

**Title:** Change Programme – Case for Change  
**Lead Officer:** Darren Knight, Deputy Chief Executive  
**Portfolio Holder:** Councillor Jessica Harrison  
**Wards of the District directly affected:** All

<b>Approvals required</b>	<b>Date</b>	<b>Name</b>
<b>Portfolio Holder</b>	14.02.2024	Cllr Harrison
<b>Finance</b>	14.02.2024	Andrew Rollins
<b>Legal Services</b>		N/A
<b>Chief Executive</b>	14.02.2024	Chris Elliott
<b>Director of Climate Change</b>	14.02.2024	Dave Barber
<b>Head of Service(s)</b>	14.02.2024	David Elkington
<b>Section 151 Officer</b>	14.02.2024	Andrew Rollins
<b>Monitoring Officer</b>	14.02.2024	Graham Leach
<b>Leadership Co-ordination Group</b>	14.02.2024	Yes
<b>Final decision by this Committee</b>	Yes	
<b>Contrary to Policy / Budget framework?</b>	No	
<b>Does this report contain exempt info/Confidential? If so, which paragraph(s)?</b>	No	
<b>Does this report relate to a key decision (referred to in the Cabinet Forward Plan)?</b>	No	
<b>Accessibility Checked?</b>	Yes	

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## Summary

In February 2023, Cabinet agreed for the development of a change programme to identify efficiencies to support the Council's Medium Term Financial Strategy. The purpose of this report is for Cabinet to review and approve the Council's Change Programme - Case for Change and supporting governance framework.

## Recommendation(s)

- (1) That Cabinet review and approve the Council's Change Programme - Case for Change.
  - (2) That Cabinet agree for the programme to commence, and the Programme Board terms of reference is approved.
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## 1 Background

- 1.1 In February 2023, a report was taken to Cabinet, which identified that the Council would need to change how it operates to ensure it can continue to respond to the external operating environment and financial challenges the local government sector faces.
- 1.2 This report made three recommendations, which included:
  - 1 That Cabinet notes the latest Medium-Term Financial Strategy (MTFS).
  - 2 That Cabinet agrees to the development of a change management programme with governance arrangements.
  - 3 That subject to agreeing recommendation 2, Cabinet agrees that in accordance with their respective delegations, the Chief Executive and S151 Officer should ensure that appropriate human resources are made available to support the delivery of the programme.
- 1.3 In July 2023, WDC undertook a Corporate Peer Challenge (CPC) through the Local Government Association (LGA), as part of its commitment to sector led continuous improvement. This review highlighted two areas relating to the Change Programme:
  - In recognition that, at the time of the challenge, the Council was committed to, but had not fully developed its Change Programme, the review team said - "As part of the Council's Change Programme the peer team encourage WDC to continue with this transformation and capitalise on how this will support the organisation in delivering improved outcomes".
  - The CPC team also stated that "Ensure that whatever ambitions the Council may have been balanced with the need to ensure sufficient focus and grip on the performance of core service delivery and brilliance in the basics".
- 1.4 In November 2023, the Council's new Corporate Strategy was approved, and the Change Programme falls under Strategic Priority 1, Goals 1.2 and 1.3:

### Strategic Priority 1:

*"Delivering valued, sustainable services in order that the Council can continue to focus its efforts and activities on the needs of its residents, communities and businesses, this priority will be underpinned by ensuring continued demonstration of financial*

*sustainability through the medium term. This is the foundation for ensuring that there are the resources to continue to enable residents to receive excellent high-quality services that are responsive and accessible to local needs."*

**Goal 1.2 Continue to ensure the Council's finances remain on a firm and sustainable footing.**

- *"Our Change Programme will improve the efficiency and effectiveness of how the Council delivers services to ensure they remain responsive and accessible to customer needs."*
- *"By reviewing how Council services are delivered and measuring performance will help ensure high quality services are being delivered across the Council."*
- *"The Digital and Customer Strategy and Change Management Programme will make it easier for customers to contact the Council 24/7, 365 days a year and enable our customer service team to help more customers at the first point of contact through different communication channels".*

**Goal 1.3 Achieve and demonstrate delivery of high-quality services.**

- *"We will measure our performance and develop how we use data, benchmarking and customer insight to ensure we continuously learn and improve how we deliver services."*

- 1.5 Following these three reports, the Change Programme - Case for Change (Appendix 1) has been developed, which sets out the case and approach for this improvement programme, the benefits it will bring and how success will be monitored and measured.

**2 Alternative Options**

- 2.1 The Cabinet report dated 9 February 2023, titled Warwick District Council Change Management Programme, agreed to the rationale and development of a change programme to support the Council's MTFS.
- 2.2 Doing nothing is not an option, as set out by the:
- Council's MTFS.
  - Narrative set out in the February 2023 Cabinet report.
  - July 2023 CPC report.
  - New Corporate Strategy – Priority 1.
- 2.3 A defined change programme with supporting governance oversight will ensure there is the appropriate level of direction and oversight. The programme board terms of reference are set out in Appendix 2.
- 2.4 Recently, the Department for Levelling Up, Housing and Communities (DLUHC) announced their intention that local authorities will need to produce productivity plans to demonstrate how they will improve efficiency and reduce costs. It is the intention that local authorities will need to submit such plans to be reviewed by DLUHC. The Council's Change Programme will also ensure that WDC is able to promptly respond to any future requests by DLUHC.

**3 Legal Implications**

- 3.1 No legal implications have been identified at this stage. Any legal implications will be identified and assessed on a project-by-project basis.

## 4 Financial Services

4.1 The focus on of the change programme will be on the Council's General Fund. The MTFS sets a general fund efficiency target of £2.5m over the next three years. This will be achieved via four principles:

- Income generation initiatives.
- Customer service re-design/digital transformation.
- Invest to save initiatives.
- Cost reduction initiatives.

4.2 Further work will be done to establish how the income generation strand of the change programme interacts with existing fees and charges targets totalling £3.375m over 4 years.

4.3 Efficiencies will also need to be found within the Housing Revenue Account (HRA) to further invest in areas such as asset compliance. However, the immediate focus for the housing service is the asset compliance action plan. Timing of the change programme to the HRA funded services will be guided by the asset compliance committee and the corporate strategy programme board.

4.4 This approach has two benefits, firstly ensuring that focus remains on the compliance action plan and secondly, ensuring change management focus and resources are not spread too thinly.

4.5 The Digital Strategy Seed fund will provide initial funding to support digital/customer design programme workstreams. Investment decisions will be based on business cases, as and when required.

## 5 Environmental/Climate Change Implications

5.1 There are no Environmental/Climate Change implications identified as a result of this report. Where applicable, projects will have a climate impact assessment completed.

## 6 Analysis of the effects on Equality

6.1 There are no Equality implications identified as a result of this report. Where applicable, projects will have an Equality Impact Assessment completed.

## 7 Data Protection

7.1 There are no Data Protection implications identified as a result of this report.

## 8 Health and Wellbeing

8.1 There are no health & wellbeing implications identified as a result of this report.

## 9 Risk Assessment

9.1 The Change Programme has several risks, which have been outlined in the table below:

Risk Identified	Control Measures
Sufficient Programme Governance:	Programme board will be established which will include: <ul style="list-style-type: none"><li>• Cabinet Member for Transformation</li><li>• Cabinet Member for Finance</li><li>• Deputy CEO</li><li>• Head of Finance</li></ul>

	<ul style="list-style-type: none"> <li>• Head of People &amp; Communications</li> <li>• Head of Customer &amp; Digital Services</li> </ul> <p>This board will meet on a regular basis.</p>
Not achieving the efficiencies needed within the timescales required:	<p>The change programme scope takes an holistic view identifying and achieving efficiency opportunities, including:</p> <ul style="list-style-type: none"> <li>• Income generation initiative.</li> <li>• Invest to save initiatives.</li> <li>• Customer service redesign.</li> <li>• Cost reduction initiatives.</li> </ul> <p>The programme will have an efficiency tracker that will monitor progress against timescales and efficiency targets.</p>
WDC does not have a corporate digital platform/customer relationship management system:	A business case has been developed for a corporate digital platform/customer relationship management system.
WDC does not have dedicated business analyst skills within its current transformation team:	As part of the recent budget report, funding has been agreed to recruit business analyst capacity and capability.

9.2 Change Programme risks will be monitored by the Programme Board, as part of the programme's governance and subject to review by the Member Advisory Group and/or Overview and Scrutiny Committee.

## 10 Consultation

10.1 The change programme has been consulted with Cabinet, Group Leaders, Senior Leadership Team, Managers' Forum and Union representatives.

### Supporting documents:

Appendix 1: Change Programme - Case for Change

Appendix 2: Programme Board Terms of Reference

### Background papers:

- WDC Corporate Strategy [Priority 1: Delivering valued, sustainable services - Corporate Strategy Warwick District 2030 - Warwick District Council \(warwickdc.gov.uk\)](#)
- WDC Local Government Association Corporate Peer Challenge Report [LGA Corporate Peer Challenge - Download - Warwick District Council \(warwickdc.gov.uk\)](#)
- February 2023 Change management programme cabinet report [Document.ashx \(warwickdc.gov.uk\)](#)
- Medium Term Financial Strategy - [Document.ashx \(warwickdc.gov.uk\)](#)
- [Digital Transformation programme | Local Government Association](#)
- [DLUHC: Productivity plans 'haven't been designed yet' | Local Government Chronicle \(LGC\) \(lgcplus.com\)](#)