



DELIVERY PLAN 2025 – 2026

Together we're building a Derby to be proud of



Derby City Council

Supporting information - The identified areas of focus for 2025/26, under each priority theme, should be considered together to ensure a holistic view of the actions that we will be taking, recognising the interdependencies between inclusion, growth, green and vibrancy.

Inclusive city – Putting people at the heart of everything we do

| Our outcomes | Our 2025/26 agreed areas of focus | Cabinet portfolio(s) | Aligned manifesto commitments | Review Deadlines | Evaluating our impact | |
|--|---|--|--|------------------|--|--|
| | | | | | How we will measure the impact of the differences that are we making | Alignment with our resources |
| Reduced health inequalities, with improved mental and physical health and wellbeing | Support key partnerships across the 'local system' to achieve commitments in shared strategies, including health protection and assurance, alongside providing public health leadership to health and social care in Derby <i>e.g. Drug and Alcohol Strategic Partnership, Health and Wellbeing Board, ICB Delivery Boards, Children's Healthy Weight Strategy, Derby Health Inequalities Partnership, Derby Inclusion Partnership Board, DPEIA, Safeguarding Boards/Partnerships, Derby Place Partnership Board</i> | <u>Lead portfolio</u> – Health and Social Care <i>Aligned portfolios / key stakeholders</i> <ul style="list-style-type: none">Children, young people and skillsStreetpride, Public Safety & LeisureCost of Living, Inequalities & Communities | <u>Short term</u> - Funding to sustain Livewell, Move More, Cycle Derby and other public health council-led/ partner initiatives that help with early intervention and prevention of health issues leading to increased care demand <u>Medium term</u> - Improve accessibility of health offer to most deprived & new communities <u>Long term</u> - Increase profile of Public Health initiatives | March 2026 | Targeted improvements in areas of priority to reduce health inequalities in Derby (monitored annually)... <ul style="list-style-type: none">Antenatal offer6-8 week reviews for newborns Engagement in health prevention programme (i.e., Livewell) | Partnership commitments Public Health Grant |
| | Contribute to the delivery of a world-class drug and alcohol treatment system for Derby City, as part of the delivery of the national Drug and Alcohol Strategy | <u>Lead portfolio</u> – Health and Social Care | | March 2026 | Participation levels in substance misuse treatments and delivery of commitments in the Strategy | |
| | Deliver the Joint Strategic Needs Assessment for Children and Young People, including; strategic assessments of special educational needs and/disabilities (SEND) and mental health and emotional wellbeing needs | <u>Lead portfolio</u> – Health and Social Care <i>Aligned portfolios / key stakeholders</i> <ul style="list-style-type: none">Children, young people and skillsStreetpride, Public Safety & Leisure | | March 2026 | Published needs assessments, that shape future priority setting alongside service development and delivery | |
| | Contribute to the delivery of the Derby and Derbyshire's Childhood Obesity Strategy | | <u>Medium term</u> - Support reduction of child obesity <u>Medium term</u> - Work with Cycle Derby and partners to | March 2026 | Children and young people's participation in weight management activities, with positive outcomes achieved | |

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| | <p>Work in partnership to support the delivery of the Derby Poverty Strategy, which has four core aims:</p> <ul style="list-style-type: none"> • protect people living in poverty and hardship • prevent people from falling into poverty • pathways – provide clear and sustainable pathways out of poverty • promote advocacy - drive focused campaigns and lobbying to advocate for structural and system change for the Government to make changes that tackle poverty and its impact in Derby and wider | <p><u>Lead portfolio</u> – Cost of Living, Inequalities & Communities</p> <p><i>Aligned portfolios / key stakeholders</i></p> <ul style="list-style-type: none"> • <i>Children, young people and skills</i> • <i>Health and Social Care</i> | <p>improve walking & wheels to school</p> <p><u>Short term</u> - Comply with our Socio-Economic Duty to avoid contributing to making people worse off</p> <p><u>Medium-term</u> - Understand and measure our successes and the gaps in our society and across our city by introducing environmental, social and economic impact assessments</p> | March 2026 | An agreed poverty action plan, which has tangible outcomes | Partnership commitment |
| | <p>Strong and resilient communities where people start well, age well and live independently for a long as possible</p> <p>Ensure that neighbourhood partnership plans, and subsequent objectives are informed by data and co-created, alongside a range of stakeholders</p> <p>Improve outcomes for people and carers and enable people to maintain their independence</p> | <p><u>Lead portfolio</u> – Streetpride, Public Safety & Leisure</p> <p><u>Lead portfolio</u> - Health and Social Care</p> | | March 2026 | <p>Reduced reliance on statutory services – i.e., individuals introduced to neighbourhood teams that did not result in an onward referral</p> <p>People who had their enquiry solved at first point of contact</p> <p>Increased independence</p> <p>Timely reviews for those in receipt of care and support</p> | Partnership commitment |
| | Develop and implement a Social Cohesion Strategy, aided by the development of a strategic intelligence assessment | <u>Lead portfolio</u> – Cost of Living, Inequalities & Communities | <u>Short term</u> - Prioritise our Neighbourhood Teams to tackle anti-social behaviour, fly-tipping, street drinking, support neighbourhood pride, | March 2026 | <p>Published Strategic Intelligence Assessment</p> <p>Published Social Cohesion Strategy with key actions</p> | Partnership commitment |

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| | | | community inclusion and development (on-going) | | Citywide crime levels, anti-social behaviour incidents and the number of hate crimes | |
| | Refresh the Derby Homelessness and Rough Sleeping Strategy 2020-25 | <u>Lead portfolio</u> – Housing, Strategic Planning and Regulatory Services | <u>Long term</u> - Build energy-efficient, carbon-neutral social housing and affordable housing | March 2026 | Number of homelessness assessments, with associated prevention activities achieving successful outcomes Number of individuals sleeping rough in the city Deliver Phase 2 of Abbey Lodge to increase the amount of temporary accommodation in the city | Grant funded |
| | Deliver a Local Area Inclusion Plan, which focuses on three themes... <i>(reviewing and adapting these, as needed, in response to any educational reforms)</i> <ul style="list-style-type: none"> • Champion an ambitious and inclusive system • A system that meets the needs of our children at the right time and the right place • A strong, place based collaborative system | <u>Lead portfolio</u> – Children, young people and skills | <u>Short term</u> - Work in co-production with city partners, parents and carers to review Derby's SEND provision, its challenges, gaps and shortfalls. Dignity, not discrimination is key | March 2026 | A coherent sector-wide approach to Children Missing Education (CME) Fixed-term and permanent exclusion rates More enhanced resources and specialist placements in Derby, achieved through positive progression in the delivery of our capitals programme The timeliness and quality of Education, Health and Care Plans (EHCPs) Outcomes for young adults who transition to adult social care services | Partnership commitment |

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| A safe and accessible city, where everyone feels like they belong | Implement the Department for Education Reforms (DFE) reforms for children's social care to develop a holistic Derby Family First Partnership delivering requirements from: <ul style="list-style-type: none"> Keeping children safe, helping families thrive Children's National Framework Working Together 2023 Kinship Strategy and Statutory Guidance | <u>Lead portfolio</u> – Children, young people and skills | <u>Medium-term</u> - Prevention-first policies for vulnerable children, working with partners to avoid children going in to care. Protection-first policies for those in care from County Lines, exploitation and supporting them in life opportunities as they become young adults | March 2026 | Families, children and young people receiving the right help, from the right service, at the right time Publication of a transformation plan for the Family First reforms, in line with Department for Education guidelines On-going delivery of Family Hubs, with continued positive engagement | Grant funded |
| | Deliver Derby's Corporate Parenting Strategy | | | March 2026 | There are five key areas where we want to make a difference for our children in care and care leavers: <ul style="list-style-type: none"> listening to our children and young people in care making sure that they have good, safe places to live working with our children and young people so they achieve the best educational outcomes for them making sure our children in care are happy and healthy supporting our children in care into their adulthood life | |
| | Implement the 2025 refreshed Sufficiency Strategy, including collaborative working across D2N2 (Derby, Derbyshire, Nottingham and Nottinghamshire) | | | March 2026 | Children and young people in our care in stable placements, where possible and safe, close to Derby Placements with Derby City Council Foster Carers | Partnership commitment |

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| | Seek and listen to the voices of providers, carers and customers to improve services and provide better information and advice, embracing co-production | <u>Lead portfolio</u> – Health and Social Care <i>Aligned portfolios / key stakeholders</i> <ul style="list-style-type: none">• Children, young people and skills | <u>Short-term</u> – Carers forum | March 2026 | Evidence that feedback from providers, carers and customers has shaped services | |
| | Deliver new services in supported living and short breaks making best value use of Council assets | <u>Lead portfolio</u> – Health and Social Care | | March 2026 | | |
| | Re-shape Adult Social Care Services to prevent the escalation of needs, aided by a focus on agreed priorities for improvement | | | March 2026 | Timeliness and quality – social care referrals, assessments, plans and reviews People receiving the right help, from the right service, at the right time (i.e., safeguarding introductions to neighbourhoods that do not result in a referral to adult social care teams) | |

Green City – promoting a sustainable Derby for future generations

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| | | | | | How we will measure the impact of the differences that are we making | Alignment with our resources |
| Build resilience to climate change by removing carbon, reducing waste, regenerating nature and adapting to climate impact | Develop re-use provisions within waste services, e.g. re-use shop, upcycling and repairs | <u>Lead portfolio</u> - Streetpride, Public Safety & Leisure <i>Aligned portfolios / key stakeholders</i> <i>Climate, Transport & Sustainability</i> | <u>Short term</u> – Recycling Hub | March 2026 | Waste minimisation – recycling rate, reduced contamination, household waste disposed of Delivery of the Highways Hub project | |
| | Simpler recycling - plan and mobilise for city wide food collections | <u>Lead portfolio</u> – Streetpride, Public Safety & Leisure <i>Aligned portfolios / key stakeholders</i> • <i>Climate, Transport & Sustainability</i> | | March 2026 | | |
| Lower carbon emissions reaching net zero by 2035 | Deliver the Derby City Council Climate Change Action Plan | <u>Lead portfolio</u> – Housing, Strategic Planning and Regulatory Services <i>Aligned portfolios / key stakeholders</i> <i>Climate, Transport & Sustainability</i> | <u>Short term</u> - Work cross-city to deliver short, medium and long-term actions to cut carbon and create a sustainable Derby | March 2026 | Delivery of commitments in the action plan, with progress on the identified co-benefits | Partnership commitment |
| | Deliver our Air Quality Action Plan in line with refreshed timescales | | <u>Medium term</u> - Produce a Clean Air Plan for the whole city | March 2026 | Delivery of commitments in the action plan | |
| | Progress actions towards the adoption of a new Local Plan in 2026, with a renewed focus on supporting sustainable development and the development and the delivery of carbon reduction, creating the settings for investment, employment and growth, providing quality homes for all, including affordable housing creating space and conditions for nature and biodiversity, | | <u>Short term</u> - Create a Local Plan that ensures we get the best affordable housing projects that prioritise low carbon homes, space for nature, climate-conscious projects and investors, encouraging community-led housing projects and curbing HMO build-up (on-going) | March 2026 | Local Plan published in timescale | |

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| | promoting active travel and liveable neighbourhoods | | | | | |
| | Progress our integrated programme for infrastructure, to improve active environments and connectivity, contributing positively to sustainability and climate change | | | March 2026 | Continue delivery of the projects within scope, budget and timescales More travel options available and used, including active travel | |
| | Refresh our Move More Derby Strategy, including our approach to active travel and activity more broadly | <u>Lead portfolio</u> - Streetpride, Public Safety & Leisure <i>Aligned portfolios / key stakeholders</i> <ul style="list-style-type: none"> Climate, Transport & Sustainability | | March 2026 | Published Strategy Increased physical activity | |

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| | Development of a Green Infrastructure Strategy and grassland management plan as part of achieving the Nature Towns & Cities foundation accreditation for Derby, working with the Derby Nature Collective to nurture people's relationships with the natural world to 'grow a thriving city together with nature at its heart' | <u>Lead portfolio</u> - Climate, Transport & Sustainability <i>Aligned portfolios / key stakeholders</i> <ul style="list-style-type: none"> Streetpride, Public Safety & Leisure | <u>Medium term</u> - Prioritise using available council land for community energy and green projects <u>Medium term</u> - Community-led tree and hedge planting, green roofs and walls, street trees, urban agriculture and rewilding, creating a green corridor from Allestree to Alvaston <u>Medium term</u> - Support the community re-wilding of Allestree Park and other areas across Derby (ongoing) <u>Medium term</u> - Blue regeneration and celebration of our river, refocussing our city to the Derwent, biodiversity and river access | March 2026 | Improved green infrastructure for nature and green spaces Increased biodiversity | |
| Increased protection from flooding | Continue the delivery of the Our City, Our River programme, to reduce flood risks | <u>Lead portfolio</u> - Climate, Transport & Sustainability <i>Aligned portfolios / key stakeholders</i> <ul style="list-style-type: none"> City Centre, Regeneration, Strategy & Policy Streetpride, Public Safety & Leisure | <u>Medium term</u> - Blue regeneration and celebration of our river, refocussing our city to the Derwent, biodiversity and river access | March 2026 | Continue delivery of the project within scope, budget and timescales | Grant funded |

City of growth - Creating a modern city with skills, jobs and homes for the future

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| | | | | | How we will measure the impact of the differences that are we making | Alignment with our resources |
| Thriving, sustainable and diversified economy, and business community | Engage with the East Midlands Combined County Authority (EMCCA) to ensure that regional programmes for high growth businesses, export and generic business support benefit Derby businesses and promote economic growth | Lead portfolio - City Centre, Regeneration, Strategy & Policy <i>Aligned portfolios / key stakeholders</i> <ul style="list-style-type: none"> Housing, Strategic Planning and Regulatory Services Children, Young People and Skills | | March 2026 | External and internal investment in Derby External public funding secured Number of job vacancies filled following business and organisation support provided by Derby City Council | Partnership commitments |
| | As part of the EMCCA spatial vision and Local Growth Plan, work with partners to create the setting for investment and support the regional economy building on Derby's strengths, including advanced manufacturing, nuclear, hydrogen and rail | | | March 2026 | Number of jobs created, and safeguarded following business and organisation support provided by Derby City Council, either directly or working with partners New businesses starting up, improved business productivity and expansion | |
| | Develop an Innovation District centered around Infinity Park Derby as part of the East Midlands Investment Zone, in partnership with industry, Research and Development and universities | | | March 2026 | | |
| | Commission and deliver programmes in Derby using Shared Prosperity Funding (SPF), and any other funding sources that become available, to promote the growth of Derby businesses and social enterprise, ensuring these | | | March 2026 | Successful award allocations, in line local priorities, with evaluation of impact | |

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| | complement and supplement regional and national programmes | | | | | |
| | Deliver initiatives to support people into employment | | | | Number of job vacancies filled following business and organisation support provided by Derby City Council | |
| People of all ages achieving their potential through education and skills | Lead on the Derby Promise, to raise aspirations and outcomes for Derby's young people | <u>Lead portfolio</u> – Children, young people and skills <i>Aligned portfolios / key stakeholders</i> <ul style="list-style-type: none"> City Centre, Regeneration, Strategy & Policy | <u>Medium-term</u> - The Derby Promise for every child: <ul style="list-style-type: none"> Develop inspiration through work experience opportunities Live online vocational lessons with local experts 16+ options and opportunities in one place Wider apprenticeship options to nurture aspiration Next step 18+ guidance to achieve their aspiration | March 2026 | Under-represented groups supported to gain skills and employment Young people in employment, education and training Youth unemployment Apprenticeship opportunities | Partnership commitment |
| | Work with partners, including through EMCCA, to develop and promote skills and life-long learning in the city | | | March 2026 | Implementation of the Employment and Skills Strategy | |
| | Delivery of community managed libraries activities | <u>Lead portfolio</u> – Cost of Living, Inequalities & Communities | <u>Medium term</u> - Libraries will be community hubs with financial and specialist advice, a Locality team base (Public Protection Officers, Neighbourhood Officers, Councillors, NHS LAC), community shop and community space hire | March 2026 | Community Managed Libraries project delivery within scope, budget and timescales | |

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| More quality and affordable homes | Continue to deliver, and review/refresh, as needed, priorities in the Derby Housing Strategy 2020 – 2029 | <u>Lead portfolio</u> – Housing, Strategic Planning and Regulatory Services <i>Aligned portfolios / key stakeholders</i> <ul style="list-style-type: none"> • Cost of Living, Inequalities & Communities • Health and Adult Care • Children, Young People and Skills | | March 2026 | Decent, affordable and climate responsible homes, whilst finding innovative solutions to meet the housing challenges in the city | |
| | Deliver priority housing developments/projects in relation to Local Plan | <u>Lead portfolio</u> – Housing, Strategic Planning and Regulatory Services | | March 2026 | Delivery in line with project timescales, within scope | |
| | Launch the refreshed Landlords Charter | <u>Lead portfolio</u> – Housing, Strategic Planning and Regulatory Services | <u>Short term</u> - Good Landlord's Charter | March 2026 | Published Tenants Charter, in line with the Renters Rights Bill | |

Vibrant city – Reimagining our city with culture and diversity at its heart

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| | | | | | How we will measure the impact of the differences that are we making | Alignment with our resources |
| Destination of choice, dynamic and diverse city centre | Complete the city centre ambition/vision, which sets out a clear longer-term vision for the re-invention of the city centre, including creation of commercial office space, homes for all, cultural facilities, improved environment, better physical and digital connectivity, climate, social benefits, community health and well-being commitments | <u>Lead portfolio</u> - City Centre, Regeneration, Strategy & Policy <i>Aligned portfolios / key stakeholders</i> <ul style="list-style-type: none"> Health and Adult Care Cost of Living, Inequalities & Communities | <u>Medium term</u> - Make Derby city centre a safe, clean, accessible and welcoming place to spend a day without spending a fortune | March 2026 | Published city centre ambition/vision | |
| Exciting cultural offer representative of communities | Collaborate with public and private sector agencies to deliver the regeneration of the city centre, through leading and/or supporting the delivery of major regeneration projects to realise the city's ambitions | <u>Lead portfolio</u> - City Centre, Regeneration, Strategy & Policy <i>Aligned portfolios / key stakeholders</i> <ul style="list-style-type: none"> Cost of Living, Inequalities & Communities | <u>Short term</u> – Ensure our cultural partners remain affordable, accessible and the cultural offer of the city is sustained <u>Medium term</u> - Make Derby city centre a safe, clean, accessible and welcoming place to spend a day without spending a fortune | March 2026 | Examples of events facilitated, supported and hosted Financially sustainable Cultural facilities and organisations aided by increased audience numbers Delivery of new facilities and opportunities in line with project timescales, within budget and scope | Partnership commitment |
| | Develop the approach to assigning the cultural recovery fund | <u>Lead portfolio</u> - City Centre, Regeneration, Strategy & Policy | <u>Medium term</u> - Utilise our historic buildings and landmarks, reimagining the beautiful buildings we have, supporting our vision for a city with a sense of belonging and participation | March 2026 | | |
| | Support our cultural partners to become sustainable, exploring new cultural models and developing | <u>Lead portfolio</u> - City Centre, Regeneration, | | March 2026 | | |

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| | Culture Derby, encouraging one voice, one vision for a vibrant Derby | Strategy & Policy | <u>Medium term</u> - Embrace the diversity of Derby, celebrating different cultures through education, the arts and multi-cultural and multi-faith events | | | |
| An attractive, safe environment | Revitalise the city centre environment through investment and enforcement in targeted locations | <u>Lead portfolio</u> - Streetpride, Public Safety & Leisure <i>Aligned portfolios / key stakeholders</i> <ul style="list-style-type: none"> City Centre, Regeneration, Strategy & Policy | <u>Medium term</u> - Make Derby city centre a safe, clean, accessible and welcoming place to spend a day without spending a fortune <u>Long term</u> - Improving our city centre and neighbourhood environments with people's health and well-being in mind | March 2026 | Improving public perception of the city centre City centre crime rates (12-month rolling) Purple flag retention | |
| More people living in, working in and enjoying the city centre | Develop Local Visitor Economy Partnership Destination Management Plan, in partnership with EMCCA and other organisations, alongside the Destination Derby Board action plans | <u>Lead portfolio</u> - City Centre, Regeneration, Strategy & Policy | | March 2026 | Published Destination Management Plan and the Destination Derby Board action plans with agreed areas of focus | Partnership commitment |

Connected Council

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| | | | | | How we will measure the impact of the differences that are we making | Alignment with our resources |
| A financially sustainable Council that delivers value for money | Prepare and progress plans for Local Government Reorganisation in line with Government expectations | <u>Lead portfolio</u> - City Centre, Regeneration, Strategy & Policy | | November 2025 | Business case submitted by 28 November 2025 | |
| | Continue to support and influence the development of the East Midlands County Combined Authority (EMCCA) | <i>Aligned portfolios / key stakeholders</i> <ul style="list-style-type: none">Governance and FinanceDigital and Organisational Transformation | | March 2026 | Increased funding and influence for Derby | |
| | Continue to deliver the agreed Artificial Intelligence (AI) Transformation Programme, delivering AI enabled services directly to citizens and across Adult social care, Customer Management, Income management, SEND, Children's social care, and Internal administration | <u>Lead portfolio</u> - Digital and Organisational Transformation <i>Aligned portfolios / key stakeholders</i> <ul style="list-style-type: none">Health and Adult CareGovernance and FinanceChildren, Young People and Skills | <u>Medium term</u> - Phase one: Adult social care/ customer management/ Income management | March 2026 | Continued delivery of the projects within scope, budget and timescales Continually increasing capability and effectiveness of public facing assistants Implementation of multiple professional co-pilots to increase productivity of colleagues | |
| Enabled and engaged residents and Councillors | Improve communication and engagement with our residents, to shape sustainable services for the future | <u>Lead portfolio</u> - City Centre, Regeneration, Strategy & Policy <i>Aligned portfolios / key stakeholders</i> <ul style="list-style-type: none">Cost of Living, Inequalities & Communities | | March 2026 | Examples of engagement with residents, and the difference that this has made to service development and delivery | |
| | Approve and embed the new Council Constitution | <u>Lead portfolio</u> - City Centre, Regeneration, Strategy & Policy <i>Aligned portfolios / key stakeholders</i> <ul style="list-style-type: none">All | | March 2026 | Approved constitution | |

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| | Deliver Derby City Council's Equality, Diversity and Inclusion Plan | <u>Lead portfolio</u> – Cost of Living, Inequalities & Communities <i>Aligned portfolios / key stakeholders</i> <ul style="list-style-type: none"> Digital and Organisational Transformation | | March 2026 | Delivery of commitments within the plan, in agreed deadlines | |
| Empowered and valued colleagues | Promote an inclusive and diverse culture where colleagues feel empowered and valued to deliver, driven by the People and Culture Board's focus on: <ul style="list-style-type: none"> Engagement Wellbeing Workforce development including recruitment and retention, skills and succession planning | <u>Lead portfolio</u> – Digital and Organisational Transformation <i>Aligned portfolios / key stakeholders</i> <ul style="list-style-type: none"> All – aligned to areas of responsibility | | March 2026 | Relaunch Council values Measures as defined by People Strategy, including the average number of working days per full-time equivalent lost due to sickness absence | |
| Sound governance and decision making | Through the Delivery Board drive forward our agreed priority the Medium Term Financial Plan (MTFP) programmes: <ul style="list-style-type: none"> Managing our assets effectively Ensuring value for money through digital efficiency and innovation Managing demands and insight in areas such as homelessness and localities Adult Services – continued integration and focus on prevention | <u>Lead portfolio</u> – Governance and Finance <i>Aligned portfolios / key stakeholders</i> <ul style="list-style-type: none"> All – aligned to areas of responsibility | | March 2026 | Continued delivery of the projects within scope, budget and timescales Delivery of agreed commitments in the Medium Term Financial Plan (MTFP) alongside wider benefits | |

Together we’re building a Derby to be proud of

#TEAMDERBY

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| Strong #TeamDerby partnership | Continue to develop enhanced relationships and effective collaboration with #TeamDerby partners through the city partnership, including supporting the refresh of the city’s vision | <u>Lead portfolio</u> - City Centre, Regeneration, Strategy & Policy | | March 2026 | Evidence of themed discussions through the Board, with examples of impact | Partnership commitment |