

## Wiltshire Council

### Overview and Scrutiny Management Committee

28 January 2025

---

#### Executive Response to the Final Report of the Evolve Task Group

##### Purpose of the report

1. To present the response of the relevant Cabinet Members to the Final Report of the Evolve Task Group.

##### Background

2. On 27 November 2024 the Overview & Scrutiny Management Committee endorsed the Final Report of the Task Group.
3. The Committee resolved to refer the following Task Group's recommendations to the relevant Cabinet member for response at the Committee's next meeting on 28 January 2025.

##### Executive response to the Task Group's recommendations

That the Leader of the Council and Cabinet Member for Military-Civilian Integration, Health and Wellbeing, Economic Development, Heritage, Arts, and Tourism:

<b>Recommendation 1</b>	<b>Assigns responsibility for overseeing transformation programmes to a specific Cabinet Member</b>		
<b>Executive response</b>	3 <sup>rd</sup> January 2025	<b>Accept</b>	This recommendation is agreed and accepted. Transformation is currently covered generally within the remit of the Leader of the Council, but going forward it will be allocated to a specific Cabinet Member following discussions between the Leader and the Director Business Transformation.
<b>Action</b>		<b>Success criteria</b>	
The Leader of the Council to confirm and communicate his preferred Cabinet Member to be responsible for Transformation.		Confirmation of Cabinet Member	
<b>Target date</b>		<b>Implementation date</b>	
31 <sup>st</sup> January 2025		February 2025	

Until such time as there is a Cabinet Member responsible for overseeing transformation programmes, that the Leader of the Council and Cabinet Member for Military-Civilian Integration, Health and Wellbeing, Economic Development, Heritage, Arts, and Tourism reports on progress with:

<b>Recommendation 2</b>	<b>Realisation of the benefits of the Evolve programme to Overview and Scrutiny Management Committee by November 2025.</b>		
<b>Executive response</b>	3 <sup>rd</sup> January 2025	<b>Accept</b>	The original benefits model for the Evolve programme is currently under review so that it remains realistic, appropriate and achievable following the implementation of the Oracle solution and embedding of the new business processes and staff/system capabilities. The revised benefits model and expected realisation profile will be brought to Overview and Scrutiny Management Committee in line with the dates in this recommendation.
<b>Action</b>		<b>Success criteria</b>	
Director Business Transformation to re-baseline the Evolve benefits model and agree MTFS profiling with the Chief Executive and Section 151 Officer.  Model and budget impacts to be scrutinised at OSMC.		Agreed benefits realisation plan for the Evolve programme and inclusion of savings in MTFS from 2026/7 onwards.	
<b>Target date</b>		<b>Implementation date</b>	
September 2025		November 2025	

<b>Recommendation 3</b>	<b>Implementing the task group's endorsed and accepted recommendations to Overview and Scrutiny Management Committee by November 2025.</b>		
<b>Executive response</b>	3 <sup>rd</sup> January 2025	<b>Accept</b>	Accepted or partially accepted recommendations in this report aim to be fully implemented within the timescales stated in this recommendation.

<b>Action</b>		<b>Success criteria</b>
Regular monitoring of completion of these recommendations will be undertaken by the assigned Cabinet Member supported by the Director Business Transformation.		OSMC confirm agreement that all recommendations have been implemented.
<b>Target date</b>		<b>Implementation date</b>
November 2025		From February 2025

<b>Recommendation 4</b>	<b>Other major change programmes adopt the governance model used by the Evolve programme, including an independent programme board, overview and scrutiny engagement and independent auditing.</b>		
<b>Executive response</b>	3 <sup>rd</sup> January 2025	<b>Accept</b>	This recommendation is accepted and agreed. Recent major Transformation programmes are already (and new ones will be) using an appropriate derivation of the proposed governance model. Where possible, existing in-progress programmes are also being moved over to this governance model (or as close as is practicable) at appropriate review points.
<b>Action</b>		<b>Success criteria</b>	
Transformation Service Manager to ensure that the standardised governance model is communicated and used on all major Transformation programmes, and is documented and made available as part of the Transformation Toolkit.		Appropriate and robust governance that aligns to the model recommended here is used on all large programmes.	
<b>Target date</b>		<b>Implementation date</b>	
April 2025		April 2025	

<b>Recommendation 5</b>	<p><b>The process for identifying and planning resource and organisational capacity for major transformation programmes is reviewed, learning lessons from the Evolve programme, including:</b></p> <p style="text-align: center;"><b>a) Assessing the necessary internal capacity and resources need to engage effectively with</b></p>
-------------------------	--

	<p>transformation, without affecting service delivery.</p> <p>b) Major programmes require adequate budget for external consultancy capacity and early engagement with relevant market providers.</p> <p>c) Externally delivered transformation programmes require adequate officer capacity for managing the relationship with the provider.</p> <p>d) Supporting change management in a timely manner i.e., preparing, equipping, and supporting individuals through change, and delivering learning/training are key elements of major projects. The learning/training required should be identified and developed with user input.</p> <p>e) Predicted programme benefits are reviewed at regular intervals during delivery and implementation.</p>		
<p><b>Executive response</b></p>	<p>3<sup>rd</sup> January 2025</p>	<p><b>Accept</b></p>	<p>For parts a) to c) of this recommendation: The learning points identified have been reviewed and accepted by the Director Business Transformation and will be included in the relevant Lessons Learned logs for both the Evolve Programme and the wider Transformation Toolkit.</p> <p>For part d): This learning point is accepted in the context of the Evolve programme, and will be reviewed by the relevant Directors and Service Managers of the Transformation service and the HROD Change service to ensure relevant processes are sufficient. The Director Business Transformation will also work with the Head of Service for Procurement to agree a way to consistently specify more robust training provision and outcomes in tenders for technology- and change-based programmes of this type.</p> <p>For part e): The specific benefits case for Evolve is now being reviewed as</p>

			per recommendation 2. More broadly, a consistent Benefits management strategy and associated toolkit is in development to ensure future large programmes are designed to meet this recommendation.
<b>Action</b>		<b>Success criteria</b>	
<ul style="list-style-type: none"> <li>-Transformation Toolkit to be updated.</li> <li>-Detailed criteria for expected supplier training outcomes to be developed and agreed for inclusion in future tenders for this type of programme.</li> <li>-Evolve benefits to be reviewed as per actions at recommendation 2.</li> <li>-Benefits management strategy to be finalised, published as part of the Transformation Toolkit and communicated.</li> </ul>		<ul style="list-style-type: none"> <li>-Learning outcomes to be included in tenders are accepted by Procurement.</li> <li>-A common and consistent benefits management approach and regular reviews are undertaken on all large Transformation programmes.</li> </ul>	
<b>Target date</b>		<b>Implementation date</b>	
July 2025		July 2025	

**That the Cabinet Member for Finance, Development Management, and Strategic Planning provides reassurance that:**

<b>Recommendation 6</b>	<b>In future, when considering the best framework for any procurement, the council will take into account how that framework supports implementation of the whole contract, the programme and legacy rather than focusing upon tendering and contract signing.</b>		
Executive response	6 <sup>th</sup> January 2025	<b>Accept</b>	<p>This recommendation is accepted and work is already underway to support this – the Evolve tender took place in 2020/21 so many improvements have been instigated in the Procurement service since then to identify and address some of the issues identified in this recommendation.</p> <p>These include an ongoing programme of work within Procurement to make improvements to the tender route selection process, such as:</p>

			<ul style="list-style-type: none"> <li>• Sourcing plan approval panel (chaired by HoS Procurement)</li> <li>• Oversight and review of individual sourcing plans and provide advice/challenge to the procuring manager to ensure appropriate procurement route is selected</li> <li>• Education on future-proofing the selected approach to support the lifetime of tender, not just the initial stages</li> <li>• Peer-review – officers collaborate on a peer basis to test appropriateness of ITTs and consideration of the whole procurement and contract lifecycle.</li> <li>• Education of staff to ensure the links between tender process and ongoing contract management needs are clearly understood. Also education that existing contractual issues should not try to be resolved in a new tender – focus should be on seeking the best outcomes for the current and future scenarios, including sufficient consideration for contract delivery issues/failures.</li> </ul>
<b>Action</b>		<b>Success criteria</b>	
Continuation of the existing activities being undertaken in Procurement to review sourcing plans.		Reduced numbers of contracts in dispute/programmes being delayed or overrunning.	
<b>Target date</b>		<b>Implementation date</b>	
April 2025		March 2025	

<b>Recommendation 7</b>	<b>Procurement will review how it assesses the capabilities, previous performance, and sub-contracting models of tenderers.</b>		
<b>Executive response</b>	6 <sup>th</sup> January 2025	<b>Accept</b>	<p>This recommendation is accepted and work is already underway to support this. The ongoing review by The Head of Service for Procurement advises that the review process for any sourcing decision to use a framework includes stronger challenge on the assessment of the contractual relationship between the council and the provider (particularly where this constitutes a third-party reseller arrangement), and this type of framework vehicle will be identified as a specific risk that will be given to procuring managers in the advice and challenge from procurement for all future tenders of this type and nature. Procurement HoS will also be delivering training and education to services (aligned to the new Procurement Act) on how to best specify and then procure the required good or services, and this will also specifically cover sub-contracting arrangements and the risks around them.</p> <p>The incoming Procurement Act (expected late February) will introduce a new ability for the council to account for previous supplier performance and potentially use “prior performance notices” from other customers to exclude suppliers from tendering where their performance has been insufficient. This is new legislation so is as yet unproven, but is anticipated to provide the council with some additional protection to address any</p>

			gaps between tender responses and actual performance.
<b>Action</b>		<b>Success criteria</b>	
Continuation of the existing activities being undertaken in Procurement to review sourcing plans.		Improved procurement contract awards.	
Confirmation and communication of the changes being introduced in the new Procurement Act to better assist the Council in using high quality suppliers.		Reduced numbers of contracts in dispute/programmes being delayed or overrunning.	
<b>Target date</b>		<b>Implementation date</b>	
December 2025		April 2025	

## Proposal

- To note the executive response to the **Final Report of the Evolve Task Group**.

---

**Cllr Richard Clewer, Leader of the Council and Cabinet Member for Military-Civilian Integration, Health and Wellbeing, Economic Development, Heritage, Arts, and Tourism**

**Cllr Nick Botterill, Cabinet Member for Finance, Development Management, and Strategic Planning**

Officer contact: Simon Bennett, Senior Scrutiny Officer, 01225 718709, [simon.bennett@wiltshire.gov.uk](mailto:simon.bennett@wiltshire.gov.uk)