

**Coventry City Council**  
**Minutes of the Meeting of Scrutiny Co-ordination Committee held at 2.00 pm on**  
**Thursday, 14 November 2024**

Present:

Members: Councillor G Lloyd (Chair)  
Councillor M Ali  
Councillor B Christopher (Substitute for Councillor C Miks)  
Councillor A Jobbar  
Councillor L Kelly (Deputy Chair)  
Councillor J Lepoidevin  
Councillor G Ridley  
Councillor R Singh  
Councillor CE Thomas

Other Members: Councillor R Brown, Cabinet Member for Strategic Finance and Resources  
Councillor G Duggins, Cabinet Member for Policy and Leadership  
Councillor S Gray (by invitation)  
Councillor E Reeves (by invitation)

Employees (by Service Area):

Children's Services M Clayton  
Digital Services: P Ward (Director)  
Finance: E Dewar  
Law and Governance: S Bennett, G Homes  
Transformation and Change: D Horton-Rayner, M McGinty

Apologies: Councillor C Miks (Substitute Councillor B Christopher)

## **Public Business**

### **44. Declarations of Interest**

There were no disclosable pecuniary interests.

### **45. Transformation Programme**

The Scrutiny Co-ordination Committee considered a Briefing Note which provided an overview of the One Coventry Transformation Plan 2024/25. A copy of the Plan was appended to the Briefing Note.

The Briefing Note indicated that the Council is embarking on a journey, building on current strengths, but also being imaginative in relation to changes and improvements to the delivery of services, support to residents and communities, and effectively targeting and prioritising resources. The One Coventry Transformation Plan 2024/25 sets out the approach being taken to successfully deliver the Council's transformation ambitions, aligned to the Council's One Coventry Plan (2022-2030) priorities, and provides a mechanism for delivery of the Council's medium term financial strategy.

In order to successfully deliver these transformation priorities and provide the foundations for wider change, the following 7 key operational change programmes were identified, with delivery progress being reported to the One Coventry Transformation Board:-

- Coventry Connects
- Coventry Advice Services
- One Coventry Services
- Increasing Early Intervention to reduce demand on services
- Thinking smarter about service delivery
- One Coventry Partnership delivery
- Helping our people to grow

Case studies on high-level delivery activity across key programmes were provided at the meeting, including a specific update on the One Coventry Services consultation which ended on 4 November, 2024.

The One Coventry Transformation Board was established in March 2024 and has been meeting monthly to oversee and enable the delivery of the Transformation Plan. Membership includes representatives from a variety of different service areas within the Council, with highlight reporting for all programmes and a focus on cross-organisational ownership.

As the Board has now been in operation for several months, a review has been undertaken in the form of a workshop with the Board Members and Leadership Board to ensure the approach of the Board provides the optimum focus in enabling delivery and providing assurance on progress. This has included the alignment of reporting on delivery of the Medium-Term Financial Strategy savings schedule, and the highlight reporting of programme progress.

The potential impacts of delivery of the transformation priorities (for residents, workforce, partners and the Council more widely) are robustly scoped and kept under review. Diversity and Inclusion is a Council priority and is a key focus throughout all transformation engagement, design and delivery. An Equality Impact Assessment (EIA) is completed for change projects at the appropriate time to understand any diversity and inclusion impacts, with consideration to appropriate management and mitigation of these, where possible.

The Committee noted that the Corporate Peer Challenge Progress Review has been arranged and will take place on 22<sup>nd</sup> November 2024. The purpose of this is to help the Council assess the impact of the Peer Challenge recommendations and demonstrate the progress it has made against the areas of improvement and

development identified by the Peer Team. A final feedback report will be shared by the Local Government Association early next year.

The Transformation Plan will naturally evolve and change as it progresses. The current Transformation Plan mainly focuses on 2024/25 and will be reviewed for future years to ensure delivery alignment with the medium term financial strategy position. In addition, the role and function of Transformation Board will be reviewed, to ensure clear oversight and grip of change and improvement programme delivery as work continues to realise financial efficiencies.

The Briefing Note indicated that the Council will continue to build on learning to date, with the intention to work even more collaboratively through the One Coventry approach, where all teams and partners will work seamlessly to deliver services differently for residents.

The Committee asked questions, sought assurances and made comments on a number of issues including:-

- Information relating to the Corporate Peer Challenge Progress Review taking place on 22 November, 2024.
- Work being undertaken in relation to “land” the “Transformation” comms and get the message out, both internally and externally. It was noted that the use of the terminology in relation to the Transformation Programme was being reviewed.
- How AI may be used by the Council in the future and work being undertaken in relation to AI. It was noted that consideration was being given to the impact AI has on climate change with regards to energy usage.
- It was noted that the Transformation Programme would be the subject of a report to Cabinet in February, 2025.
- Work being undertaken in relation to EIAs and consulting with the Disability and Equality Advisory Panel (DEAP).
- Early intervention and how this has changed. In relation to concerns raised, it was noted that the Children’s and Education Scrutiny Board (2) would be considering Early Intervention at their meeting in February, 2025
- In relation to Adult Services, officers were asked to circulate examples “what people need rather than what they want”.
- The implications for the Council of not making the savings identified.
- The process that was undertaken to inform staff of the Holbrooks Library proposals.
- Concerns were expressed about the Transformation Programme, the consultation undertaken in relation to services, timescales for implementation and the provision of objectives. The Committee were informed of the importance placed on consulting with residents in relation to the services they want to receive.
- Information in relation to the proposed changes to Advice Services
- Officers were requested to provide information in relation to the breakdown of staff who were part of the One Cov Squad
- Benchmarking with other Local Authorities and looking for examples of good practices.

- The importance of ensuring value for money and delivering services the best way possible.
- Work undertaken in relation to void commercial properties.

**RESOLVED that the Scrutiny Co-ordination Committee:-**

- 1) **Notes the overview of the Transformation Programme Plan 2024/25, progress made to date and delivery challenges.**
- 2) **Requests that consideration be given to streamlining the Transformation Programme where possible, highlighting objectives and including timescales for projects.**

46. **Scrutiny Co-ordination Committee Work Programme and Outstanding Issues 2024-25**

**RESOLVED that the Scrutiny Co-ordination Committee notes and approves the Work Programme and Outstanding Issues for the remainder of the Municipal Year 2024/25.**

47. **Any Other Items of Urgent Public Business**

There were no other items of urgent public business.

(Meeting closed at 3.50pm)