
To: Scrutiny Co-ordination Committee

Date: 20 November 2025

Subject: Change (Transformation) Programme Update

1 Purpose of the Note

- 1.1 This Briefing Note provides an update on the One Council Change Plan for 2025/26, summarising progress since the last Transformation Programme report to the Scrutiny Co-ordination Committee in November 2024.

2 Recommendations

- 2.1 Scrutiny Co-ordination Committee is requested to:
- 1) Note the overview of the One Council Change Plan 2025/26, including expected benefits, programme details, key priorities, and progress to date.
 - 2) Provide feedback to inform the ongoing development of the Plan.

3 Information and Background

- 3.1 The 2024/25 Transformation Plan (Appendix A) comprised seven programmes and 23 projects. Eleven projects have been completed or transitioned to business as usual, while twelve continue under the 2025/26 Change Plan. The 2024/25 plan delivered £4.65 million in savings and resulted in:
- Faster service response times through automation in Council Tax billing.
 - Improved customer satisfaction, with a 28% reduction in formal complaints following the creation of a centralised service in January 2024.
 - Increased community engagement, such as higher attendance at Rhymetime sessions after relocating Holbrooks Library to the Dementia Partnership Hub
- 3.2 The 2025/26 Change Plan was developed with input from the Leadership Team and Senior Leadership Network, emphasising organisational resilience, staff engagement, and a strong, inclusive culture. The plan identifies eleven priority areas, grouped into four categories:
- **Service Redesign:** Customer-focused improvements across teams and departments.

- **Transformational Change:** Fundamental changes to systems, services, and processes.
- **Continuous Improvement:** Ongoing enhancements to ways of working and organisational structure.
- **Enablers:** Core tools and systems supporting change.

3.3 Programme leadership is distributed, with Directors leading specific programmes to foster shared ownership.

4 A summary of the programmes

4.1 There is a point of contact listed for each programme of work, from across the Council. These colleagues and their teams are leading on these programmes to help the Council respond to current and future challenges.

4.2 Service Redesign

Programme	Point of contact	Aim
Resident at the heart of services	Adrienne Bellingeri	Join up our services to create a single and clear view of our residents' needs
Children and families-centred approach	Sukriti Sen	Make the most of the opportunity of national reforms impacting the delivery of Children's Services to ensure that services are delivered as efficiently and effectively as possible
Commercial culture	Richard Moon	Create a consistent approach to commercial activities and create an organisational ability to drive down cost, obtain value for money, and develop creative commercial solutions
Key city wide operations – pride in city	Davina Blackburn	Strengthen city wide operational activity across the Council with a more joined-up approach focused on tackling anti-social behaviour and addressing long-term causes

4.3 Transformational Change

Programme	Point of contact	Aim
Artificial Intelligence (AI)	Paul Ward	Make full use of the emerging opportunities of Artificial Intelligence, to influence organisational change and deliver improved outcomes

4.4 Continuous Improvement

Programme	Point of contact	Aim
Care, Health and Housing	Pete Fahy	Create a consistent and transparent structure and approach which meets our statutory duties, responds to increasing demand and enables people to access the right help, at the right time, in the right place
Regeneration	Andy Williams	Create a clear vision for regeneration that contributes to the Council's wider objectives
City Services	Mark Adams	Improve cross-team coordination and delivery in City Services, as a key frontline area, for residents and communities

4.5 Enablers

Programme	Point of contact	Aim
Organisational Design and Capability	Sue Chilton	Ensure that our structure, skillset and representation are fit-for-purpose to deliver services to our residents and communities in the future
Performance and Data Driven	Sunairah Miraj	Make better use of the information and data we hold to influence service delivery, priority setting and to hold ourselves to account
Simplified, streamlined and technology enabled processes	Clare Boden-Hatton	Implement efficient processes which reduce manual activity, maximise automation and enable organisational consistency

5 Key Deliverables and Impact of Change

- 5.1 The Council is focusing on these key areas where we believe there is the greatest opportunity for impactful change or where change is necessary through reform. Information on the key deliverables can be found in Appendix B.

6 Overseeing and supporting delivery of change

- 6.1 A streamlined Change Board, chaired by the Chief Executive, meets weekly to oversee progress, strengthen accountability, and address issues. The Board monitors financial savings and overall delivery, supporting Council-wide savings targets. Regular updates are provided to the Leadership Board, and an internal

communications plan ensures staff and residents are informed of changes and impacts.

7 Health Inequalities Impact

- 7.1 Diversity and Inclusion is a Council priority and is a key focus throughout all transformation engagement design and delivery.
- 7.2 Individual programmes undertake Equality Impact Assessments (EIA) to understand any diversity and inclusion impacts as required.

8 Next steps

- 8.1 The current Change Plan mainly focuses on 2025/26 and will continue to be updated to ensure delivery alignment with the medium-term financial strategy position. In addition, the weekly Change Board meetings will continue to provide clear oversight on programme delivery as work continues to realise both financial efficiencies and service improvements, to deliver benefits for both employees and residents.
- 8.2 We will continue to build on learning to date, and work collaboratively through our One Coventry approach, to deliver services differently for residents.
- 8.3 Equipped with new skills, greater insights, and a joined-up view of residents, we will continue to build a happier, healthier, and more vibrant Coventry – and Council – together.

Appendices

Appendix A – Transformation Plan 2024/25 Update

Appendix B – 2025/26 Change Plan Key Deliverables

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