



Scrutiny Co-ordination Committee

Change (Transformation) Programme Update

Appendix A – Transformation Plan 2024/25 Update

Appendix B – 2025/26 Change Plan Key Deliverables

20 November 2025

2024/25 Transformation Plan

Update on progress and deliverables



2024/25 Transformation Plan – Programme 1

	Update	Status 25/26
Coventry Connects	<ul style="list-style-type: none">• Replacement of customer contact (telephony system) completed in April 2024• Revenues and Benefits processing automation completed in July 2024 and have significantly improved service response times.• The redesign of our corporate complaints process was completed and a centralised team created in January 2024 delivering an increase in complaints being resolved informally and more speedily for residents• Microsoft Co-Pilot has been fully rolled out across the organisation to reduce the time taken on routine administrative tasks.	Work is continuing through AI Programme which includes making fuller use of the emerging opportunities of Artificial Intelligence, to speed up routine processing, free up professionals from administration, both with the aim of improved outcomes for residents.
24/25 Savings Target: £1m		

2024/25 Transformation Plan – Programme 2

	Update	Status 25/26
Developing and providing a Coventry Advice Service	<p>Coventry Advice Service Grants commenced in October 2024 and are in place until 30 September 2026.</p> <p>Coventry Advice Service Grant providers provide face to face service provision and improved their digital offer.</p>	<p>Work is continuing through AI Programme to automate and streamline processes for discretionary awards to improve response times</p> <p>Resident Programme and Performance Programme to join up data to create a single and clear view of our residents' needs</p>
24/25 Savings Target: £400k		

2024/25 Transformation Plan – Programme 3

	Update	Status 25/26
Delivering One Coventry Hubs (One Coventry Services)	<p>Phase 1 proposals for co-locating service delivery were approved by Cabinet in April 2025.</p> <ul style="list-style-type: none">• Holbrooks Library relocated to the Dementia Hub in September 2025• Bell Green Library and Adult Education service will relocate to Park Edge Family Hub in December 2025• Coundon Library will relocate to Coundon Family Centre in December 2025• Adult social care teams relocated from Dover St to other Adult social care centres in September 2025	Work is continuing through Resident Programme to develop a Council wide delivery model for resident services which will include in place delivery.
24/25 Savings Target: £900k	<ul style="list-style-type: none">• Benefits realisation will continue to be monitored and will feed into any future changes.	

2024/25 Transformation Plan – Programme 4

	Update	Status 25/26
Increasing early intervention to reduce demand on services	Children and Young People – Children’s Placement Review and Floating Emergency Fostering Provision The Coventry Family Valued Programme was established and to take a strengths-based approach to reviewing children’s needs and placements.	Work is continuing through the Children and Family Centred Approach Programme .
24/25 Savings Target: £4.875m	Adults Over 2024/25 the integrated teams between health and social care that were implemented through our Improving Lives programme, have developed and are making a difference to our success in supporting people to live at home following a hospital stay. Adult social care teams continue to ensure that personal budgets which is for the funding for individuals to meet eligible care and support needs is focussed utilising a wide range of support available within the city.	Integrated teams have now become part of our BAU model.

2024/25 Transformation Plan – Programme 5

	Update	Status 2025/26
Thinking smarter about service delivery	<p>Temporary Accommodation - The Council is continuing to increase its portfolio of temporary accommodation.</p> <p>Following the review of SEND Transport our internal fleet capacity increased reducing reliance on the use of taxis. A new framework implemented, increasing number of providers with robust contract management arrangements in place</p>	<p>Work continues on temporary accommodation and forms part of the Care Health and Housing Programme.</p>
24/25 Savings Target: £1.777m	<p>Increase number of Council owned Children's Homes – Feasibility work was undertaken to develop the business case.</p> <p>Commercialise unused foster placement capacity – feasibility work undertaken.</p> <p>Identify and deliver contract efficiencies A review of commissioned contracts was undertaken, a new Contract Board established.</p>	<p>The SEND transport review implementation is within the new Children and Family Centred Approach Programme.</p> <p>Work on contract efficiency now forms part of the Commercial Programme</p>

2024/25 Transformation Plan – Programme 6

	Update	Status 25/26
One Coventry partnership delivery	Maximising partner support (One Coventry partners, West Midlands Combined Authority) – the Council has sought to maximise contributions from partners towards statutory delivery and through existing partnerships incl. Children’s Placement Healthcare Funding and Coventry Safeguarding Children Partnership.	Elements of this work are continuing in a focussed way, owned by services, including through the Children and Family Centred Approach Programme , the Regeneration programme and the Commercialisation programme .
24/25 Savings Target: £2.677	Opportunities were explored to seek sponsorship from partners/local businesses for festival lights, but this was unsuccessful. However capital funding was identified for this reducing revenue costs.	
	Exploring shared delivery options with partners i.e. Warwickshire County Council - A service review of the SEN and disability advice support service was completed.	

2024/25 Transformation Plan – Programme 7

	Update	Status
Helping our people to grow	<p>To date there have been 26 members of the One Cov Squad, 17 members had opportunities to get involved. 67% felt the experience had developed their skills, over 90% learnt about a new area of the Council and all members felt they made a valuable contribution.</p>	<p>One Cov Squad continues to operate as an opportunity for employees to play a role in delivery of the Change Plan.</p>
24/25 Savings Target: £600k	<p>One Cov Roadshows commenced in 2024 and to date there have been two rounds of roadshows.</p>	<p>One Cov Roadshows have been successful; the latest round is currently underway.</p>
	<p>Common Roles Review – Baselining of roles completed</p>	<p>Common Roles work continues linked to specific activity across several programmes.</p>
	<p>Worker Profile kit and accommodation review - Deliver tailored ICT equipment and licences as well as estate/office space based on worker needs, rather than one size fits all. As part of the accommodation review Broadgate House closed in August 2025 and Customer Services moved to Central Library.</p>	<p>ICT delivered savings target in 24/25 by reviewing the types of equipment and licences allocated.</p>

2025/26 One Council Change Programme

Overview of programmes and deliverables



Service Redesign

- Resident at the heart of services
- Children and families-centred approach
- Commercial culture
- Key city wide operations - pride in city

Enablers

- OD and capability
- Performance and data driven
- Simplified, streamlined, and technology enabled processes

Transformational Change

- Artificial Intelligence

Continuous Improvement

- Care, Health and Housing
- Regeneration
- City Services

**One
Council**

One Council – Change Programme

Artificial Intelligence

Agreed set of priorities for 12 months that focus on areas over overspend and cost pressure to reduce both and generate in excess of £3m efficiencies pa by 2027

Workforce benefits

- Social workers spend more time with children / adults and less on administration
- Improved consistency of case notes
- Staff spend less time recording minutes, meetings, appraisals, processing of documents improving efficiency and enabling quality of interaction

Resident benefits

- Faster processing of financial assessments, applications and case work
- Social workers spend more time with children / adults and less on administration

Financial benefits

- £1.4m efficiencies

What will be delivered:

- Transcription tool, with functionality to write into systems adopted organisation wide
- Financial assessment tool used across all assessments
- Legal, governance and ethical framework for AI deployment
- Business case for continued investment and benefits tracking / realisation
- Workforce skills training in data and AI
- Productivity tools adopted across the business

Resident at the heart of service

Join up our services to create a single and clear view of our residents' needs.

Workforce benefits

- Improved processing efficiency

Resident benefits

- Improved experience - faster resolution and improved communication
- In time, improved resident outcomes - early identification, targeted intervention and prevention

Financial benefits

- £900k efficiencies (includes ongoing realisation of One Coventry 24/25 programme)

What will be delivered:

- A single customer record
- A Council wide delivery model for resident services including digital, telephone and face to face, providing information, advice and earlier help and resulting in a better experience and value for money
- Tell us once approach for residents
- A corporate approach to community engagement, with a clear framework and distributed delivery
- A single digital front door

Children and family centred approach

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.

Workforce benefits

- Social workers reduced administration
- Improved productivity in commissioning

Resident benefits

- Improved outcomes for children in care through best match
- More families helped early
- Stronger safeguarding through multi-agency approach

Financial benefits

- £4.71m (includes planned savings from 24/25)

What will be delivered:

- Financial and commercial plan to achieve savings and reduce ongoing cost
- A commercial approach with provider market that delivers vfm
- An integrated early help offer that delivers for families and residents
- Revised approach to managing SEN costs
- vfm tool is embedded across placements - with regular performance reports and quantified impact reported
- Implement mechanism to improve budgetary control pressures in Temporary Accommodation (NRPF)
- Improve efficiency and performance in payments to providers as part of technology enabled process design

Commercial Culture

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.

Workforce benefits

- Improved productivity
- New skills development

Resident benefits

- Expected better services

Financial benefits

- £1.24m

What will be delivered:

- More effective and standardised processes for procurement and contract management across the organisation
- A new approach to commissioning
- Standard approach to negotiating and managing capital investments
- Revised CMH model, strategically aligned with efficient operations
- A refocussed commercial approach to supporting service areas with commercial expertise to advise and challenge
- A way of operating that embeds a commercial culture

Key City Wide Operations – Pride in our City and City Services

Strengthen citywide operational activity across the Council with a more joined-up approach focused on tackling anti-social behaviour and addressing long-term causes.

Workforce benefits

- Upskilled staff
- Increased staff productivity
- Increased staff satisfaction
- Reduced sickness absence

Resident benefits

- Consistent, quicker and more responsive services
- Cleaner, greener public spaces

What will be delivered:

- New approach to tackling anti-social behaviour
- Single enforcement team
- A more integrated and efficient structure, focused on 'right first time' service delivery and with greater workforce diversity
- Strengthened approach to workforce planning, health and safety and implement robust contingency arrangements for service delivery
- Maximise use of technology and data to provide efficient services and to standardise and streamline processes
- Increase opportunities for collaborative enforcement activity

Care, Health and Housing

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.

Workforce benefits

- Social workers spend more time with adults / families
- Reduced administration

Resident benefits

- Less time in temporary accommodation
- Maximised independence

Financial benefits

- £3.35m

What will be delivered:

- New operating model in place including AI for social workers
- Maximised use of Public Health grant across the organisation's priorities
- Increased property portfolio
- Reduced care package costs
- Reduced Temporary Accommodation costs

Regeneration

Create a clear vision for regeneration that contributes to the Council's wider objectives.

Workforce benefits

- Opportunities for regional working

Resident benefits

- Linked to One Coventry plan – more investment, more jobs, more prosperity

What will be delivered:

- A more integrated and efficient structure, with greater managerial stretch, more focused on delivering tangible impacts and with greater diversity
- Working with the CA develop a clear operating model between Council and CA for delivery of economic development
- A revised organisation approach to grant funding and distribution, modelled in regen and rolled out organisation wide
- A revised stakeholder strategy for the organisation
- A One Coventry approach to climate change with matrix working in place.

Organisational Design

Ensure that our structure, skillset and representation are fit-for-purpose to deliver services to our residents and communities

Workforce benefits

- Upskilled staff
- Increased staff satisfaction
- Clear career progression pathways
- Quantified impact on workforce diversity and culture shift

Financial benefits

- £1m

What will be delivered:

- Owning and driving performance culture change programme delivered and embedded
- Training to improve data and technology skills across the organisation
- Evolve to a more consistent ratio of managers to staff, ensuring stretch and development with progression opportunities available
- Establish a flexible operating model that will provide a more consistent approach to directorates and senior roles
- Duplication of functions removed, teams moved or matrix management in place
- Strengthening corporate expertise by removing duplication or consolidating
- Equity of opportunity, fair treatment for all leading to increased workforce diversity across all grades
- Improve talent management and career progression opportunities
- Updating the Council's Terms and Conditions of Employment in line with Council recommendations

Performance

Make better use of the information and data we hold to influence service delivery, priority setting and to hold ourselves to account.

Workforce benefits

- Upskilled staff
- Increased staff productivity

What will be delivered:

- Organisation strategic planning process developed
- New suite of reporting tools aligned to the One Coventry Plan, Leadership Board Service Plans, statutory reporting
- Framework for reporting performance to Boards, Council and public
- Community Insights data set and reporting
- Performance and insight team fully in place with matrix working to performance community
- Cross organisation performance data in data warehouse / lake

Processes

Implement efficient processes which reduce manual activity, maximise automation and enable organisational consistency

- **Workforce benefits**
- Upskilled staff
- Increased staff productivity
- Increased staff satisfaction
- Reduced sickness absence

Financial benefits

- £500k

What will be delivered:

- Prioritised list of processes to be redesigned and technology enabled
- Time recording – holidays. Rotas, etc – implement a cross organisation on-line solution
- Recruitment process – reengineered
- Common roles have standardised JDs, ways of working and tools