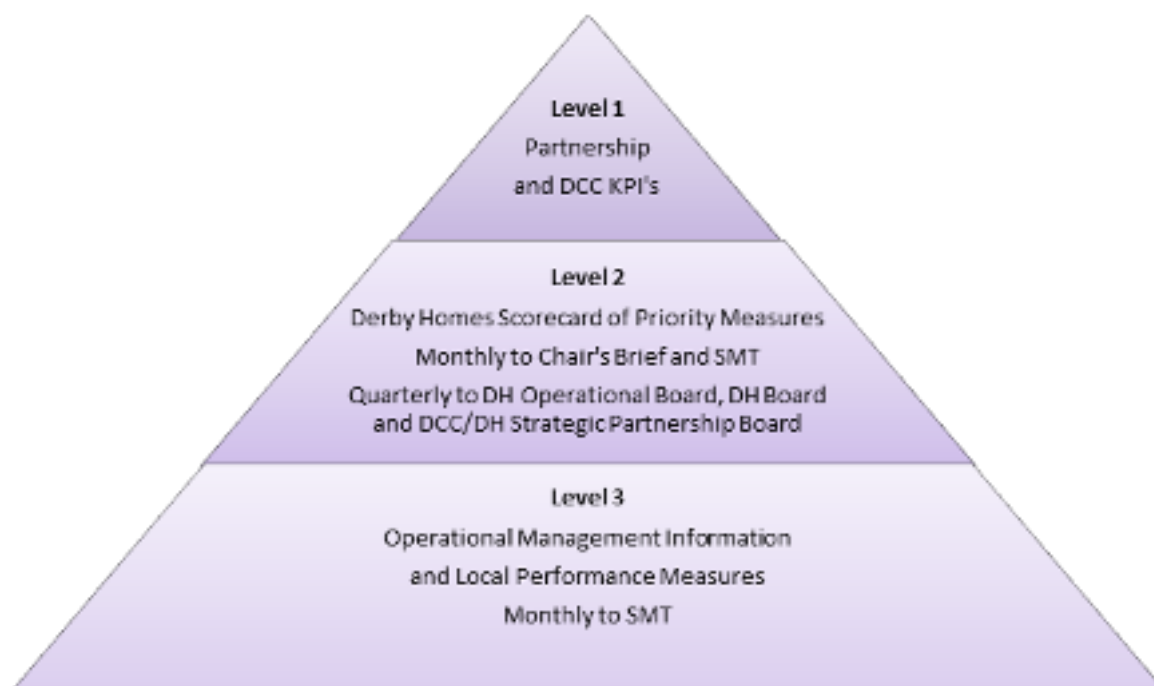
- 2.1 To approve the draft 2021/22 Delivery Plan and delegate any further minor amendments to the Managing Director of Derby Homes, for submission to the Council (Appendix 1).
- 2.2 To agree and approve the draft scorecard for 2021/22 (Appendix 2)

### **3. REASONS FOR RECOMMENDATION**

- 3.1 Timely completion and approval of the Delivery Plan is essential to enable the Senior Management Team (SMT) and managers across Derby Homes to communicate priorities to staff, support effective objective setting and ensure a robust performance framework is in place for the year.
- 3.2 Approving the Delivery Plan ensures corporate ownership of the contents and will allow performance reporting through the 'DORIS' performance management system to be set up to meet corporate requirements from quarter one onwards. This is important to ensure good governance of Derby Homes and to allow for effective performance management for all services, based on agreed priorities.
- 3.3 Derby Homes' scorecard is a small basket of priority measures that enables Derby Homes to closely monitor areas of importance, to support improvement and ensure delivery of Derby Homes' priorities.

#### 4. MATTER FOR CONSIDERATION

- 4.1 The Derby Homes Delivery Plan sets out the key objectives, measures and milestones for 2021/22. The draft plan can be found at Appendix 1.
- 4.2 The process for developing the Delivery Plan has been rigorous and focussed on identifying measurable outcomes. The process involved the following sessions:
- Senior Management session (mission, values, objectives) – September 2020
  - Senior Management session (service drivers and actions) – October / November 2020
  - Senior Management session (performance measures and actions) –December 2020
- 4.3 The Senior Management Team and their managers have developed supporting action plans that deliver the four strategic objectives in the business planning process for 2021/22. These are detailed in Appendix 1 within the Delivery Plan. The detail of these plans will be discussed with the Council and this section may be subject to change.
- 4.4 The reporting framework for performance measures, which underpins these strategic objectives, is set out below:



- 4.5 The business-critical measures contained within the Delivery Plan are focussed at Level 2, although work will take place to review the usefulness of measures at all levels. Level 1 will be discussed by the Council's Corporate Leadership Team but will be selected from those at Level 2. These measures change over time to reflect the priorities of the Council, the needs and expectations of residents and best practice in delivering housing services.

The Level 2 scorecard has been reviewed for 2021/22 and can be found at Appendix 2.

We are working with the Council to review and set new targets for the business-critical performance measures through which our performance is monitored.

- 4.6 Based on a review of the 2020/21 scorecard it is proposed that existing scorecard measures are carried forward for the 2021/22 scorecard.
- 4.7 In a small number of cases, some measures may need development. It should be noted that targets will continue to be challenged across all services to ensure they are realistic.
- 4.8 There are still gaps in some of the sections and appendices of the Delivery Plan as much of the information on performance cannot be produced until the end of the financial year, and we need to further review and update the Risk Registers and performance targets for 2021/22. The Risk Register updates will be reported to Audit Committee and the Board in March 2021, and the Delivery Plan updated accordingly. All future performance targets will be reviewed by March 2021. The plan itself is likely to remain unaffected by this process.

## **5. OTHER OPTIONS CONSIDERED**

- 5.1 Not applicable.

## **IMPLICATIONS**

### **6. FINANCIAL AND BUSINESS PLAN IMPLICATIONS**

- 6.1 The Delivery Plan and the action plan and performance measures contained within demonstrates how well Derby Homes is performing and delivering value for money, which features as one of the key strategic objectives 'value for money is a consideration in everything we do'. Performance in the areas of satisfaction levels, re-let times and rent arrears of current tenants are linked to the incentive payment to Derby Homes from Derby City Council.

### **7. COUNCIL IMPLICATIONS**

- 7.1 Under the terms of the management agreement Derby Homes are required to produce a Delivery Plan which supports the Derby City Council Plan.
- 7.2 Finalising the updated 2021/22 Delivery Plan is subject to approval from Derby City Council.

### **8. EQUALITIES IMPLICATIONS**

- 8.1 The performance measures and wider performance framework provide information regarding outcomes for vulnerable and equality groups. Risk registers are being reviewed alongside the Delivery Plan to ensure actions are incorporated where appropriate.

The areas listed below have no implications directly arising from this report:

Consultation  
Legal and Confidentiality  
Personnel  
Environmental  
Health & Safety  
Risk  
Policy Review

If Board Members or others would like to discuss this report ahead of the meeting please contact:

Kas Sahota / Improvement Officer / 01332 643481 / kas.sahota@derby.gov.uk

Background Information: None

Supporting Information: None

**This report has been approved by the following officers where there are financial or legal implications:**

<b>Finance Director/Derby Homes Accountant</b>	David Enticott	
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